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DO NOT ADD ANY MORE PAPERS - NE PAS AJOUTER DE DOCUMENTS

FOR SUBSEQUENT CORRESPONDENCE SEE - POUR CORRESPONDANCE ULTÉRIEURE VOIR

FILE NO. - DOSSIER N°

1150-110/A148

VOLUME

12

148
1150-110/A7 (DLCD 6)

9 May 1989

Mobile Command Headquarters
St-Hubert, Quebec
J3Y 5T5

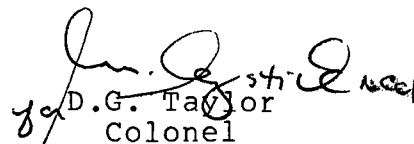
Attention: Deputy Chief of Staff Combat Development

ARMY TERMINOLOGY PROGRAMME

References: A. FMC 1150-110/A7 (DCOS CD) 15 March 1989 and
13 April 1989
B. 11540-110/A7 (DTTC 3-5)/1211-7-1/CTF, 8 May
1989

1. Please find the enclosed memorandum (reference B) which indicates that the level of Secretary of State (MTD) support to the ADTB has been restored.

2. It is hoped that this response will satisfy the concerns raised at reference A. DLCD 6-2 will continue to monitor the situation in this regard.


D.G. Taylor
Colonel

Director/Land Combat Development
for Chief of the Defence Staff

LCol M.D. Capstick/DLCD 6/993-8599/Ann/1343S

1150-110/A148 (DLCD 6)

8 May 1989

Mobile Command Headquarters
St-Hubert, Quebec
J3Y 5T5

Attention: SSO CD Coord

SUPPORTING PAPERS
24TH ADTB MEETING

Reference: FMC Coord 0172, 211305Z April 1989


1. Please find enclosed supporting papers for this meeting as listed below:

- a. Item I - Destruction/Denial of Equipment (STANAG 2113);
- b. Item V - Doctrine Reduction Study includes a service paper to initiate discussion;
- c. Item VI - CFP 300 Revision; and
- d. Item X - Operational Level of War.

2. In the absence of DLCD 6 on RV 89, from 13 May to 2 June 1989, Major D.S. Clement (DLCD 6-3) can be reached at 993-8600 if there are any queries concerning these papers.


D.E. Taylor
Colonel

Director Land Combat Development
for Chief of the Defence Staff

 LCol Capstick/DLCD 6/993-8599/Ann/1337S

Enclosures: 4

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ANNEX F TO
MAS(ARMY)233-1/TAC DOC

PROPOSED ANNEX TO THE NATO FOREWORD TO ATP-35(A)
(See main report paragraphs 11-16)

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ATP-35(A)

ANNEX A TO
NATO FOREWORD TO
ATP-35(A)

This Annex is for information purposes only. It has not yet been ratified by nations.

THE OPERATIONAL LEVEL OF WAR

GENERAL

001. Introduction

The purpose of this annex is to identify the relationship between battlefield tactics and the military strategic aims of the NATO alliance. The annex should give commanders and staffs an understanding of the structure of war and in particular, an appreciation of the vital connection - the operational level of war. Such an understanding is essential if military strategic objectives are to be translated into effective tactical activity.

002. Levels of War

The conduct of modern warfare may be viewed in the context of three levels: strategic, operational and tactical. In very simple conceptual terms these can be described as follows:

- a. Strategic Level. The strategic level is concerned with objectives in support of government and alliance policy formulated at the highest levels. "A strategic concept is a statement of what is to be done in broad terms sufficiently flexible to permit its use in framing the military, diplomatic, economic, psychological and other measures which stem from it". (AAP-6).
- b. Operational Level. The operational level provides the vital connection between the military strategic objectives and the tactical employment of forces on the battlefield through the conception, planning and execution of major operations and campaigns.
- c. Tactical Level. The tactical level is concerned with the conception, planning and execution of current battles and engagements and those in the immediate future.

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PRINCIPLES

003. Application

Although the principles of war apply equally to all levels of war, three principles require emphasis at the operational level.

004. Freedom of Action

The operational commander has wide ranging freedom of action to conceive, plan and orchestrate all activity within his area of responsibility in order to gain and retain the initiative. He will thereby influence the nature of the battle or phase of war. Freedom of action to deploy reserves and to allocate naval, marine, ground, air and logistic assets is also of critical importance. This freedom of action will be subject to external constraints. The commander's intent will generally be conveyed by a directive which outlines a concept and establishes the objectives to be achieved by subordinate commanders.

005. Economy of Force

Economy of force consists of the judicious allocation of resources in order to achieve objectives as efficiently as possible. It makes it easier to alter the operational level posture or to switch efforts thus enabling the commander to take advantage of opportunities and to create surprise in order to retain the initiative. This implies the operational level commander's willingness to accept risks in one area in order to concentrate force in another.

006. Concentration of Effort

The operational level commander must concentrate his effort against the point at which it will have the greatest effect. This point or set of points may consist of those elements of any enemy force, the destruction or disruption of which renders the attainment of that force's objectives impossible. These elements may be the commander and his staff, the C3I, AD, air support or logistic systems, the reserves or more simply, morale. It may include the cohesion of those vital elements. In the tactical battle a formation or unit may have to destroy the enemy or remove him from vital ground: at the operational level the effectiveness of any enemy may be reduced by a combination of means of which physical destruction is only one part.

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CHARACTERISTICS

007. Relation to Military Strategic Objectives

The operational level is concerned with the employment of joint forces to attain military strategic goals through the conception, planning and execution of major operations and campaigns. Operational level activity must contribute directly towards achieving defined military strategic objectives. Tactical activity cannot take place purposefully outside this context. Action must also always be planned with a view to seeking a decision.

008. Joint Aspect

At the operational level land and air activity must be conceived, planned and conducted as a single entity. The operational commander should command both ground and air forces, and will therefore be able to switch resources to provide concentrations at the point of main effort. It, in practice, the operational level commander does not have air assets under command, he will have to co-ordinate operations with the appropriate air commander to achieve operational level objectives. The closest liaison between the appropriate ground and air force headquarters is an indispensable requirement if this essential degree of co-ordination is to be achieved. If naval or marine forces are directly engaged in operations then their activities must also be co-ordinated.

009. Combined Aspect

Activity at the operational level within the NATO Alliance will invariably involve forces of more than one nation operating together. Planning must include provision for using each component of a combined formation to best advantage and overcoming the interoperability problems inherent in coalition warfare. This aspect includes the need for NATO and national commanders to work closely together.

010. Scale

The scale of the operational level is fundamentally different from the tactical level in terms of time (for decision-making, reinforcement and mobilization), area (for manoeuvre), and forces. Commanders will have to take speculative decisions based on incomplete information well in advance

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to allow time for the necessary battle procedure and movement of large formations. Planning will therefore need to be continuous and take place on a long-term basis. The scale of intelligence and reconnaissance will be significantly different from the tactical level as well. Commanders will need to see deep behind leading enemy formations to ascertain the operational goals of the enemy commander and take action to upset the tempo of his operations.

011. Resources

Commanders must be given the resources required to fulfil their operational objectives; Such resources may be tangible (military forces, logistic assets or host nation support) or intangible, which might include the commander's authority over the time allocated to achieve operational level objectives. Resources should be held at the level which ensures their most effective use. They may be decentralized or taken under command and switched as requirements dictate. Despite the general principle that logistics within the NATO Alliance are a national responsibility, the operational level commander must be given the necessary authority to use parts of host nation infrastructure (e.g. ports, railways and communications) and logistic (e.g; transport, POL and medical) resources if his freedom of action is not to be significantly constrained.

012. Nuclear Planning

The operational level commander participates in the process of nuclear planning. He is concerned with the overall co-ordination of conventional operations with the employment of nuclear weapons. The decision to employ these weapons, however, remains a political one.

013. Civil Affairs

The operational level commander will be concerned with the harmonization of civilian and military interests within his area of responsibility. These will range from the advantages to be gained from host nation support and infrastructure to the problems of refugees and the avoidance of civilian casualties.

014. Constraints

The freedom of action of the operational level commander will be constrained by several factors outside his control. These may include political considerations affecting military operations which may require the retention or protection of areas politically or psychologically but not militarily significant, restrictions on the use of certain weapons or tactical methods. Constraints may be lifted or imposed in relation to strategic requirements decided at the highest political and military levels.

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OPERATIONAL LEVEL PLANNING FACTORS

015. General

At the operational level emphasis is placed on the integration of land forces in manoeuvre with naval, marine, ground and air forces so that their total effect can bring force to bear in a decisive way to achieve the mission which reflects the military strategic objectives. The operational level commander must focus his attention on the factors below as he translates military strategic objectives into plans and directives.

016. Mission Analysis of the Military Strategic Objective

The operational level objective is defined and developed from the stated military strategic objectives after consideration of the constraints imposed. From this analysis the operational level commander establishes the essential pre-conditions for the success of his mission.

017. Enemy/Threat Analysis

Operational level intelligence staffs must:

- a. Study the enemy operational level commander and assess his intentions.
- b. Identify the key elements of the enemy's capabilities in order to determine the best way to defeat him.
- c. Focus on the level of threat which may affect the intentions of the operational level commander.
- d. Assess the enemy's long-term options and resources and project his most likely courses of action.

018. Time and Space

- a. Time. The operational level commander must consider:

- (1) Preparation time which includes the time from the initial warning and that required for mobilization, deployment and preparations for defence.
- (2) Planning time for both present and future operations. This includes the projection of enemy force arrivals, the timeliness of decision making and the time required for the implementation of plans in the light of projected enemy moves.

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- b. Space. Space should be considered both in terms of its operational level focus and its physical implications.
- (1) Focus. Although the operational level commander will concentrate on his area of interest he must also consider other areas that may affect his plans.
 - (2) Physical Implications. The physical nature of the ground must be considered in terms of its significance both for manoeuvre and logistics.

019. Climate and Weather

Climate and weather conditions must be considered as they affect both enemy and friendly force activity, particularly manoeuvre, air and logistic aspects.

020. Friendly Force Capabilities

The operational level commander must consider the means available to him for the achievement of his objectives. Factors include:

- a. Naval, marine, ground, air, maritime and civilian support assets.
- b. External reinforcements.
- c. Formations under national command.
- d. Logistic sustainability.
- e. Pre-positioned major stocks.
- f. Reconstitution.
- g. Host nation support facilities.
- h. Standards of training and interoperability.

021. Assessment of Relative Capabilities and Opportunities

An overall assessment of these factors will suggest possible courses of action. In this evaluation the existing capabilities and the potential for movement of forces in terms of time and space and the opportunities this may offer will determine the general form of manoeuvre required to achieve the operational level objectives.

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022. The Operational Level Plan

- a. The operational level commander must follow one uniform idea in developing his plan for his area of responsibility. It should answer the key questions "what", "when" and "how". The plan assigns missions and resources to tactical level formations. It will be broad in scope and may include:
 - (1) Intentions for the accomplishment of operational level objectives, establishing preconditions for decisive action
 - (2) Predicted culminating points for enemy and friendly offensive operations.
 - (3) Branches and options to the plan to provide for exploitation of success or alternatives in the event of failure.
 - (4) Orchestration of effort.
 - (5) Deception plans.
 - (6) Use of operational level reserves.
 - (7) Priorities for sustainment and reconstitution.
 - (8) Co-ordination with other forces and agencies.
- b. The operational level commander's plan should orchestrate the battles and major operations in time and space. Tactical level commanders implement the operational plan and direct individual battles through directives and missions.

CONCLUSION

023. This annex provides a short conceptual foundation upon which Alliance doctrine for the operational level may be built. Understanding of the concept and a joint doctrine for the operational level are essential for the effective implementation of military strategic objectives by co-ordinated tactical activity. Interoperability within the Alliance remains a key factor.

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SUPPORTING PAPER FOR AGENDA ITEM X

24TH ADTB MEETING JUNE 1989

THE OPERATIONAL LEVEL OF WAR

BACKGROUND

1. At the 22nd ADTB in June 1988, DLCD 6 advised Board members of a NATO proposal to include within ATP-35(A) "Land Force Tactical Doctrine" an annex entitled "The Operational Level of War". Advance copies of the draft annex were provided for information purposes.
2. Response to the document has been uniformly supportive. CFSCC, CLFCSC and HQ CFE have all strongly recommended its formal adoption by Canada. The Chairman of the new Joint Doctrine Board has also reviewed the annex and intends to include it within his own keystone joint operations publication.
3. Within NATO the proposal has won considerable support despite reservations concerning the sponsorship of a joint/combined operations concept by a single service working party.
4. The next meeting of the Tactical Doctrine Working Party (July 1989) will seek final approval of the annex and subsequent ratification by nations.

AIM

5. To obtain the Board's approval in principle for the incorporation of "The Operational Level of War" into Canadian Army doctrine.

DISCUSSION

6. It is anticipated that considerable staff activity will be generated before formal ratification will take place. There is, however, no doubt that the operational level of war is not only recognized by, but included within, the doctrine of at least three of Canada's major allies. It features prominently in:

- a. US - FM 100-5, Operations, 1986;
- b. UK - Army Code No. 71344 (Pt. 1), The Army Field Manual, Volume 1, The Fundamentals, Part 1, The Application of Force;

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c. GE - HDV 100/100, Command and Control of Armed Forces, TRADOC Translation, Feb 1989.

6. It is the intention of DLCD 6, with the Board's approval, to proceed on the basis that the operational level of war is a valid concept and develop related Army doctrine for promulgation within appropriate land force publications - specifically CFP 300 "The Army" and CFP 301(1) "Land Formations in Battle".

7. Unfortunately, Change 3 to ATP - 35A, which includes the operational level annex, has not yet been distributed by the UK Custodian. A copy of the final draft produced at the last TAC DOC WP is enclosed for ADTB review and comment.

Enclosure: "Proposed Annex to the NATO Foreword to ATP-35(A)"

SUPPORTING PAPER FOR AGENDA ITEM VI
24TH MEETING OF THE ADTB 21-22 JUN 89
CFP 300 REVISION

Ref: 2900-CFP 300 (DLCD 6), 23 Mar 89

Sponsor

1. OPI is DLCD 6. Members of the ADTB and incumbent Corps 96 systems study team leaders were asked to comment on the writing plan at the reference.

General

2. This project is based on the doctrine conversion guidance issued at the minutes of the 23rd meeting. The CFDP, Army 2002, JDB activities and recent CDC guidance will all be considered in this revision.

Aim

3. The aim of this agenda item is to solicit approval of the writing plan by the ADTB.

Major Comments

4. A summary of major comments submitted (if any) will be provided at the meeting for your info. If any of the comments cannot be resolved within the ADTB Secretariat, they will be submitted to the ADTB for direction.

Author's Note

5. Much of CFP 300 is based on the current defence policy base and the CFDP has a large impact on its contents. Since a major review is now in progress and substantial changes to the CFDP are expected, the milestones suggested in the reference will likely be delayed.

SUPPORTING PAPER FOR AGENDA ITEM I

24TH ADTB MEETING JUNE 1989

DESTRUCTION/DENIAL OF EQUIPMENT TO

THE ENEMY

BACKGROUND

1. At the 23rd ADTB, DLCD 6 was directed to include within his next amendment to CFP 301(1) "Land Formations in Battle" a reference to Canadian policy on the destruction/denial of equipment to the enemy.

AIM

2. To advise the Board of current NATO policy in regard to the destruction and/or denial of military equipment and supplies, (STANAG 2113 "Denial of a Unit's Military Equipment and Supplies to an Enemy"), and to seek confirmation that this policy is considered suitable for inclusion in CFP 301(1) as Canadian doctrine.

DISCUSSION

3. STANAG 2113 was examined in some detail at the 16th Operational Procedures Working Party, February 1989. A First Draft of Edition 5 that was on circulation for national ratification had to be withdrawn in the face of considerable opposition by several European delegates.

4. A special sub-committee was convened to rewrite the agreement, taking into account the majority of points raised by dissenting nations. Essentially the STANAG was "adjusted" to deal more with the destruction or denial of a unit's or formation's equipment and supplies rather than with larger scale denial activities or operations.

5. A preliminary draft of the new document, now designated Edition 6 First Draft, was agreed to at the meeting and will be forwarded to nations for ratification in mid to late 1989. An advance copy is enclosed for information.

6. It is the intention of DLCD 6 to use the content of STANAG 2113 as a basis for Canadian doctrine on the destruction and/or denial of a unit's/formation's military equipment and supplies. Comments by Board participants would be welcomed.

Enclosure: STANAG 2113 (Edition 6)(First Draft) "Denial of a Unit's Military Equipment and Supplies to an Enemy"

STANAG 2113
(Edition 6)
(1st Draft)

NATO STANDARDIZATION AGREEMENT
STANAG

DENIAL OF A UNIT'S MILITARY EQUIPMENT AND SUPPLIES TO AN ENEMY

Related document: AAP-6 - NATO Glossary of Terms and
Definitions (English and French)

AIM

1. The aim of this agreement is to state agreed policy on the denial in wartime of a unit's military equipment and supplies to an enemy.

AGREEMENT

2. Participating nations agree that:

- a. An enemy should be denied use of military equipment and supplies of Allied Forces.
- b. The denial to the enemy should, if possible, not preclude their later use by Allied Forces.
- c. The destruction of military equipment and supplies will only be ordered when their falling into enemy hands cannot be prevented.
- d. After commencement of hostilities, in a tactical emergency, and provided that national forces have passed to NATO operational command or control, a NATO commander may order the denial of a unit's military equipment and supplies.
- e. The denial of military equipment and supplies to prevent their use by an enemy is the responsibility of the user.
- f. The provision of instructions and means for, and training in, the denial of military equipment and supplies is a national responsibility.

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DEFINITIONS

3. The following terms and definitions are used for the purpose of this agreement:

- a. Denial. To prevent the enemy use of a unit's military equipment and supplies by means of destruction, removal or pollution.
- b. NATO-Commander. A military commander in the NATO chain of command (AAP-6).
- c. Unit. Any military element whose structure is prescribed by competent authority, such as a table of organization and equipment; specifically, part of an organization (AAP-6).
- d. Unit's Military Equipment and Supplies. This includes unit facilities and installations; civilian equipment and supplies used by allied forces but excludes medical equipment and supplies.
- e. Pollution (pollute). Destroy the purity or sanctity of; make foul or filthy; contaminate or defile (man's environment).

DETAILS OF THE AGREEMENT

4. Priorities. The priorities and the extent of the denial of military equipment and supplies must be decided by the commander ordering it, taking into account their potential value to the enemy. Some examples could be:

- a. As a high priority:
 - (1) Classified equipment, material and documents.
 - (2) Petroleum, oils and lubricants.
 - (3) Sophisticated weapons systems or electronic equipment.
 - (4) Heavy weapons and associated ammunition.
 - (5) Communications equipment.
 - (6) Ferrying and bridging equipment.
 - (7) Air, sea and land transport.
- b. As a second priority: Any other military stores, military equipments and supplies or military facilities which may be of use to an enemy.

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5. Implementation of Denial. Instructions for the denial of an item of military equipment or of supplies should be included in the appropriate national support publication in sufficient detail to enable their direct use to be denied to an enemy and also to prevent the enemy from making use of them after cannibalization between similar equipments.

IMPLEMENTATION OF THE AGREEMENT

6. This STANAG is implemented when the policy it contains has been included in instructions issued to the forces concerned.

SUPPORTING PAPER FOR AGENDA ITEM V

24TH MEETING OF THE ADTB 21-22 JUN 89

DOCTRINE REDUCTION STUDY

SPONSOR

1. OPI is DCOS CD. DLCD 6 has been tasked to conduct a wide ranging study to examine methods of reducing or consolidating our current body of doctrinal literature. In addition he was asked to review the current allocation of author positions at NDHQ and throughout the Command.

GENERAL

2. The CD cycle will soon enter the doctrine development/revision/writing phase to support Corps 96 concepts. It is therefore appropriate to review our current procedures and to seek solutions for some of the current problems identified by schools, colleges and units. Most of these comments revolve arounds size and number of volumes. The detail is included in Annex A to this supporting paper.

AIM

3. To present the ADTB with a draft doctrine reduction study for review and comment.

Attachment:

Annex A Service Paper: Doctrine Review

2900-1 (DLCD 6)
1150-110/A148

Ottawa, Ontario
8 May 1989

DOCTRINE REDUCTION REVIEW

PART 1 INTRODUCTION

- References:
- A. Minutes of the 23rd Meeting of the ADTB
 - B. CFP 399, Army Doctrine Catalogue 1989
 - C. ADTB SOPs
 - D. DLCD 6 Terms of Reference
 - E. US TRADOC Briefing Package and Discussion
DLCD 6/TRADOC LO at NDHQ.
 - F. British Army Doctrine Report, BDLS(A) 160,
15 Nov 88

PART 1 - INTRODUCTION

BACKGROUND

1. At both the March 1989 CDC SC and CDC XV, DCOS CD was directed to review the current body of army doctrinal literature with a view to reducing its bulk and/or rationalizing publications to eliminate duplication.

2. The Corps 96 CD cycle is about to enter the doctrine revision/production stage (ADTB 23) and the current CFDP will drive some major changes in our "keystone" manuals. In view of this it is an opportune time to review the requirements for doctrinal literature and to examine our emphasis in some areas. For example, if we have a good Battle Group and Combat Team set of manuals, do we need individual arms tactics publications? In addition, the inauguration of the Joint Doctrine Board (JDB) will provide a focal point for joint, combined and National level doctrine and will have an impact upon the army's established doctrine development process.

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3. As a result of these developments, the Chairman of the ADTB has tasked DLCD 6 to conduct a review of current doctrine development procedures and literature with a view to reducing the number and size of publications and to examine the current allocation of authorship responsibilities.

AIM

4. To propose methods of rationalizing Canadian Army doctrine development.

SCOPE

5. This paper will only discuss the existing doctrine process as it affects efficiency in doctrine writing and development. It is assumed that SSO CD Co-ord will continue to examine the actual production/printing situation. In addition, it is assumed that current concept based methodology will continue to be used in the future. It is also assumed that no more resources will be dedicated to doctrine development in the near term.

6. Some of the major problems which have been identified by a large number of army officers are:

- a. Number of publications - approx. 128 in catalogue;
- b. Duplication of contents - do we really need to repeat lists of principles, fundamentals in each book?
- c. Redundancy - there is a tendency to want every book to "stand-alone" thus increasing the size of each volume;
- d. Instability - too many books are related to specific organizations or equipment. This leads to contradictions within the series and drives amendments every time an organization changes;
- e. Emphasis on mechanized warfare - although this was required to develop Corps 86 doctrine it leaves large elements of the army in a doctrinal void. Many commentators have suggested that we strive for a better balance to reflect the reality of the Land Force structure;
- f. Authorship at inappropriate levels - eg. DLCD 6 is OPI for the keystone CFP 300 "The Army" and the very low level "Soldiers Guide" series; and

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- g. Finally, the entire problem of duplication of effort between NDHQ and FMC and the inherent difficulties in co-ordinating production.

7. Most of these areas of concern are but elements which contribute to delays, and sometimes confusion, in the doctrine development and production process. Other factors, such as under-manning of positions and double tasking of authors compound the problem. However, these are often transitory and are unlikely to be solved by modifying either structures or procedures.

PART II - DISCUSSION

NUMBER AND SIZE OF PUBLICATIONS

8. General The sheer bulk of our doctrinal literature has attracted serious criticism throughout the army. Both the number of publications and their size (especially in comparison to old CAMT's or British Army pams) are the most often repeated points of criticism. This bulk complicates the co-ordination process and makes the CFP 300 series virtually unmanageable. It also detracts from the overall credibility of the contents. For example, why does an FOE candidate have to use over 20 books to study for a combat team level exam? Based on this author's experience as a programme tutor, this gives junior officers a lasting poor opinion of the real value of doctrine. The great majority of our courses suffer the same problem. Although this problem is both easily recognized and attacked, it is not so simple to solve. All of our 120 (plus) volumes have been written (or proposed) to meet a specific requirement. It can thus be concluded that the ADTB must rigorously re-examine those requirements before any major re-configuration of the series can occur. The remainder of this section will provide some suggestions as a start-point for discussion.

9. Number of Publications This review began by examining the keystone doctrine manuals, the unique operations series, and the staff duties and battle group/combat team series. It is the DLCD 6 position that all of these are necessary but that the actual number could be reduced by producing the unique operations series as separate enclosures in a loose-leaf binder which would accompany CFP 301 (2) - The Battle Group in Operations. Similarly, it is felt that since the publication of 301 (2) and (3) the major arms/branch manuals such as the Infantry Battalion, the Tank Regiment, the Recce Regiment

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and parts of Artillery in Battle could be considerably reduced in scope. These could be limited to specific aspects of each arm (eg. echelon systems, HQ's etc.) and again included as parts of one book entitled the Combat Arms. A similar approach could be used within each arm/branch series of manuals. For example, could CSS consolidate its main effort in one publication with a series of supplements for various levels of operations from Corps to Brigade? It is inappropriate for DLCD 6 to examine all of the possibilities affecting individual arms. However, it is recommended that all OPI's, under the direction of the ADTB, be tasked to examine the suitability of this approach within their purview.

10. In view of our limited resources, doctrine production efforts should concentrate on publications really needed in the field or in teaching institutions. To that end, books such as "1 Div Goes To War" and "First Clash" are "nice to have". They are not doctrine and the same lessons can be derived from reading military history or from a study of current operational literature in both books and journals. The CD process should not be involved in attempting to write military history. CLFCSC has taken the initiative in this area by proposing the establishment of an Army Tactical Studies Section (ATSS) at Kingston and by issuing a select "Military Art and Science" bibliography. The ADTB should support this activity to the fullest as the doctrine community is likely to benefit greatly from it. ATSS will be able to publish monographs on selected topics of interest to the ADTB and the army at-large. It is therefore recommended that the following be deleted from the Doctrine Catalogue:

- a. CFP 309 (6) - First Clash/Premier Choc;
- b. CFP 309 (7) - The Counter-Stroke;
- c. - - 1 Div goes to War; and
- d. CFP 325 (1) - Tactical Lessons from WW II.

11. Size of Publications Most, if not all, of our books could be reduced in size by eliminating detailed discussion of the threat, descriptions of specific organizations and repetition of lists of fundamentals and principles. Both the threat and organizations should be adequately covered in their own manual. Fundamentals and principles are described in detail in CFP's 300, 301 (1) and 301 (2). It is felt that they do not always bear repetition in lower level manuals. It is also believed that this situation has resulted from a perception that

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each and every volume must be able to stand-alone. This is, in fact, the case with the latest draft of "Staff Duties in the Field". That version is a compendium of information ranging from command and control to message writing. Although this does eliminate the requirement for the staff officer and student to refer to CFP 121 (3), it has resulted in a huge and almost unusable book. DLCD 6-2 is currently attempting to reduce its size, and it is suggested that each OPI do the same within his purview during the Corps 96 revision process. Authors and editors should be given specific direction in this regard by the ADTB.

SPECIFIC ORGANIZATIONS/MECHANIZED WARFARE

12. In view of the relative stability between Corps 86 and 96 concepts, it is surprising that so much of our doctrine will need revision. In fact, much of this change is driven by the inclusion of Corps 86 organizations in branch/arm manuals. If this practice is avoided in future and discussion is limited to the tactical employment of representational capabilities (eg. the fundamentals of the defence are not really dependent upon the number of rifle companies) much of this instability could be reduced. Much the same logic also applies to our current emphasis on mechanized battle. Appropriate manuals should also cover the employment of light forces. If this is not done, we will end up having to produce a complete series of manuals to serve the vast majority of the army not equipped for mechanized operations.

AUTHORSHIP AND DOCTRINE CO-ORD

13. In studying these two connected issues a detailed review of both the American and British systems was undertaken. Each system has evolved in response to the unique requirements of its respective army. However, a common feature of both is the unification of doctrine and individual training under the auspices of a single commander. In the US Army, Commander Training and Doctrine Command (TRADOC) provides the superior HQ for the Command and General Staff College and arms schools and in turn, reports to the Chief of Staff of the Army. In the UK the Commander Training and Arms Directors (CTAD) has similar responsibilities to the Chief of the General Staff. Although these two systems have marked differences to cater for national requirements, the establishment of a single command authority virtually ensures that teaching remains current with doctrinal developments and, at the same time, that the doctrine writers respond to the demands of the teachers. Although resources may preclude it at

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this time, an adaptation of a similar system for the Land Forces should be considered. This would:

- a. provide a single command, responsible to Commander FMC/Land Forces for all individual training (CLFCSC to Battle Schools);
- b. establish a single HQ responsible to the Commander for all environmental doctrine;
- c. ensure that the training and doctrine functions are more closely controlled by a commander rather than staff officers; and
- d. possibly serve as a focal point for integrating the efforts of Branch advisors and functional SSO's.

14. However, if this is not acceptable for any reason, the current co-ordination effort and authorship must still be rationalized. The following proposed split is based on the assumption that the Land Force C2 Study will result in the transfer of co-ordination activities to DLCD. If this proves incorrect, DLCD 6 should then be repatriated to FMC HQ to eliminate the problems of duplication of effort discussed earlier.

15. Regardless of which HQ assumes the co-ordination function, the question of authorship needs to be resolved. The current situation is not only confused but the flexibility of organizations such as DLCD 6 are limited by virtue of their wide range of functional concerns. The following allocation of authors is suggested as a start point for discussion as a detailed description of all possible options would be prohibitively detailed:

- a. CFP 300, 301 (1) and SD series: DLCD 6 either at NDHQ or FMC. This would limit the level of expertise required to operations and formation tactics;
- b. CFP 301 (2) (3), Unique Environments, Branch/Arm manuals and Soldiers' Guides. (Tactics and Procedures): at an upgraded FMC Writing Det co-located with CTC. This would require a LCol as CO and the transfer of all current doctrine author posns from FMCHQ to CTC, and
- c. Equipment drill manuals (guns, weapons, vehicles etc) Applicable schools. Current FMC Det posns could be allocated to the schools.

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16. This structure would serve to bring our major individual training and doctrine functions under a single command. Again, as a suggestion for discussion, Comd CTC could be given a COS Tactics and Doctrine who, in turn, could have both the current G3 Tactics and the suggested G3 Doctrine under his control. As individual schools are most interested in well written weapons equipment manuals, it follows that they would be the most appropriate agencies to assume responsibility. The current Capt positions in the FMC Det could be transferred to them. Manuals for new equipment should be produced by the project concerned.

17. This would greatly broaden the scope of Comd CTC's duties but it would serve to rationalize the entire process and would ensure that doctrine and teaching would never be far apart. Retention of keystone manuals by DLCD at NDHQ will ensure that NATO, ABCA and National concepts are correctly incorporated into doctrine. Although much of the detail would have to be developed and the final "home" of the doctrine co-ordination function will be decided by Comd FMC, based on the Land Force C2 Study, the split of responsibility proposed above reflects the classification of manuals as doctrine, operations, tactics/procedures or drills. It is felt that this type of system would be suitable for the Land Forces.

PART II - CONCLUSION

SUMMARY

18. The advent of Corps 96, the CFDP and the Land Force C2 Study all provide the Army with an opportunity to rationalize the doctrine production process. This paper has covered a wide range of issues; including the number and size of manuals, duplication of effort and contents and the allocation of responsibilities for co-ordination and authorship. In view of the complexity of the doctrine development process, all of these must be dealt with in a unified manner.

RECOMMENDATIONS

19. It is recommended that the ADTB review this paper prior to the 24th Meeting, and that members comment on the specific suggestions which follow in each area. It is further recommended that the ADTB agree on a "way ahead" at that meeting.

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20. Doctrine Reduction/Consolidation. It is recommended that the ADTB review the following specific suggestions with a view to issuing firm direction no later than the 25th meeting in the Fall of 89:

- a. OPIs should be directed to formally re-validate the requirement for each book within their purview before the next meeting;
- b. OPIs should be directed to review each publication to ensure duplication of content is eliminated. CFP 300 and 301(1) should be used for guidance;
- c. Eliminate detailed descriptions of organizations and specific equipment;
- d. Consider the consolidation of manuals as described in para 9; and
- e. Rule on the deletion of the publications listed in para 10.

21. Authorship. It is requested that members be prepared to comment on the proposal in paras 15 and 16 at the 24th meeting. If this (or a similar proposal) is actioned, decisions will have to be made by the 25th meeting to ensure personnel action in APS 90.

Attachment:

Annex A Proposed Levels Publications

Annex B Proposed Alloc of Authors.

MEMORANDUM

1150-110/A7 (DTTC 3-5)
1211-7-1/CTF

8 May 89

DLCD 6-2

ARMY TERMINOLOGY PROGRAMME

- Refs: A. FMC 1150-110/A7 (DCOS CD) 15 Mar 89
B. FMC 1150-110/7 (DCOS CD) 30 Jun 89
C. Note de service - DTM 4 Jan 89

1. The problem described in ref C has been solved recently when the Secretary of State Directorate of Military Terminology (DTM) got back the word processor operator who had been posted in Hull at the beginning of this year.

2. The Director of the DTM has told the undersigned that the production of minutes of terminology committee meetings has already resumed. She also pointed out that references A and B had somewhat contributed to the return of the word processor operator.

3. Unless budgetary restrictions bring new personnel cuts, it appears that all Army terminology committees will be able to function normally in the foreseeable future.

J.A.J. Lajeunesse

DTTC 3-5

995-2541



TEMPORARY DOCKET DOSSIER TEMPORAIRE

18 Apr 89

[illegible]

INSTRUCTIONS

1. Temporary Dockets are to deal WITH ONE CASE ONLY.
Les dossiers temporaires sont créés à l'égard d'un SEUL CAS.
2. T.D.'s NOT to be placed on main file UNLESS Records Management Office informed by File Control Form DND 710.
Ne PAS placer un dossier temporaire dans le dossier principal SANS en informer le Bureau de la gestion des dossiers au moyen de la formule DND 710.
3. T.D. No. together with main file number to be quoted on all correspondence originated.
Mentionner le numéro du dossier temporaire et le numéro de référence du dossier principal dans toute correspondance.
4. Action should be taken as soon as possible in order that main file may be kept up to date. If action cannot be taken within 48 working hrs., B.F. Docket.
Donner suite le plus tôt possible, afin de tenir le dossier principal à jour. Si non réalisable dans les 48 heures ouvrables, acheminer et inscrire une date de rappel.
5. T.D.'s to be requisitioned, passed, B.F.'d. etc., in the same manner as main files by means of Form DND 710.
Utiliser la méthode applicable aux dossiers principaux pour les demandes, acheminements, rappels, etc., des dossiers temporaires; employer la formule DND 710.



National
Defence

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ARMY DOCTRINE AND TACTICS BOARD
CONSEIL DE DOCTRINE ET DE TACTIQUE DE L'ARMÉE DE TERRE

FMC 1150-110/S1 (SCEM EDMC)

Quartier général de la Force mobile
St-Hubert, Québec

J3Y 5T5

NDRMS 3-3 / SGDDN 3-3

Referred to

le 18 avril 1989 Transmis à DTTC

Liste de diffusion

PROPOSITION TERMINOLOGIQUE -
TERME "HEADQUARTERS"

Ref: FMC 1150-110/SI (SCEM EDMC) 30 juin 1988

Pourriez-vous nous donner un compte-rendu de la situation concernant
notre proposition terminologique du terme "Headquarters"?

Le président
Conseil de doctrine et de tactique de l'Armée de terre
Le colonel N.B. Jeffries

1 pièce jointe

LISTE DE DIFFUSION

Exécution

Externe

→ QGDN Ottawa - DTTC

Information

Externe

QGDN Ottawa - CDOT
BFC Montréal - CAdmin

Interne

CEM Ops
CCLO
Les membres du CTF

② DTTC 3-5
Ou en est. a
MF
5/5

4P" REFERENCED LETTER
.....1150-110/A148 TD 9197
AND PASSED TO.....C.D.O.T.....



National
Defence

Défense
nationale



ARMY DOCTRINE AND TACTICS BOARD
CONSEIL DE DOCTRINE ET DE TACTIQUE DE L'ARMÉE DE TERRE

FMC 1150-110/S1 (SCEM EDMC)

Quartier général de la Force mobile
St-Hubert, Québec
J3Y 5T5

le 30 juin 1988

Liste de diffusion

PROPOSITION TERMINOLOGIQUE -
TERME "HEADQUARTERS"

1. Depuis 1982, le Sous-comité de terminologie française (STF) du Conseil de doctrine et de tactique de l'Armée de terre (CDTAT) essaie de normaliser la ou les traductions du terme "headquarters" sans succès.
2. En 1987 et 1988, le STF a procédé à une étude poussée et a arrêté les termes français pouvant être utilisés pour la traduction du terme anglais "headquarters".
3. La proposition terminologique ci-jointe a été approuvée par le CDTAT le 1er juin 1988. Nous recommandons que cette proposition soit acceptée par le DTTC.

Le président
Conseil de doctrine et de tactique de l'armée de terre
Le colonel D.I. McNabb

1 pièce jointe

LISTE DE DIFFUSION

Exécution

Externe

QGDN Ottawa - DTTC

Information

Externe

QGDN Ottawa - CDOT

Interne

Cndt
CEM Ops
OSEM EDMC Coord
OEM2 Prod Doc (Copies pour le STF et le STA)



Mobile Command Force mobile

FMC 1150-110/S1 (STF)

Quartier général de la
Force mobile
St-Hubert (Qué)
J3Y 5T5

le 29 février 1988

Liste de diffusion

PROPOSITION TERMINOLOGIQUE -
TERME "HEADQUARTERS"

Référence: FMC 1150-110/S1 (STF) 29 mai 1987

1. Suite à la référence et à l'étude poussée du STF à ses réunions de janvier et de février 1988, nous avons arrêté les termes français pouvant être utilisés pour la traduction du terme anglais "headquarters".
2. La proposition terminologique à l'annexe A représente le point de vue du STF. Nous recommandons qu'elle soit acceptée par le CDTAT et que le Vocabulaire de l'armée de terre soit modifié en conséquence.

Le président du Sous-comité
de terminologie française
Le major P. Marceau

LISTE DE DIFFUSION

Exécution

Président CDTAT

Information

CEM Ops
Président du STA
Les membres du STF

ANNEXE A

À FMC 1150-110/S1 (STF)

DATÉE DU 29 FÉVRIER 1988

PROPOSITION TERMINOLOGIQUE

TERME "HEADQUARTERS"

HISTORIQUE

1. Depuis la mise sur pied du Sous-comité de terminologie anglaise (STA) puis du Sous-comité de terminologie française (STF), des progrès substantiels ont été réalisés dans le domaine de la terminologie pour l'armée de terre, et ceci dans les deux langues officielles. Il est utile de rappeler que ces sous-comités doivent constamment réconcilier les impératifs de la tradition militaire canadienne, issue dans une très grande mesure de la tradition militaire britannique, et des exigences de la langue. Force est de constater que depuis l'unification des Forces canadiennes, il nous a fallu composer de plus en plus avec une réalité bien de chez nous et ainsi adapter notre doctrine au contexte canadien. Sans pour autant minimiser les efforts du STA, on conviendra que sa tâche est relativement plus facile pour les raisons que l'on peut aisément imaginer. Pour ce qui est du travail du STF, la tâche est d'autant plus ardue qu'à cause des us et coutumes militaires canadiens, essentiellement de souche anglaise, l'adoption intégrale de la terminologie de l'armée de terre française est tout au moins problématique sinon inappropriée en maintes occasions.

2. Jusqu'à présent, le STF a pu résoudre la plupart des difficultés auxquelles il s'est heurté, et a trouvé le mot ou l'expression juste s'adaptant à la réalité canadienne. À l'occasion, on a dû solliciter la coopération du STA pour arriver à des accommodements qui en définitive ont mené à plus de précision dans les terminologies anglaises et françaises. Cependant, le terme anglais "headquarters" a présenté des difficultés au STF. Il est difficile de trouver un équivalent en français, à ce terme, lequel peut être utilisé pour désigner, indépendamment du niveau, le personnel et les installations ou le lieu pour toutes les formations, unités et sous-unités de l'armée de terre. Lors de ses réunions, les 28 et 29 janvier et les 18 et 19 février, le STF s'est penché à nouveau sur ce problème et a convenu de proposer les termes qui pourraient être utilisés pour la traduction du terme anglais "headquarters".

BUT

3. Le but de cette proposition est de recommander les termes français pouvant être utilisés pour la traduction du terme anglais "headquarters".

ANNEXE A

À FMC 1150-110/S1 (STF)

DATÉE DU 19 FÉVRIER 1988

GÉNÉRALITÉS

4. Au sein de l'armée de terre, les formations et unités à tous les niveaux, de même que les divers organismes tels les écoles d'instruction, les collèges et les bases, ont à leur tête des commandants assistés d'aides aux opérations et à l'administration. Que ce soit au niveau du corps d'armée, de la base ou de l'unité, on retrouve un élément de commandement et de contrôle, et des installations (lieu) que l'on désigne par le terme "headquarters". Ce terme ne semble pas créer de confusion en anglais, tous comprenant que le nombre de personnel et l'ampleur des installations varient nécessairement selon le niveau où s'exercent les fonctions de commandement et de contrôle. De fait, même en français, on est souvent tenté de calquer l'anglais en utilisant le terme "quartier général" au niveau de la formation aussi bien que de l'unité ou de la sous-unité. Le STF a préparé un tableau des termes français qui pourraient satisfaire les besoins aux fins de traduction du terme "Headquarters", en y indiquant l'usage suggéré pour désigner les installations (lieu) et le personnel. Ce tableau est à l'appendice 1. Pour les besoins d'une gamme assez étendue, on a retenu les termes "quartier général", "état-major", "groupe de commandement" et "poste de commandement".

ÉTUDE DES TERMES

5. Afin de déterminer les termes français pouvant être utilisés pour désigner le personnel et les installations (lieu) pour traduire le terme "headquarters", nous pouvons difficilement nous fier à l'usage au sein de l'armée de terre canadienne puisqu'il y a précisément une lacune sur ce plan. Il faut donc nous fier aux définitions théoriques que l'on retrouve dans les dictionnaires, en examiner l'emploi dans les armées où le français est en usage, et adapter ces termes à la réalité canadienne. Ainsi on comprendra que dans notre cas, lorsque les définitions concernent des grandes unités ou formations, nous devons nécessairement appliquer le terme à nos formations du niveau de brigade jusqu'au niveau de corps d'armée. Dans ce contexte, les termes choisis devraient répondre aux critères de base suivants:

- a. Les termes doivent être suffisamment simples et précis pour éviter la confusion et en faciliter l'adoption et l'usage.
- b. Les termes doivent pouvoir être utilisés pour désigner le personnel, les installations (lieu) à tous les niveaux, du corps d'armée jusqu'à la sous-unité.
- c. Les termes doivent être utiles pour les entités administrative, les écoles et les bases, aussi bien que pour les unités et formations de campagne.

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À FMC 1150-110/S1 (STF)
DATÉE DU 14 FÉVRIER 1988

QUARTIER GÉNÉRAL

6. Le dictionnaire Quillet définit "quartier général": "Lieu choisi, ordinairement au centre des quartiers ou de la position d'une grande unité, et où sont établis le logement et les bureaux de son commandant, par extension, réunion des officiers et du personnel subalterne qui composent l'état major de cette grande unité". Quant au Grand Larousse on y définit le terme ainsi: "Endroit où se trouvent le commandant d'une armée et son état-major, par extension, l'état-major lui-même". Le Grand dictionnaire encyclopédique Larousse définit le terme: "Poste de commandement d'un officier général et de son état-major". De ces différentes définitions, et si l'on se fie à leur emploi au sein des armées où le français est en usage, le terme désigne les installations et le personnel d'état-major des grandes formations. Il semble y avoir deux critères qui se dégagent des définitions et de l'usage. Dans un premier temps il y a la notion de la présence d'un officier général et dans un deuxième temps celle de l'ordre de grandeur de l'état-major et des installations. Dans ce contexte, l'état-major doit être à la mesure des besoins et comprendre des cellules ou bureaux composés de plusieurs officiers et de personnels pour chacune des fonctions d'état-major: personnel, renseignement, opérations, logistique et coopération civilo-militaire. On peut donc en déduire que le terme "quartier général" peut être utilisé pour traduire le terme "headquarters" dans les cas où l'entité est commandée par un général, ou encore là où il y a un état-major substantiel.

7. Application. Dans le contexte canadien, le terme "quartier général" peut donc être utilisé pour traduire le terme "headquarters" pour les formations du niveau de corps d'armée jusqu'à la brigade inclusivement. Au niveau de l'unité, l'ampleur des installations et du personnel d'état-major ne justifient pas l'usage du terme. Dans le cas d'un commandement, des bases, écoles etc., l'état-major et les installations sont suffisamment importants pour justifier l'emploi du terme. Selon les définitions, il va de soi que l'on peut également utiliser le terme pour désigner le personnel d'un quartier général à tous ces niveaux. Cependant nous devrions nous en tenir au premier sens du dictionnaire, soit la désignation des installations (lieu).

ÉTAT-MAJOR

8. Tel que démontré par les références à l'appendice 2, l'acception générale du terme "état-major" est: "Le groupe d'officiers et personnes chargés d'assister un chef dans l'exercice de ses fonctions". Comme pour le terme "headquarters", le terme "état-major" peut également désigner un groupe d'officiers et personnels allant de quelques-uns à quelques centaines. Dans le cas des formations, on fait généralement allusion à l'état-major personnel, l'état-major général et à l'état-major spécial.

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DATÉE DU 29 FÉVRIER 1988

Les fonctions d'état-major: personnel, renseignement, opérations, logistique et coopération civilo-militaire sont assumées par des officiers et leurs assistants regroupés dans des bureaux d'état-major. L'élément déterminant est la présence d'officiers et de personnels assumant les responsabilités inhérentes aux différentes fonctions d'état-major, quoique à des degrés moindres selon l'importance de la formation ou de l'unité. Ainsi le terme peut être utilisé pour désigner le personnel d'un quartier-général à tous les niveaux de formations, d'unités et d'organisations en garnison, pour désigner le personnel cumulant des fonctions d'état-major.

9. Application. Dans le contexte canadien, si l'on accepte les critères énoncés plus haut, l'usage du terme état-major pour désigner le personnel des quartiers généraux où qu'ils soient, ne présente aucune difficulté. De plus au niveau des unités de campagne, puisque l'on retrouve du personnel qui cumulent des fonctions s'apparentant aux fonctions traditionnelles d'état-major de: personnel, renseignement, opérations et logistique, on peut déduire qu'il y a effectivement un état-major et par conséquent utiliser le terme à bon escient. À noter que ce terme est en usage courant dans l'armée de terre française pour désigner le personnel assistant le commandant au niveau d'unité. Quant à l'emploi du terme pour désigner les installations, nous devrions nous en tenir à son premier sens du dictionnaire même s'il est évident que comme ailleurs on l'utilisera à l'occasion pour désigner les installations.

POSTE DE COMMANDEMENT

10. Le terme "poste de commandement" désigne l'emplacement ou les installations où s'établit un chef avec ses assistants pour exercer son commandement. L'usage de ce terme n'est pas restreint à un ou des niveaux particuliers puisque l'on retrouve des postes de commandement aussi bien au sein des quartiers généraux des formations qu'aux niveaux d'unités et de sous-unités. Cependant au niveau de formation le poste de commandement est une composante des installations du quartier général, alors qu'aux niveaux inférieurs le poste de commandement désigne l'ensemble des installations où logent le chef et ses assistants. Dans ce contexte, le terme est la traduction du terme anglais "headquarters". Le facteur déterminant est que dans tous les cas, le poste de commandement est l'endroit où se trouvent les installations à partir desquelles le chef exerce habituellement ses fonctions.

11. Application. Pour ce qui a trait aux opérations en campagne le terme "poste de commandement" peut être utilisé à tous les niveaux tel que défini. En garnison, les installations abritant le personnel assistant un chef au niveau de formation sont désignées par le terme "quartier général". Quant au niveau d'unité nous avons déjà convenu qu'il y a effectivement un état-major et que le terme devrait être utilisé pour

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désigner le personnel. Le terme "poste de commandement" devrait être utilisé pour désigner les installations abritant l'état-major d'unité. Quant aux niveaux inférieurs à l'unité, le terme "poste de commandement" devrait être utilisé pour désigner aussi bien les installations que le personnel qu'elles abritent normalement.

GROUPE DE COMMANDEMENT

12. Les termes anglais "headquarters" et "command group" sont utilisés à l'occasion pour désigner le personnel que l'on retrouve à la tête des unités ou sous-unités etc., particulièrement dans les organigrammes. Comme pour le terme "état-major", le terme "groupe de commandement" peut désigner des groupes dont la grosseur varie selon le niveau ou la nature de l'organisation.

13. Application. Le terme "groupe de commandement" est suffisamment vague pour se prêter à maints usages, particulièrement pour désigner les groupes que l'on ne retrouve pas nécessairement au poste de commandement. Ainsi pourrait-on utiliser le terme pour la traduction des termes d'organigrammes, et pour traduire le terme "command group/command section" etc.

RECOMMANDATIONS

14. Le STF est conscient de la qualité dynamique de la langue et a jugé bon d'adapter certains termes et expressions au contexte canadien, et ceci dans le but de faciliter la communication. Dans le cas précis qui nous concerne, le sous-comité a choisi certains critères de base qui ont été utilisés au cours de l'étude des termes français susceptibles d'être utilisés pour la traduction du terme anglais "headquarters". Le Sous-comité est d'avis qu'il est très difficile, sinon impossible, de trouver des termes absolument parfaits dans le contexte canadien pour les raisons déjà mentionnées. Néanmoins, le Sous-comité croit avoir trouvé des termes répondant en tous points aux critères de base et à nos besoins, et recommande les formulations suivantes:

- a. que le terme "quartier général" soit utilisé pour traduire le terme "headquarters" dans les cas où l'on veut désigner les installations (lieu) où oeuvrent l'état-major des formations opérationnelles, des bases, collèges etc.;
- b. que le terme "état-major" traduise le terme "headquarters" pour désigner le personnel d'état-major au niveau des formations et des unités;

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DATEE DU 29 FÉVRIER 1988

- c. que le terme "poste de commandement" traduise le terme "headquarters" pour désigner l'endroit où s'établit un chef et ses assistants pour exercer son commandement. Au niveau de l'unité le terme désigne seulement les installations (lieu), alors qu'aux niveaux inférieurs, il désigne les installations et le personnel; et
- d. que le terme "groupe de commandement" traduise les termes "headquarters/command group/command section", pour la traduction des termes d'organigramme ou dans le cas où les termes "quartier général", "état-major" et "poste de commandement" ne s'appliquent pas.

APPENDICE 1
DE L'ANNEXE A
DU QG FMC 1150-110/A1 (STF)
DATÉE DU 29 FÉVRIER 1988

SOURCES TERMINOLOGIQUES

SÉRIE	ANGLAIS			FRANÇAIS		
	TERME	DÉFINITION	SOURCE	TERME	DÉFINITION	
1	Headquarters (HQ) (place)	<p>A. The offices or working location of a military commander, the place from which a commander customarily issues his orders.</p> <p>B. A place from which a military commander issues orders and performs the functions of command.</p> <p>C. Central or chief place of business etc., (Mil.) quarters of officer commanding army, corps, division, etc.</p> <p>D. The central or chief place of business of general officers commanding formations.</p>	<p>The Random House Dictionary of the English Language.</p> <p>Webster's Third New International Dictionary of the English Language.</p> <p>The Concise Oxford Dictionary of Current English.</p> <p>Signals' Bilingual Vocabulary (GTTT).</p>	Quartier général (QG) (lieu)	<p>A. Poste de commandement d'un officier général et de son état-major.</p> <p>B. Endroit où se trouve le commandant d'une armée et son état-major.</p> <p>C. Emplacement où sont installés les logements et bureaux du commandant d'une armée et de son état-major.</p> <p>D. Emplacement où sont installés les logements et les bureaux d'un général-commandant de formation et de son état-major.</p>	<p>Grand Dictionnaire Encyclopédique Larousse. (et STF)</p> <p>Grand Larousse de la langue française.</p> <p>Dictionnaire alphabétique et analogique de la langue française. (Robert)</p> <p>Vocabulaire bilingue des transmissions (GTTT).</p>

APPENDICE 1
DE L'ANNEXE A
DU QG FMC 1150-110/A1 (STF)
DATÉE DU 27 FÉVRIER 1988

SOURCES TERMINOLOGIQUES

SÉRIE	ANGLAIS			FRANÇAIS		
	TERME	DÉFINITION	SOURCE	TERME	DÉFINITION	
2	Headquarters (HQ) (personnel)	A. The personnel associated with and assisting the commander in performing his function.	Webster's Third New International Dictionary of the English Language.	État-major (EM) (personnel)	A. Groupe d'officiers (et de personnel qualifié) chargé d'assister un chef militaire dans l'exercice de son commandement. B. Ensemble des officiers sans troupes, collaborateurs immédiats d'un officier supérieur ou général... C. Ensemble des officiers chargés d'assister un chef militaire dans l'exercice d'un commandement; ensemble des officiers et du personnel qualifié entourant un chef militaire.	Grand Dictionnaire Encyclopédique Larousse. (et STF) Trésor de la Langue Française Grand Larousse de la langue française.

APPENDICE 1
DE L'ANNEXE A
DU QG FMC 1150-110/A1 (STF)
DATÉE DU 29 FÉVRIER 1988

SOURCES TERMINOLOGIQUES

SÉRIE	ANGLAIS			FRANÇAIS		
	TERME	DÉFINITION	SOURCE	TERME	DÉFINITION	
2 Cont					D. Ensemble des officiers et du personnel attachés à un officier supérieur ou général comme agents d'élaboration et de transmission des ordres.	Dictionnaire alphabétique et analogique de la langue française. (Robert)
3	Headquarters (HQ) (place)	A. The offices or working location of a military commander, the place from which a commander customarily issues his orders. B. A place from which a military commander issues orders and performs the functions of command.	The Random House Dictionary of the English Language. Webster's Third New International Dictionary of the English Language.	Poste de commandement (PC) (lieu).	A. Emplacement où s'établit un chef militaire pour exercer son commandement. B. Où se tient un chef pendant le combat. C. Emplacement où s'établit un chef militaire avec le personnel et le matériel de transmission indispensables à l'exercice de son commandement.	Grand Larousse de la langue française. Dictionnaire alphabétique et analogique de la langue française. (Robert) Grand Dictionnaire Encyclopédique Larousse.

APPENDICE 1
DE L'ANNEXE A
DU QG FMC 1150-110/A1 (STF)
DATÉE DU 29 FÉVRIER 1988

SOURCES TERMINOLOGIQUES

SÉRIE	ANGLAIS			FRANÇAIS		
	TERME	DÉFINITION	SOURCE	TERME	DÉFINITION	
3 Cont					<p>D. Réunion du personnel et des moyens matériels, notamment moyens de transmissions, nécessaires à un chef pour exercer son commandement.</p> <p>E. Emplacement où travaillent, où sont susceptible de travailler, le chef et l'état-major d'une unité ou d'un détachement.</p>	<p>Vocabulaire Militaire (TAA 106). (et STF)</p> <p>AAP-6 (corrigé)</p>
4	Headquarters (HQ) (personnel)	The personnel associated with and assisting a commander in performing his functions.	STF	Poste de commandement (PC) (personnel)	Personnel assistant un chef militaire dans l'exercice de ses fonctions.	STF
5	Headquarters Command/ Section/ Group (Comd Sect/Gp) (personnel)	Term used to designate HQ personnel on org charts, or in texts to designate personnel with the CO.	STF	Groupe de commandement (Gp Comd) (personnel)	Personnel que l'on retrouve à la tête des organisations dans les organigrammes.	STF

appendice 2
de l'annexe A
du QG FMC 1150/110/S1 (STF)
datée du 29 février 1992

Grand Larousse de la langue française
p. 176-2

état-major [etamajor] n. m. (de *état* et de *major*; 1678, Guillet, au sens 1 [carte d'état-major, début du xx^e s.]; sens 2, 1842, Mozin; sens 3, 1864, Littré; sens 4, 1845, Bescherelle). 1. Ensemble des officiers chargés d'assister un chef militaire dans l'exercice d'un commandement; ensemble des officiers et du personnel qualifié entourant un chef militaire : *L'état-major d'un général. L'état-major d'une division, d'un régiment. Un officier d'état-major. Le soir du 25 février 1916, à peine désigné, vous courez aussitôt, par la neige et la nuit, prendre contact avec les états-majors de la défense (Valéry). L'état-major allemand, depuis février 1913, n'ignorait rien du péril slave ni des machinations qui se tramaient entre la Serbie et la Russie contre l'Autriche — et, par conséquent, contre l'Allemagne (Martin du Gard). || Carte d'état-major, carte au 1/80 000 établie par les services de l'état-major. ||* 2. *Par extens.* Le bâtiment, le lieu où se réunit l'état-major : *Se rendre à l'état-major. ||* 3. *Par anal.* Le groupe des principaux dirigeants d'une organisation quelconque : *L'état-major d'un syndicat, d'un parti. ||* 4. *Par extens.* L'ensemble des collaborateurs qui accompagnent ou entourent un chef ou un personnage assumant de hautes fonctions : *Son cortège, ce que nous appellerions aujourd'hui son état-major d'évêques et d'abbés... (Hugo). L'état-major d'un ministre.*

travail de la langue française, dict. de la langue
ÉTAT-MAJOR, subst. masc. *xix^e + xx^e siècle*

A. — ART MILIT. Ensemble des officiers sans troupes, collaborateurs immédiats d'un officier supérieur ou général, travaillant en particulier à l'élaboration, la transmission, l'exécution des ordres ainsi qu'à la coordination entre les opérations des différentes armes. *État-major des forces armées; Grand État-Major :*

1. Enfin, en 1880, le général Farre, du génie, étant ministre de la guerre, et le général Blot, de l'infanterie, étant *chef d'état-major* général, la suppression du *corps d'état-major* fut consommée. Les officiers qui le composaient furent répartis par voie de tirage au sort entre les différentes armes, et le *service d'état-major*, désormais ouvert, fut assuré par tous les officiers, quelle que fût leur origine, pourvus du *brevet d'état-major*. Ce brevet fut donné d'abord à tous les officiers de l'ancien corps, et ensuite à tous ceux qui avaient satisfait, soit aux examens de sortie de l'école supérieure de guerre nouvellement créés, soit à des examens spéciaux permettant d'obtenir directement le brevet.
CLEMENCEAU, *Iniquité*, 1899, p. 414.

2. ... l'accroissement des *officiers de l'état-major* au cours de la guerre de position a été un phénomène qui s'est imposé, dans les plus petites unités comme dans les plus grandes, en particulier par le développement de certains services de l'arrière qui, au début de la campagne, n'avaient qu'une faible importance, et qui en prenaient chaque jour une plus grande.

JOFFRE, *Mém.*, t. 2, 1931, p. 391.

SYNT. *État-major d'un régiment, d'une division, d'une armée; état-major de campagne; état-major d'un chef de région militaire.*

— **P. méton.** Bâtiment abritant les services de l'état-major. *Aller faire viser sa feuille de route à l'état-major* (Ac. 1835, 1878).

— **Carte d'état-major.** Carte de France au 1/80 000^e établie au XIX^e siècle par les services de l'état-major et qui était destinée à tracer des chemins sur le terrain à l'usage des opérations militaires d'infanterie. *Sur son lit [de Rosen], mêlées à des cartes d'état-major, à des plans stratégiques, traînaient des notes de fournitures* (A. DAUDET, *Rois en exil*, 1879, p. 348). **P. ext.** Carte à petite échelle (du 1/20 000^e au 1/100 000^e).

— **MAR.** *État-major d'un navire.* Les officiers d'un navire par opposition à l'équipage. *Aucun officier, ou autre personne des états-majors ou des équipages* (Voy. La Pérouse, t. 1, 1797, p. 53). *Les états-majors et les équipages en ont reçu leur part de confort* (LEDIEU, CADIAT, *Nouv. matér. nav.*, 1899, p. 613).

Rem. Oq. dict. gén. enregistrent le sens anc. « liste des officiers

B. — *anal.* [Surtout au *xx^e s.*] Équipe restreinte de collaborateurs chargés d'assister un chef. *État-major d'un ministre, d'un directeur, d'un chef d'entreprise.* Synon. *direction, tête.* *Des médecins en chef et de leurs états-majors d'internes et d'externes* (VERLAINE, *Œuvres compl.*, t. 4, *Mes hôp.*, 1891, p. 297). *Primes et bonus (...) attribués à l'état-major des firmes, aux directeurs et aux travailleurs* (PERROUX, *Écon. XX^e s.*, 1964, p. 599).

— Équipe dirigeante d'un groupe. *État-major d'un syndicat.* *En matière politique (...) les tempêtes électorales supprimaient pendant de longues périodes toute autorité réelle. Entre temps les états-majors des partis se disputaient l'État* (*L'Œuvre*, 1^{er} mars 1941).

• *Au fig.* *La bourgeoisie est l'état-major du peuple* (ERCKM.-CHATR., *Hist. paysan*, t. 2, 1870, p. 392). *Gautier (...) a figuré dans l'état-major du romantisme* (THIBAUDET, *Hist. litt.*, 1936, p. 314).

— Souvent *péj.* Groupe de personnes qui gravitent autour de quelqu'un de célèbre ou d'influent :

3. Les exclus pouvaient, avec une quasi-certitude, nommer les élus, et se disaient entre eux d'un ton piqué : « Vous savez bien qu'Oriane de Guermantes ne se déplace jamais sans tout son *état-major* ».

PROUST, *Guermantes* 2, 1921, p. 456.

◇◇ *Prononc. et Orth.* : [etamaʒɔːʁ]. *Ds Ac. dep.* 1694. *Étymol. et Hist.* [1676 d'apr. BL.-W.¹⁻⁵]; 1678 (G. GUILLET, *Les Arts de l'homme d'épée*, Paris, 2^e part. : *État-Major* est un nombre particulier de quelques ofnciers qui sont distingués du reste du Corps par une plus grande solde); 1694 (*Ac.* : *L'estat Major*, Ce sont les hauts Officiers d'une armée). Composé de *État** « ensemble de personnes jouissant de certaines prérogatives » et de *major** « principal » (cf. *FEW* t. 12, p. 250 et t. 6, 1, p. 58 et 60). *Fréq. abs. littér.* : 1 773. *Fréq. rel. littér.* : *xix^e s.* : a) 707, b) 952; *xx^e s.* : a) 4 120, b) 3 948. *Bbg.* LA LANDELLE (G. de) *Le Lang. des marins*. Paris, 1859, p. 41. — SCHMITT (R.). *Aux sources des métaph.* *Vie Lang.* 1972, p. 645. — Termes techn. fr. Paris, 1972, p. 82.

Larousse du XX^e siècle

ÉTAT-MAJOR n. m. Milit. Corps d'officiers, généralement spécialisés, mis à la disposition d'un général chargé d'un commandement, pour transmettre ses ordres et en assurer l'exécution. — (Pour les différentes espèces d'états-majors, v. la partie *encycl.*) || *Etat-major général de l'armée*, Ensemble de tous les officiers généraux. || Plur. *Des ÉTATS-MAJORS*.

— Mar. Ensemble des officiers embarqués sur un navire. || *Etat-major général*, Officiers attachés au ministère de la marine pour seconder le chef d'état-major général dans ses fonctions. || *Etat-major d'un amiral*, Officiers attachés à cet amiral. || *Chef d'état-major*, Officier supérieur ou général chargé de régler les services de la majorité. || *Chef d'état-major général*, Vice-amiral attaché comme coadjuteur au ministre de la marine. || *Petit état-major*, Ensemble des principaux officiers marins d'un navire de guerre.

— *Par anal.* Les personnages les plus considérables d'un groupe : *L'ÉTAT-MAJOR d'un parti*. || Cortège d'une personne supérieure par sa condition à son entourage : *Un brillant ÉTAT-MAJOR de courtisans*.

— *ENCYCL.* Milit. *L'état-major* d'un officier général varie suivant l'importance de son commandement. Dans les brigades d'infanterie et de cavalerie, l'état-major ne comporte que l'officier d'ordonnance du général et quelques hommes de troupe comme secrétaires, vélocipédistes, organes de liaison, etc.

Dans les brigades d'artillerie, les divisions d'infanterie et de cavalerie, les corps d'armée, armées, groupes d'armées, l'état-major comporte un chef d'état-major, d'un grade en rapport avec l'importance de l'unité dont il s'agit, et dont la prérogative essentielle est de pouvoir signer et donner des ordres au nom du commandement. L'autorité du chef d'état-major, qui, dans un groupe d'armées, prend le nom de *major général*, s'étend sur l'état-major proprement dit, et sur l'ensemble des chefs des divers services qui, avec l'état-major, constituent le quartier général de division, corps d'armée, armée, etc. Mais les officiers d'ordonnance du général commandant restent à sa disposition directe et ne relèvent que de lui ; ils constituent son cabinet.

Sous l'ancien régime, pendant les guerres de la Révolution et de l'Empire, le recrutement des officiers d'état-major se faisait au choix des généraux. En 1818, sur l'initiative du ministre de la guerre Gouvion-Saint-Cyr, un corps d'état-major fut composé d'officiers des grades de sous-lieutenant à colonel inclus, parmi lesquels devaient être choisis les officiers destinés à constituer les différents états-majors. Ce corps se recrutait, pour la très grande majorité, à Saint-Cyr; pour quelques places, à l'Ecole polytechnique. En sortant de ces écoles, on entra comme sous-lieutenant élève à l'Ecole d'état-major, où l'on passait deux ans, et d'où l'on sortait lieutenant. On devait faire alors deux stages de deux ans dans l'infanterie et la cavalerie, un stage d'un an dans l'artillerie; ensuite, on était employé au service d'état-major.

En 1880, ce corps fermé a été remplacé par un service ouvert. L'Ecole d'état-major supprimée, une Ecole supérieure de guerre a été créée, où peuvent entrer les officiers de toutes armes désireux d'obtenir le brevet d'état-major. Les officiers ainsi brevetés accomplissent une série de stages dans les différents états-majors, puis y font le service régulier et, d'après certaines règles, alternent entre ce service et celui des troupes de leur arme d'origine ou d'une autre arme.

L'uniforme des officiers de l'ancien corps d'état-major était caractérisé par la couleur amarante des passepoils de l'habit et du turban du képi; ceux du service d'état-major actuel conservent l'uniforme de leur arme d'origine, en y ajoutant, lorsqu'ils sont placés hors cadres, pour remplir des fonctions d'état-major, certains insignes, tels qu'aiguilletes, brassards, foudres, etc.

Les états-majors de brigades, divisions et corps d'armée sont constitués dès le temps de paix. Ceux des armées et groupes d'armées, dont la loi ne prévoit la formation qu'en cas de guerre, n'existent que réduits auprès des généraux membres du Conseil supérieur de la guerre. Les officiers d'état-major réunis au ministère de la guerre forment l'état-major de l'armée. Placés sous la haute direction du chef d'état-major général de l'armée, lequel deviendrait en temps de guerre le major général du généralissime, ces officiers, dont beaucoup serviraient à former, au moment de la mobilisation, les états-majors d'armées, sont employés aux études que nécessite la préparation à la guerre. A cet effet, l'état-major de l'armée est réparti en quatre bureaux : 1^{er}, *organisation et mobilisation de l'armée*; 2^e, *statistique militaire et étude des armées étrangères*; 3^e, *opérations militaires et instruction générale de l'armée*; 4^e, *étapes, chemins de fer, transports des troupes*. L'état-major de l'armée comprend en outre un service géographique, un service historique, une section d'étude pour les questions musulmanes et coloniales, une section du personnel du service d'état-major, et une section de comptabilité.

(12)

En temps de guerre, l'organisation des différents états-majors placés comme auxiliaires auprès des échelons du commandement résulte de l'expérience acquise au cours de la Grande Guerre. Leur rôle consisterait à préparer pour le général les éléments de ses décisions; à traduire ces décisions sous forme d'instructions et d'ordres; à compléter les instructions et les ordres par toutes mesures de détail nécessaires que le général n'aurait pas arrêtées lui-même; enfin, à assurer la transmission des instructions et des ordres et, le cas échéant, à en contrôler l'exécution.

En dehors de l'état-major de l'armée, il faut encore citer l'état-major particulier ou cabinet du ministre, qui comporte trois bureaux: 1° *cabinet et enregistrement*; 2° *correspondance générale, décorations, personnel des officiers généraux*; 3° *personnel de l'administration centrale, secours*.

Dans la plupart des autres pays étrangers, le service d'état-major est assuré par un corps spécial plus ou moins analogue comme constitution et recrutement à celui qui existait autrefois en France.

Etat-major général de l'armée. — Cet état-major général comporte deux sections: l'une dite *première section* (activité et disponibilité), l'autre dite *seconde section* (réserve). Cette dernière comprend tous les officiers généraux qui ont quitté la première, soit par limite d'âge, soit par anticipation. Le nombre en est indéterminé. Le chiffre des officiers généraux de la première section est fixé par la loi des cadres.

Etats-majors particuliers de l'infanterie, de la cavalerie, de l'artillerie, du génie, de l'aéronautique. — Tous les officiers de ces armes, qui ne sont pas mis hors cadres et ne sont pas employés à l'encadrement des corps de troupes : ceux de la préparation militaire, par exemple, sont classés à part et constituent l'état-major particulier de l'arme dont les effectifs, variables, restent fixés par décrets.

Etat-major des places. — On nomme ainsi le personnel spécial d'officiers créé en 1829 pour assurer le commandement et le service dans les places de guerre. Ce corps a été supprimé en 1872, et son service est assuré par des officiers pris dans la garnison des places.

Etat-major d'un corps de troupes. — Dans un régiment, ou bataillon formant corps, l'état-major est composé du colonel ou chef de bataillon, commandant, des officiers supérieurs ou assimilés, du capitaine instructeur, des adjoints-majors, du trésorier, de l'officier d'habillement, du porte-drapeau, des médecins et vétérinaires, du chef de musique.

Le *petit état-major* se compose de tous les sous-officiers, caporaux, brigadiers ou soldats en dehors des compagnies, escadrons, batteries ou escadrilles ; ainsi : les adjoints, sauf ceux de batterie et de compagnie, le tambour ou trompette-major, les caporaux-tambours, les sapeurs, les musiciens, le vaguemestre, le chef artificier, le chef mécanicien, le garde-parc, les secrétaires, etc.

— *Mar. Etat-major général de la marine.* — Groupement d'officiers chargés de préparer la meilleure utilisation des forces navales, en temps de paix comme en temps de guerre. Sous la haute autorité d'un vice-amiral chef d'état-major général, assisté de deux contre-amiraux et d'un cabinet, cet organisme est réparti en quatre bureaux principaux auxquels sont adjoints des services spéciaux. Le 1^{er} bureau est affecté à l'organisation générale de la flotte et des moyens mis en œuvre pour la préparer, l'entretenir et l'entraîner ; il est l'interprète de la pensée militaire auprès des services techniques ; le 2^e bureau a pour mission de rassembler, en faisant appel à toutes les sources possibles d'informations, les renseignements de toute nature, concernant les flottes étrangères ; le 3^e bureau a pour rôle essentiel la préparation des opérations du temps de guerre, en s'inspirant de la politique navale indiquée par le ministre interprète de la pensée du gouvernement, et en mettant en œuvre les moyens

variées rassemblées par les autres bureaux; il rédige les instructions pour le temps de guerre, et dresse les plans d'opérations navales isolées ou en liaison avec celles prévues par l'état-major général de l'armée; il arrête le programme des exercices militaires du temps de paix, et prévoit toutes les mesures nécessitées par la mobilisation éventuelle; le 4^e bureau a la haute main sur ce qu'on appelle, dans la marine, aussi bien que dans l'armée, les « services de l'arrière »: les ports et les bases, les transports, les approvisionnements, les communications, tout ce qui, en un mot, est nécessaire à la vie d'une flotte. Les « services spéciaux » comprennent: le service des recherches scientifiques, dont le nom seul indique le programme, destiné à faire bénéficier la marine de guerre de tous les progrès poursuivis ou réalisés par les inventeurs; le service central de l'aéronautique maritime, auquel sont confiées toutes les questions relatives à la conception, à la construction, à l'entretien et à la mise en œuvre du matériel aérien de la marine, ainsi qu'au personnel qui l'arme; le service historique, qui met à jour, en dépouillant et classant, les archives variées dont il dispose, les faits expérimentaux des différentes guerres passées; le service hydrographique enfin, auquel est réservé le soin de dresser les cartes marines indispensables à la sécurité de la navigation, et de mettre à la disposition des marins dans ce même but tous les renseignements nécessaires ou utiles: instructions nautiques, mouvements des marées, phénomènes météorologiques, etc. En dehors de la lourde charge de direction de tels services, le chef d'état-major général préside périodiquement la réunion des « services d'action », en vue de réaliser la liaison permanente avec les divers organismes du ministère.

ÉTATS (ILE DES), terre subantarctique de l'Amérique du Sud (République argentine), située à l'est de la Terre de Feu, dont la sépare le détroit de Lemaire. Ile stérile et hérissée de hautes montagnes, découverte par le Hollandais Lemaire en 1616.

ALPHA-BETIQUE
ANALYTIQUE

ÉTAT-MAJOR. n. m. (1676 selon BLOCH; de *état*, et *major*).

|| 1° *Anciennt.* Liste, état d'officiers supérieurs.

- 1 « En termes de guerre, on appelle *état-major* ... un état particulier qui comprend un nombre de quelques officiers distingués du reste du corps, auxquels on assigne une plus grande solde et une plus grande fourniture de l'étape et de l'ustensile. »

TRÉVOUX, Dict. (1771), *État*.

|| 2° *De nos jours.* Ensemble des officiers et du personnel attachés à un officier supérieur ou général comme agents d'élaboration et de transmission des ordres. V. *Armée* (cit. 12), *commandement*. *État-major d'un bataillon, d'un régiment. État-major de division, d'armée...*, composé d'un *état-major général* divisé en bureaux (1° bureau : personnel, effectifs, décorations; 2° bureau : renseignements; 3° bureau : opérations; 4° bureau : transports; 5° bureau : répression des activités ennemies sur les arrières, rapports avec les civils) et d'un *état-major particulier* comprenant les commandants des diverses armes et services. *État-major de la Défense nationale. Chef d'état-major de la Défense nationale. État-major d'un chef de région militaire, du général commandant une place...* — *Officier, bureau d'état-major.* — Il n'existe plus en France de corps d'état-major depuis 1880. *Brevet d'état-major*: diplôme délivré aux officiers admis à l'École supérieure de guerre. *Etre affecté au service d'état-major, à l'état-major.*

- 2 « L'état-major est vraiment un cerveau sans lequel aucune action des bataillons n'est possible. »

MAUROIS, *Silences du col. Bramble*, XXIV, p. 242.

— *Carte d'état-major*: carte de France au 1/80.000^e, dressée par le service de l'état-major (Cf. *Carte*, cit. 21).

— *Mar. État-major général*, comprenant le cabinet du chef d'état-major général (vice-amiral), quatre bureaux et des services.

— *État-major d'un navire*: ensemble des officiers de ce navire.

— *Les bureaux de l'état-major. Etre convoqué, aller à l'état-major.*

|| 3° *Par anal.* Ensemble des collaborateurs immédiats d'un chef. *L'état-major d'un ministre, d'un directeur d'usine...*

- 3 « Il se demanda s'il était assez aidé; s'il avait été habile à choisir ses collaborateurs... Il passa mentalement en revue son propre état-major ... : M. Paul ... qu'il faudrait utiliser au delà de ses moyens ... Wazemmes..., qu'il était peut-être bien imprudent de promouvoir à une responsabilité aussi haute. »

ROMAINS, II. de b. vol., t. V, XXVII, p. 279.

— Ensemble des personnages les plus importants d'un groupe. *L'état-major d'un parti, d'un syndicat, d'une entreprise.*

Dictionnaire encyclopédique Quillet

état-major, n. m. **AMM** Ensemble des officiers attachés à un chef militaire et chargés de préparer les ordres, d'en assurer la transmission et d'en vérifier l'exécution. *L'état-major du général commandant en chef.* — Le siège, les bureaux de l'état-major. — Par ext. Le commandement en général. *Les directives de l'état-major.* **WAR** Ensemble des officiers d'un navire de guerre ou de commerce. || Par anal. et fam. Les dirigeants d'un groupement. *L'état-major d'un parti politique.* — L'entourage agissant d'un personnage important. *Le président directeur général assisté de son état-major.*

Admin. milit. — Le mot *état-major* ne semble pas antérieur au règne de Louis XIV, époque à laquelle il désignait l'ensemble du personnel supérieur assistant dans la direction des opérations les chefs militaires des divers échelons. Cette conception existe encore dans les armées modernes, où l'on trouve, jusqu'à l'échelon du bataillon, de la base aérienne ou du navire de guerre, un état-major d'opérations. Mais la complexité de la préparation des armées et du commandement dans la guerre moderne a provoqué sinon l'apparition, du moins un accroissement considérable des états-majors centraux, placés dès le temps de paix auprès des plus hautes autorités militaires.

V. DÉFENSE.

On désigne parfois sous le nom d'*état-major particulier* l'ensemble des conseillers militaires faisant partie du cabinet des personnalités politiques ou militaires les plus importantes (président de la République, Premier ministre, etc.).

Dans les états-majors supérieurs, les officiers assumant des fonctions de direction sont en principe brevetés de l'École supérieure de Guerre; les officiers chargés de tâches d'exécution ont reçu une formation spécialisée à l'École d'État-Major. V. tabl. ÉCOLES.

ÉTAT-MAJOR n. m. (pl. états-majors) [de état et major]. 1. Groupe d'officiers (et de personnel qualifié) chargé d'assister un chef militaire dans l'exercice de son commandement, notamment en assurant la préparation et la transmission des ordres, en suivant leur exécution et en réglant la fonction précise des divers services; lieu où il se réunit. (V. part. encycl.) — 2. Ensemble des collaborateurs les plus proches d'un chef, des responsables les plus importants d'un groupe : *L'état-major d'un ministre, d'un parti.* — 3. *Brevet d'état-major*, appellation ancienne du *brevet d'études militaires supérieures*. || *État-major combiné*, état-major traitant de problèmes communs à deux au moins des armées de terre, de mer et de l'air. || *État-major mixte*, état-major formé de représentants de différentes armées ou d'éléments civils et militaires. || *État-major particulier*, cabinet militaire d'une haute autorité. || *États-majors particuliers de l'infanterie, de l'artillerie, etc.*, expression utilisée jusqu'en 1945 pour désigner l'organe de rattachement de certains officiers de ces armes mis à la disposition des écoles ou de certains services. || *Grand état-major*, en France, quartier général ou état-major d'un commandant en chef; en Allemagne, ensemble des officiers appartenant au corps d'état-major; haut commandement de l'armée allemande. || *Petit état-major*, ensemble du personnel de service dans les écoles militaires.

— Mar. Sur un navire de commerce, ensemble des officiers auxquels viennent s'ajouter, sur les paquebots, le commissaire et ses adjoints, ainsi que le médecin.

— ENCYCL. Hist. mil. Déjà, sous Louis XIV, le général ne pouvant s'occuper de tous les détails des troupes qu'il commande, certains emplois, dont les titulaires sont appelés *officiers d'état-major*, sont créés — temporairement d'abord — pour l'assister; leur rôle consiste essentiellement dans l'étude du terrain et des cantonnements, sous les ordres d'un *maréchal des logis*. A l'imitation de Frédéric II et sous l'impulsion de Choiseul, l'état-major devient une véritable institution, dont Bourcet est l'animateur. Un cours supérieur de guerre et des officiers d'état-major est créé en 1766, et un corps d'état-major en 1770. Ce corps fonctionne toutefois encore sous l'autorité exclusive des généraux, qui constituent leur état-major à leur guise et le licencient en fin de campagne. En 1783, Louis XVI crée un corps permanent de l'état-major de l'armée, composé d'*aides-maréchaux des logis* ayant rang de capitaine à colonel, puis, à partir de 1790, d'adjudants généraux (devenus en 1798-99 adjudants-commandants), qui portent pour la première fois un signe distinctif à leur uniforme. Ces officiers constitueront avec les *aides de camp*, sous la Révolution et l'Empire, les états-majors des généraux de division et de brigade, mais il faut attendre 1818 pour voir organiser par Gouvion-Saint-Cyr un corps d'état-major; celui-ci est formé de jeunes officiers, qui, dès leur sortie de Saint-Cyr ou de Polytechnique, passent par une école d'état-major et ne reprennent jamais contact avec la troupe. Après les revers de 1870-71, un recrutement aussi fermé ne répond plus aux besoins du commandement, au moment où les méthodes de combat subissent une constante évolution. Aussi le corps d'état-major est-il dissous en 1880, tandis qu'est créée l'École supérieure de guerre, où tout officier peut entrer par concours et recevoir l'enseignement adapté à sa future mission. Breveté stagiaire après deux ans d'études, il alterne dès lors son service d'état-major avec les divers stages et temps de commandement dans la troupe, obligatoires dans chaque grade. Ce système de recrutement, qui fonctionne de façon analogue dans les armées de mer et de l'air, est rétabli au lendemain de la Seconde Guerre mondiale et complété par la création d'écoles d'état-major des armées de terre et de l'air, destinées à former des officiers pour les emplois subalternes d'état-major. Les officiers diplômés ou brevetés d'état-major portent à leur écusson un insigne spécial (loudre).

L'état-major est souvent organisé en bureaux, dont la mission, en temps de paix

comme en temps de guerre, est identique à chaque échelon de commandement. Le 1^{er} Bureau a la charge de l'organisation de l'armée, des effectifs, de la mobilisation et de ce qui concerne en général la gestion du personnel ; le 2^e Bureau fait rechercher et rassemble les renseignements et en dresse les synthèses ; le 3^e Bureau, organe essentiel de l'instruction et des écoles en temps de paix, est le bureau des opérations en temps de guerre ; enfin, le 4^e Bureau préside au fonctionnement de tous les services de transport, de ravitaillement, d'entretien des matériels et traite tout ce qui a rapport au budget et à la logistique. Un 5^e Bureau, créé en 1957 et dissous en 1960, était, en outre, chargé des questions touchant au moral de l'armée, aux rapports de l'armée et de la nation et à la guerre psychologique. A l'administration centrale du ministère, l'état-major des armées et les états-majors de l'armée de terre, de la marine et de l'armée de l'air sont organisés différemment. Ils sont dirigés par un officier général, le major général, qui assiste le chef d'état-major dans l'exercice de ses attributions et qui est lui-même secondé par des sous-chefs d'état-major qui contrôlent des divisions ou des bureaux.

Aux échelons très élevés, les généraux sont en outre assistés d'un cabinet, comprenant quelques officiers (dont les aides de camp) destinés à les seconder dans l'exercice personnel de leur fonction. Au cabinet sont souvent confiées les relations avec les autres échelons du haut commandement et avec les organismes non militaires, mais l'état-major reste toujours l'organe chargé de rassembler les éléments de la décision du chef et, lorsque celle-ci est prise, de mettre tout en œuvre pour la faire aboutir.

● *État-major général de l'armée.* On désigne ainsi, depuis la 1^{re} République, l'ensemble des officiers généraux, dont le tableau fut dressé pour la première fois par l'arrêté consulaire du 8 octobre 1800. L'état-major général de l'armée comprend aujourd'hui deux sections : la première, dont l'effectif est fixé par décret, réunit les généraux en activité ; la seconde, dite aussi *cadre de réserve*, regroupe les généraux ayant quitté la première section, soit par limite d'âge, soit par anticipation.

A partir de 1871, on appelle également *état-major général de l'armée* ou *état-major de l'armée (E.-M. A.)* l'état-major du ministre ou du secrétaire d'État chargé, sous son autorité, de préparer les décisions et d'en assurer l'exécution. L'état-major de l'armée est placé sous les ordres d'un officier général portant le titre de *chef d'état-major de l'armée*, qui représente le plus haut échelon de commandement de l'armée de terre. Il est le chef du corps des officiers généraux. Une organisation analogue existe pour la marine (*état-major général de la marine*) et l'armée de l'air (*état-major de l'armée de l'air*). A l'échelon de la défense et au-dessus de ces trois états-majors apparaît en 1943 un état-major chargé de la préparation de la politique de défense et de la coordination des forces armées, appelé successivement *état-major de la Défense nationale* (1943-1949), *état-major permanent civil et militaire du président du Conseil* (1949-50), *état-major des Forces armées* (1950-1958). La réforme de 1959 a nettement distingué l'élaboration de la politique de défense, confiée désormais à un *état-major général de la Défense nationale*, relevant du seul Premier ministre, de la coordination des Forces armées, confiée à un *état-major général des armées*, relevant du ministre des Armées. Ces deux dernières institutions ont, depuis lors, évolué séparément. Le *chef d'état-major général de la Défense nationale* a fait place en 1962 à un *secrétaire général de la Défense nationale* et le *chef de l'état-major général des armées* est devenu en avril 1961 le *chef d'état-major interarmées* avant de prendre en 1962 son appellation actuelle de *chef d'état-major des armées*. Enfin, depuis le regroupement en 1961 des trois armées sous l'autorité d'un même ministre des Armées, les différents chefs d'états-majors généraux sont devenus respectivement *chef d'état-major de l'armée de terre*, *chef d'état-major de la marine*, *chef d'état-major de l'armée de l'air*.

Par ailleurs, toutes les grandes unités opérationnelles (division, corps d'armée, armée, etc.) et territoriales (divisions militaires de territoire, régions militaires, etc.) possèdent un état-major.

Les attributions des chefs d'état-major en temps de paix sont actuellement fixées par un décret du 8 février 1982. Aux termes de ce texte, le *chef d'état-major des armées* assiste le ministre de la Défense dans ses attributions relatives à l'emploi des forces et à leur organisation générale. Il est consulté sur l'orientation à donner aux travaux de planification et de programmation et

état-major

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peut être chargé par le ministre de toute étude intéressant les armées. Il participe à la préparation du budget, assure la direction générale de la recherche et de l'exploitation du renseignement militaire, assure la direction et la gestion des missions militaires à l'étranger, anime la coopération militaire avec les pays liés à la France par des accords de coopération, négocie et signe les accords techniques sur l'emploi des forces, dirige l'enseignement militaire supérieur interarmées. Le *chef d'état-major des armées* a autorité sur les *chefs d'état-major de l'armée de terre, de la marine et de l'armée de l'air* lorsque des fonctions opérationnelles leur sont confiées ainsi que pour la coordination des travaux relatifs aux aspects interarmées de la préparation des forces. Enfin, dans certaines circonstances prévues par l'ordonnance du 7 janvier 1959 sur la défense, il peut être nommé *chef d'état-major général des armées*; dans ce cas, il assure, notamment, le commandement de l'ensemble des opérations militaires sous réserve des dispositions particulières relatives à la force nucléaire stratégique et à l'armement atomique tactique pour lesquels des procédures spéciales sont définies.

Les *chefs d'état-major de l'armée de terre, de la marine et de l'armée de l'air* assistent le ministre dans ses attributions relatives à la préparation de chacune des armées. A ce titre, ils établissent la doctrine d'emploi de leur armée respective et sont responsables de l'instruction, de l'entraînement et de l'organisation qu'elle implique; ils adressent au ministre, sous couvert du chef d'état-major des armées, leurs propositions en matière de planification et de programmation des moyens de leur armée respective, compte tenu des possibilités techniques et financières, et participent à la préparation du budget; ils établissent les plans de mobilisation du personnel et du matériel de leur armée.

Les quatre chefs d'état-major réunis sous la présidence du ministre constituent le *comité des chefs d'état-major*.

état-major (École d'), école de l'armée de terre créée à Rabat en 1943, puis transférée à Paris, à l'École militaire, de 1945 à 1973, date à laquelle elle fut mise en sommeil. Recrée en septembre 1979, elle est, depuis, implantée à Compiègne. Elle forme les officiers au *diplôme* d'état-major (D.E.-M.)*, à l'issue d'un stage de cinq mois pour lequel ils ont été recrutés par concours. Le D.E.-M. est attribué aux officiers d'aviation à l'issue du Cycle de perfectionnement, de commandement et d'état-major (C.P.C.E.-M.), héritier de l'*École d'état-major de l'armée de l'air*, créée en 1948.

Encyclopedia Britannica

The general staff

The military solution to the problem of specialization was the development of the concept of the military staff. A staff consists of advisers and planners who assist the commander in issuing orders but do not have line or command authority; the commander alone is responsible and cannot delegate his responsibility. A distinction is often made between the general staff that is concerned with such areas as personnel, intelligence, operations and training, or logistics, and other staff groups specialized according to weapons and services. The latter include many more specialists than does the general staff, which is often populated with generalists who happen to be expert in particular problems. Naval staffs are of more recent origin than army staffs and have not acquired the size and importance of the former.

As weapons technology has grown more complex, the staff system has extended downward to lower levels of command. More and more specialists have been attached to line organizations, with the result that the old pyramidal structure of the armed forces has changed to a diamond-shaped structure, particularly in technical and maintenance units. Before World War II, 50 percent of the enlisted men in the U.S. Army and Air Force were in the lowest of the seven grades; after 1945, the percentage was less than 15.

Another result of technological change is a growth in the number of officers and noncommissioned officers who owe their rank to their technical skills rather than to the number of subordinates they command. The growth in size and complexity of the armed forces has produced a continuously expanding military bureaucracy. More and more officers work in offices at great distances from the troops. The moment when a professional soldier gives up active command of troops and takes a desk position in the higher echelons comes earlier and earlier in his career. In the ground forces particularly, the majority of the career officers work in high command and staff positions during wartime, while in many cases the combat forces are led predominantly by reserve officers and non-coms or even by men who have been conscripted.



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ARMY DOCTRINE AND TACTICS BOARD
CONSEIL DE DOCTRINE ET DE TACTIQUE DE L'ARMÉE DE TERRE

FMC 1150-110/S1 (SCEM EDMC)

89110 A

Quartier général de la Force mobile
St-Hubert, Québec

J3Y ST5

NDMS 3.3 / SGDDN 3.3

Referred to

Transmis à

C DOT

le 14 avril 1989

APR 20 1989
AVR

Liste de diffusion

SUBDIVISIONS ET
NIVEAU DE L'ÉTAT-MAJOR

File No. 1150-110/A146

Dossier No.

Charged to / Chargé à T.D.

Référence: FMC 1150-110/A1 (SCEM EDMC) 30 Juin 1988 (copie jointe)

Nous vous serions reconnaissant si vous pouviez nous donner un compte-rendu de la situation concernant notre proposition au sujet des subdivisions et des niveaux de l'état-major.

Le président
Conseil de doctrine et de tactique de l'Armée de terre
Le colonel N.B. Jeffries

1 pièce jointe

LISTE DE DIFFUSION

Exécution

Information

Externe

Externe

QGDN Ottawa - CDOT

QGDN Ottawa - DGLO
- DTTC

BFC Montréal - CAdmin

Interne

CEM Ops

CCLO

Les membres du CTF

Yours.

MA
CLDO
28 Apr 89



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ARMY DOCTRINE AND TACTICS BOARD
CONSEIL DE DOCTRINE ET DE TACTIQUE DE L'ARMÉE DE TERRE

FMC 1150-110/S1 (SCEM EDMC)

Quartier général de la Force mobile
St-Hubert, Québec
J3Y 5T5

le 30 juin 1988

Liste de diffusion

SUBDIVISIONS ET
NIVEAUX DE L'ÉTAT-MAJOR

Référence: A. FMC 1150-110/A1 (Coord Doc) Compte rendu de la réunion du CDTAT en date du 1 juin 1988

1. Le Sous-comité de terminologie française (STF) au mois de février 1987 a commencé une étude de la terminologie des niveaux d'état-major au sein des QG opérationnels, du Ministère de la défense nationale, des commandements et des bases.
2. La raison de cette étude est que la terminologie actuelle est très vague, incorrecte dans certains cas et induit en erreur. Tout ceci cause des problèmes de communications, surtout pour les francophones.
3. Après mûre réflexion et une étude approfondie de la question, le STF à ses réunions des mois de mars et d'avril 1987 a discuté de la question et a approuvé les recommandations qui sont incluses en annexe.
4. Cette proposition fut étudiée par le Conseil de doctrine et de tactique de l'Armée de terre (CDTAT) à sa réunion du 1er juin 1988 et fut acceptée telle quelle.
5. Nous recommandons qu'elle soit approuvée au niveau du QGDN et que les manuels et les QAFC soient modifiés en conséquence.

Le président
Conseil de doctrine et de tactique de l'armée de terre
Le colonel D.I. McNabb

Annexe:

Annexe A Subdivisions et niveaux de l'état-major

LISTE DE DIFFUSION (page 2)

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LISTE DE DIFFUSION

Exécution

Externe

QGDN Ottawa - CDOT

Information

Externe

QGDN Ottawa - DGLO
- DTTC

Interne

Cndt
CEM Ops
CCLO
OSEM EDMC Coord
OEM2 Prod Doc (Copies pour le STF et le STA)

ANNEXE A

A FMC 1150-110/S1 (SCEM EDMC)

DATE DU 30 JUIN 1988

SUBDIVISIONS ET NIVEAUX DE L'ÉTAT-MAJOR

- References:
- A. A-AE-219-001/AG-001, Organisation, Concept et Politique
 - B. A-PD-050-001/PG-002, Connaissances Militaires Générales, figures 2S3-1, L'organisation du QGDN; 3S2-3, QG FMC; 3S3-10, QG COMAIR; 3S1-2 QG COMAR; 2S2-1, Org d'une base type; et 2S3-2, Le système des niveaux d'état-major au QGDN
 - C. QGDN 1211-7-1 (DTTC-3) 25 janvier 85
 - D. OAF 2-10
 - E. OAF 4-11

1. Le STF fait une étude en détail des références et décide que les termes désignant les niveaux de l'état-major doivent être normalisés pour assurer que les niveaux soient compatibles dans tous les états-majors, dans tous les QG, du QGDN jusqu'au niveau de la base/station, ceci surtout pour éviter la confusion.

2. Comme point de départ, on confirme que l'état-major général est divisé en cinq bureaux (G1, G2, G3, G4 et G5) et que ces bureaux s'appliquent à tous les niveaux opérationnels. Lorsque les bureaux G2 et G3 sont combinés sous le CEM, et les bureaux G1, G4 et G5 sont combinés sous le CEMA (Admin), ils forment respectivement les divisions opérations et administration, donc le terme "division" ne doit pas être un niveau d'état-major ailleurs.

3. Les niveaux d'état-major existants sont:

NIVEAU	NOM	QGDN	COMMANDEMENT	BASE
1	GROUPS/GROUPES	SMA (Lgén)		
2	BRANCHES/SERVICES	Chef (Mgén)	CEM (Bgén)	Chef (Lcol)
3	DIVISIONS/DIVISIONS	DG (Bgén)	SCEM (Col)	
4	DIRECTORATES/DIRECTIONS	Dir (Col)		
5	SECTIONS/SECTIONS	Chef (Lcol)	OSEM (Lcol)	Chef (Maj)

ANNEXE A

A FMC 1150-110/S1 (SCEM EDMC)

DATE DU 30 JUIN 1988

4. Il est nécessaire d'éliminer les termes "branches/services" et "divisions" car ils désignent une autre réalité. Il est évident que les sous-divisions (les niveaux) dans les QG des commandements et des bases sont basés sur la terminologie actuelle et non sur l'équivalence des grades ou des responsabilités.

5. En changeant, au niveau 2, le terme "services" à "bureaux", en éliminant le terme "division" le remplaçant par "direction générale", nous éliminons certaines anomalies.

6. Les niveaux d'état-major peuvent alors être exprimés selon deux choix. L'option A aligne les niveaux basés sur le grade qui donne le résultat qui suit:

OPTION A

NIVEAU	NOM	QGDN	COMMANDEMENT	BASE
1	GROUPS/GROUPES	SMA (Lgén)		
2	BRANCHES/ <u>BUREAUX</u> (1)	Chef (Mgén)		
3	<u>DIRECTORATES GENERAL</u> /(1) <u>DIRECTIONS GENERALES</u> (1)	DG (Bgén)	CEM (Bgén)	(2)
4	DIRECTORATES/DIRECTIONS	Dir (Col)	SCEM (Col)	(2) Chef (Lcol) (3)
5	SECTIONS/SECTIONS	Chef (Lcol)	OSEM (Lcol)	Chef (Maj) (3)

Nota: 1. Changement de terminologie
2. Changement de niveau
3. Divergence du grade

7. L'option A cause donc trois changements de terminologie, trois changements de niveau et ne règle pas le cas de la divergence de grade aux niveaux 4 et 5 à la base.

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DATE DU 30 JUIN 1988

8. Les niveaux d'état-major alignés selon la nouvelle terminologie et non selon le grade, l'option B; donne ce qui suit:

OPTION B

NIVEAU	NOM	QGDN	COMMANDEMENT	BASE
1	GROUPS/GROUPES	SMA (Lgén)		
2	BRANCHES/ <u>BUREAUX</u> (1)	Chef (Mgén)	CEM (Bgén)	Chef (Lcol)
3	<u>DIRECTORATES GENERAL</u> /(1) <u>DIRECTIONS GENERALES</u> (1)	DG (Bgén)	SCFM (Col)	
4	DIRECTORATES/DIRECTIONS	Dir (Col)		
5	SECTIONS/SECTIONS	Chef (Lcol)	OSEM (Lcol)	Chef (Maj)

Nota: 1. Changement de terminologie

9. Les mêmes changements de terminologie s'appliquent. En gardant les niveaux d'état-major existant, cette option semble être préférable à l'option A car elle ne change rien des niveaux.

10. En résumé, la situation actuelle crée le problème que "branches" en anglais est rendu par "services" qui est incorrect et devrait être rendu par "bureaux"; qu'un "directeur général" au QGDN est à la tête d'une "division" qui est une toute autre entité dans les QG opérationnels ou dans les commandements. L'option A aligne les niveaux basés sur le grade (à l'exception des bases) ce qui entraîne le changement de terminologie au niveau des commandements et des bases. Selon cette option, le CEM Ops (au QG FMC) serait à la tête d'une "direction générale" au lieu d'une "direction" ("branch", qui est une autre divergence) et les SCFM seraient à la tête de "direction". Au niveau de la base, le problème reste entier. L'option B est de beaucoup plus attrayante car avec seulement quelques changements à la terminologie aux niveaux 2 et 3 (communs aux options A et B) il ne cause aucun autre changement. Le terme "division" disparaîtrait des niveaux d'état-major et pourrait être employé correctement tel qu'énoncé au premier paragraphe. Le terme "branch(es)" en anglais serait

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alors toujours rendu par "bureau(x)" avec une seule exception, les branches du personnel, "personnel branches".

11. L'option B a été acceptée par le CDTAT. Le QGDN sera avisé de nos délibérations par le Président du CDTAT.



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ARMY DOCTRINE AND TACTICS BOARD
CONSEIL DE DOCTRINE ET DE TACTIQUE DE L'ARMÉE DE TERRE

FMC 1150-110/A7 (DOOS CD)

Mobile Command Headquarters
St-Hubert, Québec / SGDDN 3.3
J3Y 5T5

Referred to
Transmis à

C.L.D.O.

15 March 1989

MAR 20 1989

Distribution List

ARMY TERMINOLOGY PROGRAMME

File No.

Dissem No. 1150-110/A14.8

- References: A. FMC 1150-110/A7 (DOOS CD) 30 June 1988 (encl)
B. Note de service - Chef DTM - 4 janv 89 (encl)

1. In June of last year (ref A) we brought to your attention the fact that the Secretary of State, and in particular, the Military Terminology Division (MTD), co-located with DTTC at NDHQ, was reducing it's support to the ADTB and it's terminology committees. We have received a copy of ref B which explains that a centralization of services has taken place in the Directorate of terminology of the Secretary of State and that henceforth, all terminology reports of the various Terminology Working Groups (TWG) (Armour, Engineers, Artillery, Air Defence, Infantry, Small Arms, Signals) will no longer be typed and entered in word processing equipment by the MTD, but must be typed by the ADTB secretariat.

2. Apart from the very real inconvenience and increase in workload to the ADTB, the situation is unacceptable for a variety of reasons:

- a. To delegate the typing and quality control to the Chairmen of the various Working Groups imposes a real time delay problem on the Chairmen since the work typed here in St-Hubert will have to be proofed first by them and then by the terminologists, in NDHQ. This will also surely eliminate the possibility of holding meetings in rapid succession;
- b. The insertion into the Secretary of State and DTTC terminology data banks of the terminology developed by the Working Groups will be delayed since the information will have to be transferred from the ADTB MICO system to two separate and different systems in Ottawa; and

REFERENCED LETTER

1150-110/A14.8...TD...11...

AND PASSED TO...C.L.D.O....

(2) DLCD

Speak.

Ala

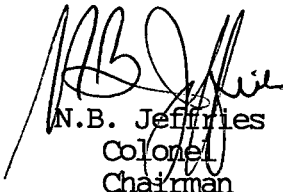
C.L.D.O.

13 Mar 89

.../2

-2-

- c. The proliferation of input material, not initially produced by the MTD, will lower the reliability and the accuracy of the output and by that very fact, lower their reliability and hence the very image of the Military terminology produced by the MTD and the ADTB.
3. We request you intercede, on behalf of the ADTB and for the Army, with the authorities concerned, to reestablish the services previously provided by the MTD.


N.B. Jeffries
Colonel
Chairman

Army Doctrine and Tactics Board

Enclosures: 2

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ARMY DOCTRINE AND TACTICS BOARD
CONSEIL DE DOCTRINE ET DE TACTIQUE DE L'ARMÉE DE TERRE

FMC 1150-110/A7 (DOOS CD)

Mobile Command Headquarters
St-Hubert, Quebec
J3Y 5T5

30 June 1988

Distribution List

ARMY TERMINOLOGY PROGRAMME

Reference: A. FMC 1150-110/A7 (Doc) 29 Oct 82

1. At ref, the ADTB authorized the creation of the French terminology sub-committee (FTS) to develop the terminology required by the general staff for the conduct of land operations.

2. Over the last six years the FTS (STF in French) has done a lot of work towards standardizing the French terminology (and abbreviations) required by translators, doctrine authors and instructors at army training establishments. The following vocabularies (lexicons) have or are in the process of being published:

- a. Army,
- b. Artillery,
- c. Armour,
- d. Signals,
- e. Small Arms,
- f. Engineers, and
- g. Air Defence.

3. Eventhough we have put a very high priority on the production of bilingual doctrine manuals, our training establishments still lack specialist terminology. This has in some cases been the prime reason why some of our schools have been unable to provide courses/instructions in both languages, and therefore, we have not been able to forge ahead as we would have liked to in the FRANCOTRAIN programme.

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-2-

4. Over the last six years, DTTC and the Military Terminology Division of the Secretary of State of Canada have supported our terminology programme by providing terminologists to the FTS and to specialist Terminology Working Parties (TWP). They have also provided ADP support to produce vocabularies/lexicons etc. Yet, over the last four or five months, that support has been reduced, caused mainly by the lack of personnel resources.

5. There seems to be a contradiction in the terminology policy among departments of the Government of Canada. On the one hand, the Official Languages Commissioner takes us (DND) to task and recommends that we do more to create a situation of equality for the anglophones and francophones (which we are desperately trying to accomplish) and on the other hand, the Secretary of State is reducing his support in personnel and ADP resources.

6. We have been requested, informally and verbally only, to reduce the frequency of the FTS meetings and also to reduce the number of specialist TWP. This is not acceptable to the Army. We are making steady progress in our terminology programme and we intend to forge ahead and produce more terminology so that we will reach our goal which is to offer all army courses in both languages by 1991/1992.



D.I. McNabb
Colonel
Chairman

Army Doctrine and Tactics Board

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SSO CD Coord
SO2 Doc Prod (Copies for FTS & ETS)

NOTE DE SERVICE

A : Major Lelièvre, chef
DTTC-3

DE : Lise Boucher, chef
DTM

le 4 janvier 1989

OBJET : TRAITEMENT DE TEXTES

Comme il y a un arriéré de fiches à saisir à la Direction de la terminologie du Secrétariat d'Etat, les mécanographes de nos diverses divisions seront regroupées en un module centralisé de saisie pour traiter ces fiches à compter de janvier 1989.

Notre mécanographe, Diane DesRivières, sera affectée à ce module dès son retour au travail. Tous nos travaux de traitement de textes seront donc interrompus pendant une période indéterminée. Par conséquent, nous ne pourrons plus continuer d'assumer la responsabilité pour la frappe des comptes rendus des divers comités et groupes de travail militaires auxquels sont affectés certains de nos terminologues.

Les terminologues pourront encore continuer de prendre le compte rendu des décisions de leur comité. Toutefois, ils ne pourront remettre que la copie manuscrite au président de leur comité respectif. La frappe des comptes rendus relèvera donc de chaque président de comité, à moins que vous n'envisagiez d'autre solution.

.../2

- 2 -

Je suis toujours disposée à vous rencontrer pour discuter de cette question si vous le jugez utile.

Lise Boucher

c.c. : Malcolm Williams, directeur de la Terminologie et des
services linguistiques
Major Marceau, président du CTF
Jean Lajeunesse, DTTC-3
Terminologues affectés à des comités et groupes de
de travail militaires

UNCLASSIFIED

1150-110/A148 (LPC 4)

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LPC 01394

NDHQ OTTAWA//DGLDO-LPC//

CDLS LONDON//SSO ARMY//

INFO FMCHQ ST HUBERT//SSO CD COORD//

UNCLAS LPC 01394

SUBJ: UK TAC DOC BULLETIN NO. 8

REFS: A. CDL: 2900-1 (SSO ARMY) 15 FEB 89

B. LPC FAX 14 FEB 89

C. 1150-110/A148 (LPC 3) 25 AUG 88

D. FMC 3186 TD 8209 (STDZN) 11 AUG 88

1. 13 PUBS REQUESTED ON REF C AND D SENT TO FMCHQ ATTN SSO CD
COORD ON 22 FEB 89 FROM LPC

2. FE CODE REQUIREMENT TO COVER COST OF 217 POUNDS, 34 PENCE WAS
PASSED TO FMC ON REF B

3. FMC SHOULD SEND FE CODE FOR PAYMENT AS PER REF A, CDLS(L) ARMY
2277 140940Z FEB 89 DIRECT TO CDLS(L) ATTN SSO ARMY

4. CDLS(L) SHOULD FWD REMAINDER DIRECT TO FMC

5. IF LPC CAN BE OF ASSISTANCE PLEASE ADVISE TO LPC 4

Daylaw/arr

CAPT F. LOW LPC 4 998-9019 3322D

1150-110/A148 (LPC 4)

X H.J. CAVERSON, Lt Col, LPC, 8-0129
~~BGEN P.L. SPENCER DGLDO 990-8449~~

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Mobile Command Force mobile

DCMEO		
File No		
23 FEB 1989		
To	Date	Ints
EP2	23 Feb 89	
PA	24/2	

FMC 1150-110 (SSO Fd Engr)

Mobile Command Headquarters
St-Hubert, Que
J8Y 5T5

17 February 1989 / SGDDN 3-3

Referred to

Transmis à DMEP

Distribution List

CORPS '96 DOCTRINE MANUAL UPDATE

FEB 21 1989

- References: A. FMC 1150-110/A7 (DCOS CD) 17 Jan 89
B. FMC 1150-110/A23 (DCOS CD) 6 Jan 89

File No.

Dossier No. 1150-110/A148

Charged to / Chargé à File

1. IAW ref A a review of the engineer manuals was completed. As most of our manuals are of a technical nature only one manual needs major amendments to reflect Corps '96 doctrine:

a. CFP 319(1) Engineers in Battle.

2. CFP 319(1) is currently under revision, a writing plan was approved in Jan 89 and a target date of June 90 was set for the first draft.

3. The OPI for this publication is NDHQ and the author is DMEP2, Major C. Bradley.

P.N. Dawe

for P.N. Dawe
Lieutenant-Colonel
Senior Staff Officer - Field Engineers
for Commander

DISTRIBUTION LIST

Action

Information

External

External

→ NDHQ Ottawa - DMEP

NDHQ Ottawa - DGME0
CFSME Chilliwack - Cmdt
CFB Chilliwack - FMC Det Doctrine Author

Internal

Internal

DCOS CD

S03 Engr Doc

Canada

1150-110/A148
D.Led-4

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1150-110/A148 (LPC)

01 01 21650Z FEB 89 RR UUUU

LPC 0118

NDHQ OTTAWA//LPC//

CDLS LONDON//SSO ARMY//

UNCLAS LPC 0118

CDLS LONDON FOR LCOL COUPLAND

SUBJ: UK TAC DOCTRINE AND ARMS DIRECTORATE BULLETIN NO. 8

REFS: A. 1150-110/A 148 (LPC) 8 NOV 88 (ENCL)

B. 1150-110/A 148 (LPC) 25 AUG 88 (ENCL)

C. TELECOM SSO ARMY/LPC 31 JAN 89

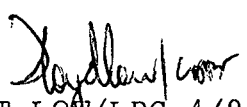
1. REF C ADVISED YOU HAVE GOT AN ANSWER FROM UK SOURCES ON PUBS -

Y COST AT 200 POUNDS

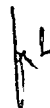
2. REF B REQUESTED A LIST FOR FMC WHILE REF A REQUESTED IDENTICAL LIST FOR CLFCSC

3. WHICH ONE ARE THEY ASKING PAYMENT FOR, REASON IS DATES AT NDHQ PAYS FOR CLFCSC WHILE FMC WILL HAVE TO IDENT FUNDING SOURCE FOR THEIRS

4. PLEASE ADVISE TO LPC 4, CAPT LOW, 998-9019


CAPT LOW/LPC 4/998-9019/3269D

1150-110/A148 (LPC)

 LCOL H.J. CAVERSON/LPC/998-0129

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National Defence

Défense nationale

National Defence Headquarters
Ottawa, Canada
K1A 0K2

Quartier général de la Défense nationale
Ottawa, Canada
K1A 0K2

11

1150-110/A148 (LPC)

17 January 1989

Distribution List

UK TACTICAL DOCTRINE AND ARMS DIRECTORATE BULLETIN NO. 8

References: A. FMC 3186 TD 8209 (Stdzn) 11 Aug 88
(enclosed)
B. UK Tac Doctrine Bulletin No. 8 (enclosed)

1. FMC and NDHQ staffs at Reference A have indicated interest in receiving the documents referred to in Reference B. It is recognized that some may not be available.

2. Documents available now should be sent direct to FMC HQ/DCOS CD/ with the exceptions noted for NDHQ DMEP 2.

3. Documents sought from Reference B are listed below:

a. Paragraph 1:

- (1) 1a - Wavell,
- (2) 1c - Observation and Reconnaissance Helicopter Operations,
- (3) 1e - New notes -
 - (a) The All Sources Cell (3 copies),
 - (b) Tactical Air-Landed Operations (TALO),
 - (c) DEW (2 copies),
 - (d) Countering the Threat of Scatterable Mines (2 copies), and
 - (e) NBC in Cold Weather Conditions, and
- (4) Notes under revision -
 - (a) Countering the Enemy Artillery Threat (Army Note 2) (2 copies),
 - (b) Airmobile Operations,

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Canada

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- 2 -

- (c) ERA on Warsaw Pact Tanks, and
- (d) Anti-Tank Helicopter Operations;
- b. Paragraph 2: Central Region TD Note CR6 - Destruction of Enemy Ground Reconnaissance (2 copies);
- c. Paragraph 3:
 - (1) 3b - Army TD Note 19 - The Operational Level of Command, and
 - (2) 3c - Army TD Note 20 - Chemical Contamination Control (2 copies)
- d. Paragraph 6: Tactical Aide-Memoire (TAM) (Code 71384);
- e. Paragraph 10: All Arms Voice Procedure with amendments 1 and 2;
- f. Paragraph 11: BATCO Threat;
- g. Annex A - A copy of Army Tactical Doctrine Handbook (Code 71379) with:
 - (1) Serial 2 - Countering the Enemy Artillery Threat,
 - (2) Serial 3 - The Destruction of Enemy Helicopters (2 copies),
 - (3) Serial 4 - Explosive Reactive Armour on Warsaw Pact Tanks,
 - (4) Serial 6 - Practical Guidance to Counter the Electronic Warfare Threat,
 - (5) Serial 7 - Procedures for the Firing of Demolitions,
 - 1 for FMC,
 - 1 for NDHQ DMEP 2,
 - (6) Serial 11 - The Capabilities and Employment of NAIAD and CAM (2 copies),
 - (7) Serial 13 - A Tactical Concept for MLRS,
 - (8) Serial 15 - The Tactical Handling of Armoured Reconnaissance,

.../3

- 3 -

- (9) Serial 17 - The Planning and Conduct of the Night and Poor Visibility Defence Battle,
 - (10) Serial 19 - The Operational Level of Command, and
 - (11) Serial 20 - Chemical Contamination Control (2 copies);
- h. Annex A, Control Region TD Notes, original and amendments:
- (1) Serial 1 - Medical Support During Operations (2 copies),
 - (2) Serial 2 - Operations in Winter,
 - (3) Serial 3 - Army Group Obstacle Plan,
 - 1 for FMC,
 - 1 for NDHQ DMEP 2;
 - (4) Serial 4 - Mobility Support in the Contact Battle, and
 - 1 for FMC,
 - 1 for NDHQ DMEP 2
 - (5) Serial 6 - Destruction of Enemy Ground Reconnaissance;
 - 1 for FMC,
 - 1 for NDHQ DMEP 2;
- j. Annex B, Copies of the following when completed:
- (1) All Sources Cell,
 - (2) Int Prep of Battlefield (2 copies),
 - (3) Directed Energy Weapons,
 - (4) Sub-Unit Battle Drills,
 - (5) Countering the Enemy Artillery Threat,
 - (6) Control of EW/STA Assets (2 copies),
 - (7) Practical Deception Measures,

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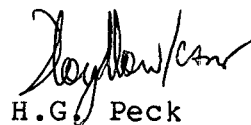
- 4 -

- (8) Offensive Operations by Night, and
- (9) Airspace Management in Fwd Area; and
- k. Annex C, Army Field Manuals:
 - (1) Volume I, Part 3, Infantry Operations (71344 (PT3)),
 - (2) Volume II, Parts 1, 2 and 3 as available,
 - (3) Volume III, Part I, Battle Group Tactics (71358 (PT1)) (2 copies),
 - (4) Volume III, Part 2, The Infantry Battalion in Battle (71358 (PT2)) (2 copies),
 - (5) Volume IV, Part 4, Cold Climate, all drafts as available,
 - (6) Volume IV, Part 5, FIBUA (71346 (PT5)) with Amdt 1 (2 copies), and
 - (7) Volume V, Part 1, Peacekeeping Operations.

2. The publications can probably be obtained via CDLS London.

3. A copy of the UK Tactical Doctrine and Arms Directorate Bulletin Number 8 (UK Restricted) is enclosed for reference.

4. Finally it is requested that arrangements be made for FMC HQ (DCOS CD, to receive copies of the future edition of the bulletin.



H.G. Peck
Major

Acting Land Policy Coordinator
for Chief of the Defence Staff

Enclosure: 1

DISTRIBUTION LIST (page 5)

Capt F.W. Low, LPC 4/998-9019/3223D/pe

- 5 -

DISTRIBUTION LIST

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Mobile Command Headquarters
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ARMY DOCTRINE AND TACTICS BOARD
CONSEIL DE DOCTRINE ET DE TACTIQUE DE L'ARMÉE DE TERRE

NORMS 3-3 / SGDDN 3-3

FMC 1150-110/A7 (DCOS CD)

Referred to

Transmis à

DLCd-4

Mobile Command Headquarters
St-Hubert, Quebec

JAN 20 1989

J3Y 5T5

File No.

Dossier No. 1150-110/A148

17 January 1989

Charged to / Chargé à

Distribution List

CORPS '96 DOCTRINE MANUAL UPDATE

Reference: FMC 1150-110/A23 (DCOS CD) 6 January 1989

1. In the Course of the Army Doctrine and Tactics Board (ADTB) meeting in early November 1988, and the Combat Development Sub-committee (CDSC) meeting in early December 1988, there was considerable discussion of doctrine and related subjects, with a main focus on the conversion of doctrine from Corps '86 to Corps '96. The aim of this letter is to provide notice of the direction given to the ADTB by the CDSC and, where appropriate, provide direction as to how the ADTB will implement the conversion from Corps '86 to Corps '96 doctrine.

2. At the CDSC meeting, the sub-committee directed:

- a. conversion of Doctrine from Corps '86 to Corps '96 can commence immediately where concepts are sufficiently advanced;
- b. any doctrine based on Corps '86 that is in an advanced state of production should be completed; otherwise routine update should cease;
- c. manuals required for new "Type" organizations and equipments being fielded by Army 2002 will receive priority;
- d. the doctrine update must be completed in time for the staff colleges to be able to convert their programmes to begin teaching corps '96 in 1996; and
- e. the principle of "minimize" be adopted.

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- 2 -

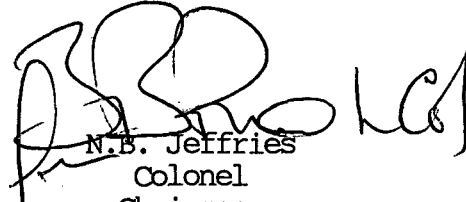
3. To enable the doctrine update to be completed and into the hands of the staff colleges in time for teaching to begin in 1996, the required manuals must be updated and distributed by June 1993. Doctrine authors, in consultation with DLCD 6, are, therefore directed to review their respective publications and to develop a work plan for Corps '96 doctrine update to:

- a. review and confirm which manuals require:
 - (1) complete rewrite,
 - (2) major amendments, or
 - (3) minor amendments;
- b. establish initial milestones keeping in mind that keystone manuals must be available no later than June 1993; and
- c. assign to whom, in your respective branches, will conduct the update.

4. When developing your workplan the principle of "minimize" must be kept foremost. It was the collective opinion at CDSC that the Army was fielding too much doctrine therefore, where possible, repetition and redundancy should be eliminated without reducing the effectiveness of manuals to "stand alone" in their subject matter areas. To support the "minimize" principle the doctrine update will:

- a. wherever possible, amend existing doctrine rather than creating from scratch; and
- b. limit its scope to the Mechanized Division and to the extent it was covered in Corps '86, the Armoured Division. The Light Division will not be developed beyond the level of concepts and outline organizations. In essence our training system will continue to emphasize operations in the ACE context.

5. Branch draft workplans are to be submitted to the ADTB secretariat no later than 15 February 1989 to allow further staffing and preparation for the next CD sub-committee meeting in early March 1989.


N.B. Jeffries
Colonel
Chairman
Army Doctrine and Tactics Board

DISTRIBUTION LIST: page 3

.../3

- 3 -

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- DTTC 3-5
- DLOTR 4-3
- DLES 6-3
- DNBCC 3-2

CLFCSC Kingston - COS
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CFB Gagetown - FMC DET Doctrine Authors
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CFB Chilliwack - FMC DET Doctrine Authors

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DCOS Trg
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DCOS Log
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SSO Indiv Trg



Mobile Command Force mobile

QGDN - DTTC

PA 1150-110/A148

FMC 1150-110/S1 (CTF)

Quartier général de la Force Mobile
St-Hubert, Québec
J3Y 5T5

le 22 novembre 1988

Liste de diffusion

RAISON D'ÊTRE - COMITÉ ET PROGRAMME
DE TERMINOLOGIE FRANÇAISE DU CDTAT

Références: A. FMC 1150-110/A7 (Doc) 29 octobre 1982
B. FMC 1150-110/S1 (STF) 14 novembre 1988

MDRMS 3-3 / SCDN 3-3
Referred to
Transmitted to P12

DEC 13 1988

File No.
Dossier No. 1150-110/A148
Charged to / Chargé à

1. Le comité de terminologie française du CDTAT a été créé en 1982 et son programme est chargé et ambitieux: remédier à des décennies d'indifférence et de laisser-aller requiert beaucoup de travail.
2. Le CTF s'est réuni 34 fois au cours des sept dernières années, soit deux réunions en 82, six en 83, trois en 84, cinq en 85, cinq en 86, cinq en 87 et huit en 88. Nous avons parcouru beaucoup de chemin et les fruits de nos labeurs sous forme de vocabulaires des armes légères, de l'Arme blindée, de l'artillerie antiaérienne, de l'artillerie de campagne, du Génie, de l'infanterie, des transmissions ainsi que des centaines de termes ponctuels sont maintenant disponibles ou le seront dans les mois à venir.
3. Il y a cependant une ombre au tableau. Nous avons noté des cas où des officiers ont refusé que les bons termes et/ou abréviations soient utilisés par leurs subalternes, car ils ont d'eux-mêmes décidé que les termes ou les abréviations ne leur plaisaient pas. Nous avons aussi relevé des cas où la terminologie a été revue et adaptée sans qu'il en soit référé au Comité de terminologie anglaise ou au Comité de terminologie française. Ceci va à l'encontre de la raison d'être des comités de terminologie. Nous existons pour normaliser la terminologie et empêcher que tout un chacun fasse ses équivalents des termes anglais et français. Cette situation doit être corrigée car elle nous replacerait où nous étions en 1982. Lorsqu'un terme a été traité et normalisé, il incombe à tous les membres de l'Armée de terre de l'utiliser de préférence à tout autre terme utilisé antérieurement. Si on n'est pas d'accord avec un terme ou une expression, on doit en informer le CTF ou le CTA pour le ou la faire corriger si nécessaire. L'utilisation de terminologie et d'abréviations non autorisées devrait être interdite.

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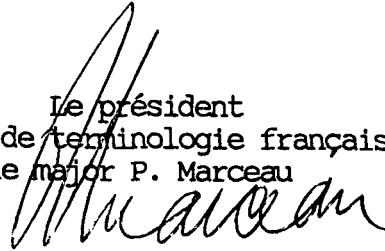
DTTC 3
info MR
24/11

Canada

-2-

4. Je recommande que le CDTAT fasse connaître notre existence à l'Armée de terre dans son ensemble, qu'il divulgue notre mandat et qu'il précise la façon dont on peut avoir recours à nos services.

Le président
Comité de terminologie française
le major P. Marceau



LISTE DE DIFFUSION

Exécution

Interne

Président du CDTAT (SCEM EDMC)

Information

Externe

QCDN - DTTC
BFC Montréal - CAdmin

Interne

CEM Ops
OSEM EDMC Coord
Les membres du CTF

NORM PA

1150-110/A148 (LPC)

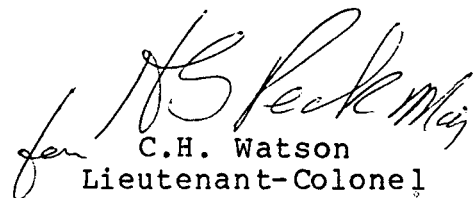
8 November 1988

Distribution List

UNITED KINGDOM TACTICAL DOCTRINE
AND ARMS DIRECTORATE BULLETIN NO. 8

References: A. 1150-110/A148 (LPC 3) 25 August 1988
B. CLFCSC SC 2900-1 20 October 1988

1. Reference included a request from FMC for a variety of documents listed in the subject bulletin. Enclosed is a similar request for appropriate action from CLFCSC.
2. May we be advised in the event of unusual delay in acquiring the material.

for 
C.H. Watson
Lieutenant-Colonel
Land Policy Coordinator
for Chief of the Defence Staff

Enclosure: 1

DISTRIBUTION LIST

Action

Canadian Defence Liaison Staff
London
Attention: SSO Army

Information (less Enclosure)

Canadian Land Forces Command
and Staff College Kingston
Attention: COS

H.G. Peck, Maj/LPC 2-2/9980130/dr/3049D

DEPARTMENT OF NATIONAL DEFENCE



MINISTÈRE DE LA DÉFENSE NATIONALE

CLDO
BRANCH

OCT 27 1988

REGISTRY

No. _____

CANADIAN LAND FORCES COMMAND AND STAFF COLLEGE

COLLEGE DE COMMANDEMENT ET D'ETAT-MAJOR DES FORCES TERRESTRES CANADIENNES

SC 2900-1
FORT FRONTENAC
KINGSTON, ONTARIO
K7K 2X8

20 October 1988

NDRMS 3-3 / SGDDN 3-3

Referred to

Transmis à DLPC

OCT 26 1988

File No.

Despatch No.

Charge

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Distribution List

UNITED KINGDOM TACTICAL DOCTRINE
AND ARMS DIRECTORATE BULLETIN NUMBER 8
1 OCTOBER 1987-31 MARCH 1988
THE ARMY TACTICAL DOCTRINE COMMITTEE (ATDC)

References: A. FMC 3186 TD 8209 (Stdzn)//August 1988
B. UK Tactical Doctrine and Arms Directorate Bulletin No 8

1. As suggested in Reference A, CLFCSC as a member of the ADTB is also interested in obtaining copies of some of the items listed in the subject bulletin.

2. CLFCSC would like to obtain, when available, the following documents as listed in Reference B:

a. Paragraph 1:

- (1) 1a. Wavell,
- (2) 1e. Drops, and
- (3) 1e. NBC In Cold Weather Conditions;

b. Paragraph 5: Formation SOPs;

c. Annex A - Army Tactical Doctrine Handbook (code 71379) with:

- (1) Serial 3. The Destruction of Enemy Helicopters,
- (2) Serial 7. Procedures for the Firing of Demolitions,
- (3) Serial 10. Anti-Tank Helicopter Operations,
- (4) Serial 12. Tactical Handling of MILAN Compact Turret on SPARTAN,
- (5) Serial 16. Tactical Handling of MCV 80 (WARRIOR),

.../2

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- (6) Serial 19. The Operational Level of Command, and
- (7) Serial 21. Observations and Reconnaissance Helicopter Operations;

d. Annex A - Central Region TD Notes:

- (1) 1. Medical Support During Operations,
- (2) 3. Army Group Obstacle Plan, and
- (3) 5. Planning and Conduct of Airmobile Operations at Brigade Level in 1(BR) Corps;

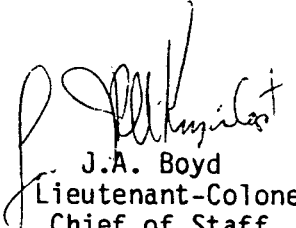
e. Annex B - TD Work in Hand. (Copies of the following when available):

- (1) Anti-Tank Helicopter Operations,
- (2) DROPS,
- (3) Airspace Management in Forward Areas, and
- (4) Control of OAS; and

f. Annex C - Army Field Manual:

- (1) Vol I part 3 - Infantry Operations (71344 Pt 3),
- (2) Vol III part 1 - Battle Group Tactics (71358 Pt 1),
- (3) Vol III part 2 - The Infantry Battalion in Battle (71358 Pt 2),
- (4) Vol IV part 5 - FIBUA (71346 Pt 5), and
- (5) Vol V part 1 - Peacekeeping Operations.

3. A copy of the UK Tactical Doctrine and Arms Directorate Bulletin Number 8 was sent to you with Reference A.


J.A. Boyd
Lieutenant-Colonel
Chief of Staff
for Commandant

DISTRIBUTION LIST (page 3)

- 3 -

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~~1810-2~~ (DLCD 6-2)

1 November 1988

Distribution List

MEETING OF THE ADTB ENGLISH TERMINOLOGY SUB-COMMITTEE

Reference: FMCHQ DCOS CD 1722 25 Oct 88

1. As indicated by the reference, the English Terminology Sub-Committee meeting originally scheduled for 1 November has had to be postponed. It is anticipated the meeting will be rescheduled for December 1988. Details will be forthcoming.
2. Members intending to recommend changes or additions for inclusion in the Army Glossary or Army Abbreviations are requested to forward their submissions to DLCD 6-2 prior to 25 November. Recommended terms should include a proposed definition or status.
3. The Sub-Committee Chairman, Major R. Ryder-Burbidge can be contacted at NDHQ/DLCD 6-2 (993-8597).

D.G. Taylor
Colonel
Director Land Combat Development
for Chief of the Defence Staff

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RB

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Maj Ryder-Burbidge, DLCD 6-2/993-8597/1136S/pe



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ARMY DOCTRINE AND TACTICS BOARD
CONSEIL DE DOCTRINE ET DE TACTIQUE DE L'ARMÉE DE TERRE

FMC 1150-110/A23 (DOOS CD)

Mobile Command Headquarters
St-Hubert, Quebec
J3Y 5T5

13 September 1988

National Defence Headquarters
Ottawa, Canada
K1A 0K2

NORMS 3-3 / SGDDN 3-3

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ATTENTION: DLCIS 2

ADTB MEETING 2 NOVEMBER 1988

File No.

Dossier No. 1150-110/A148

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References: A. ADTB SOP, Fourth Edition Mar 88
B. Minutes, 22nd Meeting ADTB, Jun 88

1. The 23rd meeting of the ADTB will be held at Mobile Command Headquarters commencing at 0815 hours on 2 Nov 1988.
2. An initial agenda is attached with the items coming from the minutes of the previous meeting and new requirements. Critical staffing timings leading to the meeting are as follows:
 - a. supporting position papers to be submitted by 19 Sep 88; and
 - b. final agenda and position papers to Board members by 7 Oct 88.
3. Queries may be addressed to the undersigned at Mobile Command Headquarters, local 7247 or to S02 Doc Coord, Capt J. Pulchny, local 7426.


N.B. Jeffries
Colonel
Chairman

Army Doctrine and Tactics Board

Attachment

Annex A Agenda

ANNEX A

TO FMC 1150-110/A23 (DCOS CD)

DATED: 13 SEPTEMBER 1988

AGENDA

23RD ADTB MEETING

FMC HQ, ST-HUBERT

2 NOVEMBER 1988

<u>ITEM</u>	<u>SUBJ</u>	<u>SPONSOR</u>
	Opening Remarks	Chairman
I	Review Minutes of 22nd Meeting	Chairman
II	Deception Doctrine Update	SSO Int
III	Terminology	DLCD 6-2/CO CFL
IV	Doctrine Production Goals	SSO CD Coord
V	Tank Hunting Trial Update	SSO CD Coord
VI	Division MP Coy Doctrine SITREP	SSO Secur
VII	CD Cycle 96-05	Chairman
VIII	US TRADOC Org & Mission	TRADOC LO

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1150-110/A148 (LPC 3)

25 August 1988

Distribution List

UNITED KINGDOM TACTICAL DOCTRINE
AND ARMS DIRECTORATE BULLETIN NUMBER 8

Reference: FMC 3186 TD 8209 (Stdzn) 11 August 1988
(enclosed)

1. The enclosed letter from Mobile Command Headquarters is self explanatory. It is requested that SSO Army obtain the requested documents and forward them direct to DCOS CD for further distribution as necessary.
2. SSO Army is also requested to action paragraph 5 of the referenced letter.

K.C. Bornn Maj
C.H. Watson
Lieutenant-Colonel
Land Policy Coordinator
for Chief of the Defence Staff

K.C. Bornn, Maj/LPC/8-0131/JJ/2880D

Enclosure: 1

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Attention SSO CD Coord

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FMC 3186 TD 8209 (Stdzn)

Mobile Command Headquarters
St-Hubert, Que
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UNITED KINGDOM TACTICAL DOCTRINE
AND ARMS DIRECTORATE BULLETIN NUMBER 8
1 OCTOBER 1987-31 MARCH 1988
THE ARMY TACTICAL DOCTRINE COMMITTEE (ATDC)

// August 1988
Referred to
Transmis à DLPC

AUG 22 1988

File No. 1150-110/B148
Dossier No.
Charged to / Chargé à Roose

1. A copy of the United Kingdom Tactical Doctrine and Arms Directorate Bulletin Number 8 was received during a visit to the UK recently by the DCOS CD and was circulated to members of the ADTB at FMC HQ. The FMC ADTB members indicated an interest in obtaining documents listed in the bulletin, as follows, when available:

a. Paragraph 1:

- (1) 1a Wavell,
- (2) 1d Observation and Reconnaissance Helicopter Operations,
- (3) 1e New notes -
 - (a) The All Sources Cell (3 copies),
 - (b) Tactical Air-Landed Operations (TALO),
 - (c) DEW (2 copies),
 - (d) Countering the Threat of Scatterable Mines (2 copies), and
 - (e) NBC in Cold Weather Conditions, and
- (4) Notes under revision -
 - (a) Countering the Enemy Artillery Threat (Army Note 2) (2 copies),
 - (b) Airmobile Operations,
 - (c) ERA on Warsaw Pact Tanks, and

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- (d) Anti-Tank Helicopter Operations;
- b. Paragraph 2: Central Region TD Note CR6 - Destruction of Enemy Ground Reconnaissance (2 copies);
- c. Paragraph 3:
 - (1) 3b Army TD Note 19 - The Operational Level of Command, and
 - (2) 3c Army TD Note 20 - Chemical Contamination Control (2 copies);
- d. Paragraph 6: Tactical Aide-Memoire (TAM) (Code 71384);
- e. Paragraph 10: All Arms Voice Procedure with amendments 1 and 2;
- f. Paragraph 11: BATCO Threat;
- g. Annex A - A copy of Army Tactical Doctrine Handbook (Code 71379) with:
 - (1) Serial 2 - Countering the Enemy Artillery Threat,
 - (2) Serial 3 - The Destruction of Enemy Helicopter (2 copies),
 - (3) Serial 4 - Explosive Reactive Armour on Warsaw Pact Tanks,
 - (4) Serial 6 - Practical Guidance to Counter the Electronic Warfare Threat,
 - (5) Serial 7 - Procedures for the Firing of Demolitions,
 - (6) Serial 11 - The Capabilities and Employment of NAIAD and CAM (2 copies),
 - (7) Serial 13 - A Tactical Concept for MLRS,
 - (8) Serial 15 - The Tactical Handling of Armoured Reconnaissance,
 - (9) Serial 17 - The Planning and Conduct of the Night and Poor Visibility Defence Battle,

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- 3 -

- (10) Serial 19 - The Operational Level of Command, and
- (11) Serial 20 - Chemical Contamination Control (2 copies);
- h. Annex A, Control Region TD Notes, original and amendments:
 - (1) Serial 1 - Medical Support During Operations (2 copies),
 - (2) Serial 2 - Operations in Winter,
 - (3) Serial 3 - Army Group Obstacle Plan,
 - (4) Serial 4 - Mobility Support in the Contact Battle, and
 - (5) Serial 6 - Destruction of Enemy Ground Reconnaissance;
- j. Annex B, Copies of the following when completed:
 - (1) All Sources Cell,
 - (2) Int Prep of Battlefield (2 copies),
 - (3) Directed Energy Weapons,
 - (4) Sub-Unit Battle Drills,
 - (5) Countering the Enemy Artillery Threat,
 - (6) Control of EW/STA Assets (2 copies),
 - (7) Practical Deception Measures,
 - (8) Offensive Operations by Night, and
 - (9) Airspace Management in Fwd Area; and
- k. Annex C, Army Field Manuals:
 - (1) Volume I, Part 3, Infantry Operations (71344 (PT3)),
 - (2) Volume II, Parts 1, 2 and 3 as available,
 - (3) Volume III, Part I, Battle Group Tactics (71358 (PT1)) (2 copies),
 - (4) Volume III, Part 2, The Infantry Battalion in Battle (71358 (PT2)) (2 copies),

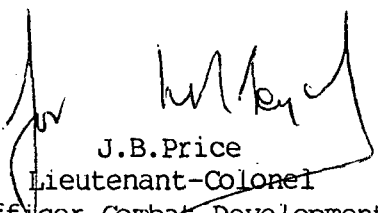
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- 4 -

- (5) Volume IV, Part 4, Cold Climate, all drafts as available,
 - (6) Volume IV, Part 5, FIBUA (71346 (PT5)) with Amdt 1 (2 copies), and
 - (7) Volume V, Part 1, Peacekeeping Operations.
- 2. The publications can be obtained through CDLS London.
 - 3. A copy of the UK Tactical Doctrine and Arms Directorate Bulletin Number 8 (UK Restricted) is enclosed for ready reference.
 - 4. Other members of the ADTB may be interested in obtaining one or more of the items listed in the bulletin.
 - 5. May arrangements be made for FMC HQ (DCOS CD) to receive copies of the future edition of the bulletin.


J.B. Price
Lieutenant-Colonel
Senior Staff Officer Combat Development Coordination
for Commander

Enclosure: 1

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SSO CD Coord
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SSO Arty
SSO Fd Engr
SSO Sigs
SSO Inf (lk (1), lk (3),
lk (4), lk (6))
SSO Int (la (1), la
(3)(a), la (4)(a), lb, lf,
lj (1), lj (2), lj (6))
SSO CSS
SSO Med Ops (lh (1))
SSO (Air) P, D&R (la (2),
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SO2 NBCW (lj (11))

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TACTICAL DOCTRINE AND ARMS DIRECTORATE

BULLETIN - NUMBER 8

1 OCTOBER 1987 - 31 MARCH 1988

THE ARMY TACTICAL DOCTRINE COMMITTEE (ATDC)

1. The ATDC met at Warminster on 12 November 1987 and on 10 March 1988 at Middle Wallop. The following TD Notes were discussed:

a. WAVELL. To be a discussion note (produced on yellow paper). A second draft will be circulated to ATDC members for comment when further material on the implications to C² and for staff uses has been received.

b. PTARMIGAN. This central region TD note will be issued as part of Amdt 8 to ATDH.

c. Host Nation Support. This Central Region TD Note will form part of Amdt 8.

d. Observation and Reconnaissance Helicopter Operations. This Army TD Note will also form part of Amdt 8.

e. New Notes. The following are in various stages of preparation.

DROPS.

- The All Sources Cell.
Services Protected/Assisted Evacuation (SPE/SAE).
Tactical Air Landed operations (TALO).
- DEW
- Countering the Threat of Scatterable Mines.
NBC in Cold Weather Conditions (probably to be subsumed into AFM Vol IV pt 4).

f. Notes Under Revision. These include:

- (1) Countering the Enemy Artillery Threat (Army Note 2).
- (2) Airmobile Operations (CR Note 5).
- (3) ERA on Warsaw Pact Tanks (Army Note 4).
- (4) Anti-Tank Helicopter Operations (Army Note 10).

TACTICAL DOCTRINE DISSEMINATION GROUP (TDDG)

2. TDDG met in the Newcome Hall, Larkhill on 3 December 1987. The following subjects were presented to SO1s and SO2s of the IT0:

a. Lessons from BATUS.

b. Lessons from BBGT/BGT.

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- c. Project FORESIGHT.
- d. Army TD Note 20 - Contamination Control.
- e. Central Region TD Note CR6 - Destruction of Enemy Ground Reconnaissance.
- f. Update on BATCO and Secure Orders Cards.

UPDATE ON TACTICAL DOCTRINE PUBLICATIONS

3. Army Tactical Doctrine Handbook (ATDH) (Code 71379). Amdt 7 has been distributed by DSM(A) Donnington and should now be with formations/units. It consists of:

- a. A small manuscript amendment and a new Annex A to Army TD Note 11 - The Capabilities and Employment of NAIAD and CAM.

b. Army TD Note 19 - The Operational Level of Command.

c. Army TD Note 20 - Chemical Contamination Control.

4. Army Unit SOP (AUSOP) (Code 71363).

- a. Amendment 1 has been sent to the printers and is scheduled to be distributed by DSM(A) Donnington in July 1988.

b. USOP 109 (Operational Reporting) is being substantially reorganized and will be processed as Amendment 2 when staffing is complete.

c. USOPs 701 - 708 (NBC) have been drafted and will be staffed during the summer.

5. Formation SOP (FSOP). Work is now in hand to achieve commonality between the various Formation SOPs. The aim is for formations to conduct their affairs using substantially the same procedures in all theatres, only varying from this Army wide standard where local circumstances demand it. The aim is to publish Army wide FSOPs in the 1988/89 FY.

6. Tactical Aide Memoire (TAM) (Code 71384). The text has been ready for printing for some time. The only bar to production remains the vexed question of funding for the cover. Negotiations between MOD(DAT) and (CS(PS)PRC) are continuing and a decision is awaited. Once printed, TAM will be distributed automatically by Donnington down to section commander equivalent.

7. APP-6 Military Symbols for Land Based Systems. TDAD inherited responsibility for this publication in August 1987. DSM(A) Donnington have given their assurance that initial issues have been made to regular formations/units. A supplementary distribution list to cover TA units has been sent to DSM(A) Donnington. Amendment 1, which is a virtual reprint, has been handed to the MOD Editorial Staff for typesetting and should be issued to units in 4-5 months time.

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8. Staff Officers Handbook (SOHB). Discussions are in hand between TDAD and the Staff College concerning content as the SOHB is to replace the much sought after Staff College Handbook. MOD have approved funding for this publication and it is planned that the SOHB will be taken into use by the 1989 Army Staff Course. Distribution Army-wide is expected to be complete by 1 April 1989.

VOICE PROCEDURE WORKING GROUP (VPWG)

9. Next Meeting. VPWG is scheduled to meet at Wilton on 29 September 1988.

10. All Arms Voice Procedure - Pamphlet 2

a. Amdts 1 and 2 have been sent to the printers and should be distributed in Jul 88.

b. The procedure for producing future amendments to this publication have been streamlined with a view to producing new material quickly. The next edition of amendments will be called for by mid August in order to discuss them at the September VPWG meeting.

11. BATCO - Threat. A re-examination of the threat has been carried out by MOD and a new SECRET threat paper will be issued, on a wide distribution, in the near future. It is stressed that it will only be of use if brought to the attention of unit and sub-unit commanders fairly regularly. It also needs to be read in conjunction with guidance on exploitable text.

12. Guidance on Exploitable Text. The amendments to Voice Procedure Pamphlet 2 cover exploitable text. This pamphlet is to be the authoritative document in place of the guidance issued by TDAD in August 1986.

13. BATCO Vocabulary Cards. A rationalization study into the 286 cards currently suggested is being carried out by the School of Signals. The aim is to substantially reduce overall numbers of cards and eliminate duplication. The study should be complete by 1 Jun 88 and the new cards printed by 1 Dec 88. The scale of issue will be based on BATCO wallet scales.

14. Secure Orders Cards (SOCs). It is intended that the production of these cards be centralized once the 1 (BR) Corps trial has been completed. The plan is that SOCs will be allocated an Army Code Number and the issue controlled by DSM(A) Donnington (Forms and Publications Branch).

15. Callsigns. VPWG have agreed changes to callsigns which will appear in Amdt 1 to Pamphlet 2 and also in TAM.

VISITS AND BRIEFINGS

16. The following have visited TDAD and have been briefed on the Directorate's Activities:

a. SO1 Control & Assessment Group, RARDE Ft Halstead.

b. Comdt Tac Wing RSA.

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- c. Colonel Doctrine Canadian Army.
- d. Commanding General TRADOC US Army.
- e. Comdt All Arms Tac Wing.
- f. FR LO Staff College.

17. Visits by TDAD have included: Presentation to Canadian Doctrine Board, GE Army Office (Heeresamt), 1 (BR) Corps, JWS Poole, Staff College, All Arms Tac Wing, DRAC Conference, EinC Conference, D Inf FIBUA Seminar, DAAC.

PERSONALITIES

18. Lieutenant Colonel P G (Patrick) Dealtry RTR has replaced Lieutenant Colonel T M Villiers 15/19H, who has retired, as SO1 TD1.

19. Lieutenant Colonel K M (Kelvin) Tutt RCT has assumed the appointment of SO1 TD3 vice Lieutenant Colonel A D Ball who has been posted as Comd Maint NI.

Annexes:

- A. TD Note SITREP.
- B. TD Work in Hand.
- C. AFM SITREP.

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Annex A to
TDAD BULLETIN No 8
Dated 3 May 88

TD NOTES PUBLISHED

The following TD Notes have been published in the form of amendments to the Army Tactical Doctrine Handbook (Code 71379):

ARMY TD NOTES

- | | |
|--|----------|
| 1. Glossary of Tactical Terms | Amdt 1 |
| 2. Countering the Enemy of Artillery Threat | Original |
| 3. The Destruction of Enemy Helicopters | Original |
| 4. Explosive Reactive Armour on Warsaw Pact Tanks | Amdt 1 |
| 5. Thermal Observation and Gunnery Sight on Main Battle Tanks | Amdt 1 |
| 6. Practical Guidance to Counter the Electronic Warfare Threat | Amdt 1 |
| 7. Procedures for the Firing of Demolitions | Amdt 1 |
| 8. Operational Directives and Tactical Missions | Amdt 6 |
| 9. Guidance on Close Observation Patrols | Amdt 2 |
| 10. Anti Tank Helicopter Operations | Amdt 2 |
| 11. The Capabilities and Employment of NAIAD and CAM | Amdt 3 |
| 12. Tactical Handling of MILAN Compact Turret on SPARTAN (MCT/S) | Amdt 3 |
| 13. A Tactical Concept for MLRS (An Information and Discussion Note) | Amdt 4 |
| 14. Tactical Handling of PHOENIX (An Information and Discussion Note) | Amdt 3 |
| 15. The Tactical Handling of Armoured Reconnaissance | Amdt 3 |
| 16. Tactical Handling of MCV 80 (WARRIOR) (An Information and Discussion Note) | Amdt 3 |
| 17. The Planning and Conduct of the Night and Poor Visibility Defence Battle. | Amdt 4 |
| 18. The Capabilities and Employment of SAXON | Amdt 6 |

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| 19. The Operational Level of Command | Amdt 7 |
| 20. Chemical Contamination Control | Amdt 7 |
| 21. Observation and Reconnaissance Helicopter Operations | Amdt 8 |

CENTRAL REGION TD NOTES

- | | |
|---|----------|
| 1. Medical Support During Operations | Original |
| 2. Operations in Winter | Amdt 1 |
| 3. Army Group Obstacle Plan | Amdt 1 |
| 4. Mobility Support in the Contact Battle | Amdt 4 |
| 5. Planning and Conduct of Airmobile Operations at Brigade Level in 1(BR) Corps | Amdt 5 |
| 6. Destruction of Enemy Ground Reconnaissance | Amdt 6 |
| 7. German Host Nation Support for 1(BR) Corps | Amdt 8 |
| 8. PTARMIGAN Communication System | Amdt 8 |

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Annex B To
TDAD BULLETIN No 8
Dated 3 May 88

TD WORK IN HAND

The following subjects are scheduled to be actioned by the Army Tactical Doctrine Committee during the next 12 months:

- Airmobility
- Relief in Place
- Passage of Lines
- All Sources Cell
- Int Prep of Battlefield
- Scatterable Mines
- Cross Boundary Ops
- Directed Energy Wpns
- WAVELL
- Coord of Fire
- Sub Unit Battle Drills
- Anti Tank Hel Ops
- DROPS
- Airhead Management
- Tactical Airlanded Ops
- SPE/SAE
- Countering the En Arty Threat
- Con of EW/STA Assets
- Practical Deception Measures
- Tac for Inf Against ERA Tanks
- Encounter Battle
- Offensive Ops by Night
- Airspace Management in Fwd Area
- Con of OAS

B - 1
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Annex C To
TDAD BULLETIN No 8
Dated 3 May 88

ARMY FIELD MANUAL SITREP AS AT 4 MAY 88

TITLE		AUTHOR	REMARKS
(a)		(b)	(c)
<u>Volume I - The Fundamentals</u>			
Part 1.	The Application of Force		Printed and distributed as Army Code 71344(Pt 1)
Part 2.	The Armoured Division in Battle		Printed and distributed as Army Code 71344(Pt 2)
Part 3.	Infantry Operations		Printed and distributed as Army Code 71344(Pt 3)
Part 4.	Counter Revolutionary Operations	RO1 Author	Second Task
Part 5.	Nuclear Oeprations		Awaits TMA Author
Part 6.	Administration and Logistics in War	Col Duncan	To replace "Administration in War". Author Jan-Jul 88.

Volume II - Soviet Doctrine

Part 1.	Background to the Soviet Army	SSRC) Printed and distributed as Army Code Nos 71357 (Pts 1, 2 & 3).
Part 2.	Soviet Operations	SSRC) Amendment 1 being drafted.
Part 3.	Soviet Tactics	SSRC) Reprint of Parts 1 and 3 in hand

Volume III - All Arms Tactics

Part 1.	Battle Group Tactics		Printed and distributed as Army Code No 71358 (Pt 1).
Part 2.	The Infantry Battalion in Battle		Printed and distributed as Army Code No 71358 (Pt 2).

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Title		Author	Remarks
(a)		(b)	(c)
<u>Volume IV - All Arms Tactics in Special Enviroments</u>			
Part 1.	Mountainous Country		
Part 2.	Jungle	SO1 Author	Completion by SO1 Author mid 88.
Part 3.	Desert	RO1 Author	First task.
Part 4.	Cold Climate	Brig Sharpe	1st draft to be circulated
Part 5.	FIBUA		Printed and distributed as Army Code No 71346 (Pt 5). Amendment No 1 out.
Part 6.	CW		To be written after DI and Central Staffs have produced a Threat and Concept paper.

Volume V - All Arms Tactics Special Operations and Techniques

Part 1.	Peacekeeping Operations	RO1 Author	Cleared for publication: to print Mar 88.
Part 2.	Counter-Revolutionary Tactics, Procedures and Techniques	RO1 Author	Third Task.
Part 3.	(Spare)		
Part 4.	Home Defence	HQ UKLF	Awaiting CGS clearance: to printers May/June 88.
Part 5.	Deception		Printed and Distributed as Army Code No 71359 (Pt 5).

AFM SUMMARY

1.	Printed and distributed	- 10
2.	Awaiting distribution	- 0
3.	At printers	- 0
4.	In draft	- 6
5.	Yet to be started	- 5
TOTAL		<u>21</u>

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FMC 3186 TD 8209 (Stdzn)

(1)

Mobile Command Headquarters
St-Hubert, Que
J3Y 5T5

NDRMS 3-3 / SGDDN 3-3
// August 1988
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UNITED KINGDOM TACTICAL DOCTRINE
AND ARMS DIRECTORATE BULLETIN NUMBER 8
1 OCTOBER 1987-31 MARCH 1988
THE ARMY TACTICAL DOCTRINE COMMITTEE (ATDC)

File No. 1150-110/A148
Dossier No. _____
Charged to / Chargé à _____

1. A copy of the United Kingdom Tactical Doctrine and Arms Directorate Bulletin Number 8 was received during a visit to the UK recently by the DCOS CD and was circulated to members of the ADTB at FMC HQ. The FMC ADTB members indicated an interest in obtaining documents listed in the bulletin, as follows, when available:

a. Paragraph 1:

(1) 1a Wavell,

(2) 1d Observation and Reconnaissance Helicopter Operations,

(3) 1e New notes -

(a) The All Sources Cell (3 copies),

(b) Tactical Air-Landed Operations (TALO),

(c) DEW (2 copies),

(d) Countering the Threat of Scatterable Mines (2 copies), and

(e) NBC in Cold Weather Conditions, and

(4) Notes under revision -

(a) Countering the Enemy Artillery Threat (Army Note 2) (2 copies),

(b) Airmobile Operations,

(c) ERA on Warsaw Pact Tanks, and

④ NIF

Noted NFA. Letter sent to CDUS (H).

KCB
WPC3
25/8/88.

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② DLCIS 2-2
Pls sp this FMC effort with LDC. In addition request any (and all) UTR Doctrine on C² for use by DLCIS 2 Section.

*ALL DLCIS 2
29 Aug*

③ LPC
See min ②. I will call HQ FMC to ensure we receive C² mat. *Retired May Dec 82 25 Aug 88 8-00141*

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- 2 -

(d) Anti-Tank Helicopter Operations;

- b. Paragraph 2: Central Region TD Note CR6 - Destruction of Enemy Ground Reconnaissance (2 copies);
- c. Paragraph 3:
 - (1) 3b Army TD Note 19 - The Operational Level of Command, and
 - (2) 3c Army TD Note 20 - Chemical Contamination Control (2 copies);
- d. Paragraph 6: Tactical Aide-Memoire (TAM) (Code 71384);
- e. Paragraph 10: All Arms Voice Procedure with amendments 1 and 2;
- f. Paragraph 11: BATCO Threat;
- g. Annex A - A copy of Army Tactical Doctrine Handbook (Code 71379) with:
 - (1) Serial 2 - Countering the Enemy Artillery Threat,
 - (2) Serial 3 - The Destruction of Enemy Helicopter (2 copies),
 - (3) Serial 4 - Explosive Reactive Armour on Warsaw Pact Tanks,
 - (4) Serial 6 - Practical Guidance to Counter the Electronic Warfare Threat,
 - (5) Serial 7 - Procedures for the Firing of Demolitions,
 - (6) Serial 11 - The Capabilities and Employment of NAIAD and CAM (2 copies),
 - (7) Serial 13 - A Tactical Concept for MLRS,
 - (8) Serial 15 - The Tactical Handling of Armoured Reconnaissance,
 - (9) Serial 17 - The Planning and Conduct of the Night and Poor Visibility Defence Battle,

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- 3 -

- (10) Serial 19 - The Operational Level of Command, and
- (11) Serial 20 - Chemical Contamination Control (2 copies);
- h. Annex A, Control Region TD Notes, original and amendments:
 - (1) Serial 1 - Medical Support During Operations (2 copies),
 - (2) Serial 2 - Operations in Winter,
 - (3) Serial 3 - Army Group Obstacle Plan,
 - (4) Serial 4 - Mobility Support in the Contact Battle, and
 - (5) Serial 6 - Destruction of Enemy Ground Reconnaissance;
- j. Annex B, Copies of the following when completed:
 - (1) All Sources Cell,
 - (2) Int Prep of Battlefield (2 copies),
 - (3) Directed Energy Weapons,
 - (4) Sub-Unit Battle Drills,
 - (5) Countering the Enemy Artillery Threat,
 - (6) Control of EW/STA Assets (2 copies),
 - (7) Practical Deception Measures,
 - (8) Offensive Operations by Night, and
 - (9) Airspace Management in Fwd Area; and
- k. Annex C, Army Field Manuals:
 - (1) Volume I, Part 3, Infantry Operations (71344 (PT3)),
 - (2) Volume II, Parts 1, 2 and 3 as available,
 - (3) Volume III, Part I, Battle Group Tactics (71358 (PT1)) (2 copies),
 - (4) Volume III, Part 2, The Infantry Battalion in Battle (71358 (PT2)) (2 copies),

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- 4 -

- (5) Volume IV, Part 4, Cold Climate, all drafts as available,
 - (6) Volume IV, Part 5, FIBUA (71346 (PT5)) with Amdt 1 (2 copies), and
 - (7) Volume V, Part 1, Peacekeeping Operations.
- 2. The publications can be obtained through CDLS London.
 - 3. A copy of the UK Tactical Doctrine and Arms Directorate Bulletin Number 8 (UK Restricted) is enclosed for ready reference.
 - 4. Other members of the ADTB may be interested in obtaining one or more of the items listed in the bulletin.
 - 5. May arrangements be made for FMC HQ (DCOS CD) to receive copies of the future edition of the bulletin.

J.B.Price

Lieutenant-Colonel

Senior Staff Officer Combat Development Coordination
for Commander

Enclosure: 1

DISTRIBUTION LIST (page 5)

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- 5 -

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lj (1), lj (2), lj (6))
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la (4)(d), lg (2))
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TACTICAL DOCTRINE AND ARMS DIRECTORATE

BULLETIN - NUMBER 8

1 OCTOBER 1987 - 31 MARCH 1988

THE ARMY TACTICAL DOCTRINE COMMITTEE (ATDC)

1. The ATDC met at Warminster on 12 November 1987 and on 10 March 1988 at Middle Wallop. The following TD Notes were discussed:

a. WAVELL. To be a discussion note (produced on yellow paper). A second draft will be circulated to ATDC members for comment when further material on the implications to C² and for staff uses has been received.

b. PTARMIGAN. This central region TD note will be issued as part of Amdt 8 to ATDH.

c. Host Nation Support. This Central Region TD Note will form part of Amdt 8.

d. Observation and Reconnaissance Helicopter Operations. This Army TD Note will also form part of Amdt 8.

e. New Notes. The following are in various stages of preparation.

DROPS.

- The All Sources Cell.
Services Protected/Assisted Evacuation (SPE/SAE).
Tactical Air Landed operations (TALO).
- DEW
- Countering the Threat of Scatterable Mines.
NBC in Cold Weather Conditions (probably to be subsumed into AFM Vol IV pt 4).

f. Notes Under Revision. These include:

- (1) Countering the Enemy Artillery Threat (Army Note 2).
- (2) Airmobile Operations (CR Note 5).
- (3) ERA on Warsaw Pact Tanks (Army Note 4).
- (4) Anti-Tank Helicopter Operations (Army Note 10).

TACTICAL DOCTRINE DISSEMINATION GROUP (TDDG)

2. TDDG met in the Newcome Hall, Larkhill on 3 December 1987. The following subjects were presented to SO1s and SO2s of the ITO:

a. Lessons from BATUS.

b. Lessons from BBGT/BGT.

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- c. Project FORESIGHT.
- d. Army TD Note 20 - Contamination Control.
- e. Central Region TD Note CR6 - Destruction of Enemy Ground Reconnaissance.
- f. Update on BATCO and Secure Orders Cards.

UPDATE ON TACTICAL DOCTRINE PUBLICATIONS

3. Army Tactical Doctrine Handbook (ATDH) (Code 71379). Amdt 7 has been distributed by DSM(A) Donnington and should now be with formations/units. It consists of:

- a. A small manuscript amendment and a new Annex A to Army TD Note 11 - The Capabilities and Employment of NAIAD and CAM.
- b. Army TD Note 19 - The Operational Level of Command.
- c. Army TD Note 20 - Chemical Contamination Control.

4. Army Unit SOP (AUSOP) (Code 71363).

- a. Amendment 1 has been sent to the printers and is scheduled to be distributed by DSM(A) Donnington in July 1988.
- b. USOP 109 (Operational Reporting) is being substantially reorganized and will be processed as Amendment 2 when staffing is complete.
- c. USOPs 701 - 708 (NBC) have been drafted and will be staffed during the summer.

5. Formation SOP (FSOP). Work is now in hand to achieve commonality between the various Formation SOPs. The aim is for formations to conduct their affairs using substantially the same procedures in all theatres, only varying from this Army wide standard where local circumstances demand it. The aim is to publish Army wide FSOPs in the 1988/89 FY.

* 6. Tactical Aide Memoire (TAM) (Code 71384). The text has been ready for printing for some time. The only bar to production remains the vexed question of funding for the cover. Negotiations between MOD(DAT) and (CS(PS)PRC) are continuing and a decision is awaited. Once printed, TAM will be distributed automatically by Donnington down to section commander equivalent.

7. APP-6 Military Symbols for Land Based Systems. TDAD inherited responsibility for this publication in August 1987. DSM(A) Donnington have given their assurance that initial issues have been made to regular formations/units. A supplementary distribution list to cover TA units has been sent to DSM(A) Donnington. Amendment 1, which is a virtual reprint, has been handed to the MOD Editorial Staff for typesetting and should be issued to units in 4-5 months time.

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1. Staff Officers Handbook (SOHB). Discussions are in hand between TDAD and the Staff College concerning content as the SOHB is to replace the much sought after Staff College Handbook. MOD have approved funding for this publication and it is planned that the SOHB will be taken into use by the 1989 Army Staff Course. Distribution Army-wide is expected to be complete by 1 April 1989.

VOICE PROCEDURE WORKING GROUP (VPWG)

9. Next Meeting. VPWG is scheduled to meet at Wilton on 29 September 1988.

10. All Arms Voice Procedure - Pamphlet 2

a. Amdts 1 and 2 have been sent to the printers and should be distributed in Jul 88.

b. The procedure for producing future amendments to this publication have been streamlined with a view to producing new material quickly. The next edition of amendments will be called for by mid August in order to discuss them at the September VPWG meeting.

11. BATCO - Threat. A re-examination of the threat has been carried out by MOD and a new SECRET threat paper will be issued, on a wide distribution, in the near future. It is stressed that it will only be of use if brought to the attention of unit and sub-unit commanders fairly regularly. It also needs to be read in conjunction with guidance on exploitable text.

12. Guidance on Exploitable Text. The amendments to Voice Procedure Pamphlet 2 cover exploitable text. This pamphlet is to be the authoritative document in place of the guidance issued by TDAD in August 1986.

13. BATCO Vocabulary Cards. A rationalization study into the 286 cards currently suggested is being carried out by the School of Signals. The aim is to substantially reduce overall numbers of cards and eliminate duplication. The study should be complete by 1 Jun 88 and the new cards printed by 1 Dec 88. The scale of issue will be based on BATCO wallet scales.

14. Secure Orders Cards (SOCs). It is intended that the production of these cards be centralized once the 1 (BR) Corps trial has been completed. The plan is that SOC's will be allocated an Army Code Number and the issue controlled by DSM(A) Donnington (Forms and Publications Branch).

15. Callsigns. VPWG have agreed changes to callsigns which will appear in Amdt 1 to Pamphlet 2 and also in TAM.

VISITS AND BRIEFINGS

16. The following have visited TDAD and have been briefed on the Directorate's Activities:

a. SO1 Control & Assessment Group, RARDE Ft Halstead.

b. Comdt Tac Wing RSA.

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- c. Colonel Doctrine Canadian Army.
- d. Commanding General TRADOC US Army.
- e. Comdt All Arms Tac Wing.
- f. FR LO Staff College.

17. Visits by TDAD have included: Presentation to Canadian Doctrine Board, GE Army Office (Heeresamt), 1 (BR) Corps, JWS Poole, Staff College, All Arms Tac Wing, DRAC Conference, EinC Conference, D Inf FIBUA Seminar, DAAC.

PERSONALITIES

18. Lieutenant Colonel P G (Patrick) Dealtry RTR has replaced Lieutenant Colonel T M Villiers 15/19H, who has retired, as S01 TD1.

19. Lieutenant Colonel K M (Kelvin) Tutt RCT has assumed the appointment of S01 TD3 vice Lieutenant Colonel A D Ball who has been posted as Comd Maint NI.

Annexes:

- A. TD Note SITREP.
- B. TD Work in Hand.
- C. AFM SITREP.

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Annex A to
TDAD BULLETIN No 8
Dated 3 May 88

TD NOTES PUBLISHED

The following TD Notes have been published in the form of amendments to the Army Tactical Doctrine Handbook (Code 71379):

ARMY TD NOTES

- | | |
|--|----------|
| 1. Glossary of Tactical Terms | Amdt 1 |
| 2. Countering the Enemy of Artillery Threat | Original |
| 3. The Destruction of Enemy Helicopters | Original |
| 4. Explosive Reactive Armour on Warsaw Pact Tanks | Amdt 1 |
| 5. Thermal Observation and Gunnery Sight on Main Battle Tanks | Amdt 1 |
| 6. Practical Guidance to Counter the Electronic Warfare Threat | Amdt 1 |
| 7. Procedures for the Firing of Demolitions | Amdt 1 |
| 8. Operational Directives and Tactical Missions | Amdt 6 |
| 9. Guidance on Close Observation Patrols | Amdt 2 |
| 10. Anti Tank Helicopter Operations | Amdt 2 |
| 11. The Capabilities and Employment of NAIAD and CAM | Amdt 3 |
| 12. Tactical Handling of MILAN Compact Turret on SPARTAN (MCT/S) | Amdt 3 |
| 13. A Tactical Concept for MLRS (An Information and Discussion Note) | Amdt 4 |
| 14. Tactical Handling of PHOENIX (An Information and Discussion Note) | Amdt 3 |
| 15. The Tactical Handling of Armoured Reconnaissance | Amdt 3 |
| 16. Tactical Handling of MCV 80 (WARRIOR) (An Information and Discussion Note) | Amdt 3 |
| 17. The Planning and Conduct of the Night and Poor Visibility Defence Battle. | Amdt 4 |
| 18. The Capabilities and Employment of SAXON | Amdt 6 |

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|-----|--|--------|
| 19 | The Operational Level of Command | Amdt 7 |
| 20. | Chemical Contamination Control | Amdt 7 |
| 21. | Observation and Reconnaissance Helicopter Operations | Amdt 8 |

CENTRAL REGION TD NOTES

- | | | |
|----|--|----------|
| 1. | Medical Support During Operations | Original |
| 2. | Operations in Winter | Amdt 1 |
| 3. | Army Group Obstacle Plan | Amdt 1 |
| 4. | Mobility Support in the Contact Battle | Amdt 4 |
| 5. | Planning and Conduct of Airmobile Operations at Brigade Level in 1(BR) Corps | Amdt 5 |
| 6. | Destruction of Enemy Ground Reconnaissance | Amdt 6 |
| 7. | German Host Nation Support for 1(BR) Corps | Amdt 8 |
| 8. | PTARMIGAN Communication System | Amdt 8 |

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Annex B To
TDAD BULLETIN No 8
Dated **3** May 88

TD WORK IN HAND

The following subjects are scheduled to be actioned by the Army Tactical Doctrine Committee during the next 12 months:

- Airmobility
- Relief in Place
- Passage of Lines
- All Sources Cell
- Int Prep of Battlefield
- Scatterable Mines
- Cross Boundary Ops
- Directed Energy Wpns
- WAVELL
- Coord of Fire
- Sub Unit Battle Drills
- Anti Tank Hel Ops
- DROPS
- Airhead Management
- Tactical Airlanded Ops
- SPE/SAE
- Countering the En Arty Threat
- Con of EW/STA Assets
- Practical Deception Measures
- Tac for Inf Against ERA Tanks
- Encounter Battle
- Offensive Ops by Night
- Airspace Management in Fwd Area
- Con of OAS

B - 1
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Annex C To
TDAD BULLETIN No 8
Dated 3 May 88

ARMY FIELD MANUAL SITREP AS AT 4 MAY 88

TITLE		AUTHOR	REMARKS
(a)		(b)	(c)
<u>Volume I - The Fundamentals</u>			
Part 1.	The Application of Force		Printed and distributed as Army Code 71344(Pt 1)
Part 2.	The Armoured Division in Battle		Printed and distributed as Army Code 71344(Pt 2)
Part 3.	Infantry Operations		Printed and distributed as Army Code 71344(Pt 3)
Part 4.	Counter Revolutionary Operations	RO1 Author	Second Task
Part 5.	Nuclear Operations		Awaits TMA Author
Part 6.	Administration and Logistics in War	Col Duncan	To replace "Administration in War". Author Jan-Jul 88.

Volume II - Soviet Doctrine

Part 1.	Background to the Soviet Army	SSRC) Printed and distributed as Army Code Nos 71357 (Pts 1, 2 & 3).
Part 2.	Soviet Operations	SSRC) Amendment 1 being drafted.
Part 3.	Soviet Tactics	SSRC) Reprint of Parts 1 and 3 in hand

Volume III - All Arms Tactics

Part 1.	Battle Group Tactics		Printed and distributed as Army Code No 71358 (Pt 1).
Part 2.	The Infantry Battalion in Battle		Printed and distributed as Army Code No 71358 (Pt 2).

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Title	Author	Remarks
(a)	(b)	(c)
<u>Volume IV - All Arms Tactics in Special Environments</u>		
Part 1. Mountainous Country		
Part 2. Jungle	S01 Author	Completion by S01 Author mid 88.
Part 3. Desert	R01 Author	First task.
Part 4. Cold Climate	Brig Sharpe	1st draft to be circulated
Part 5. FIBUA		Printed and distributed as Army Code No 71346 (Pt 5). Amendment No 1 out.
Part 6. CW		To be written after DI and Central Staffs have produced a Threat and Concept paper.

Volume V - All Arms Tactics Special Operations and Techniques

Part 1. Peacekeeping Operations	R01 Author	Cleared for publication: to print Mar 88.
Part 2. Counter-Revolutionary Tactics, Procedures and Techniques	R01 Author	Third Task.
Part 3. (Spare)		
Part 4. Home Defence	HQ UKLF	Awaiting CGS clearance: to printers May/June 88.
Part 5. Deception		Printed and Distributed as Army Code No 71359 (Pt 5).

AFM SUMMARY

1. Printed and distributed	- 10
2. Awaiting distribution	- 0
3. At printers	- 0
4. In draft	- 6
5. Yet to be started	- 5
TOTAL	<u>21</u>

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MEMORANDUM

Pr 7 1150-110/A148 (DME0)
L Aug 88

DPC COL 3

1989 OFFICER/NCM MERIT - BOARDS - DPC COL 3

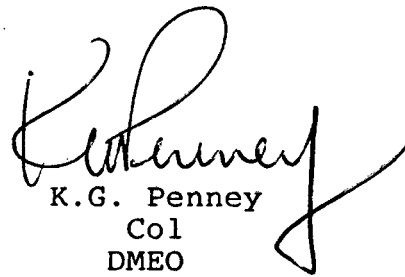
Refs: A. Your PROTECTED Msg DPC COL 938 271844Z Apr 88
B. My PROTECTED 1150-110/A148 (DME0) 10 Jun 88
C. Telecon LCol Whitman/Cdr Henderson DMOC 3, 2 Aug 88
D. Telecon LCol Whitman/Capt Eisinga 2 Aug 88

1. (P) This memorandum is to confirm as discussed at ref D., that contrary to ref B., [REDACTED] LCol J.L. Whitman will not be available to chair merit board G-60 during the period 08-25 Nov 88.

s.19(1)

2. (U) LCol Whitman is a designated NDOC Augmentation Team SSO and will be required to participate in EX FAST TRAIN during the period 14 Nov - 01 Dec 88 in preparation for WINTEX-CIMEX 89. Ref C. refers.

3. (U) The inconvenience this change will cause is regretted.


K.G. Penney
Col
DME0
992-6751

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NDRMS 3-3 / SGDDN 3-3

Referred to

Transmis à

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FMC 1150-1 (CD)

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22 1988

Mobile Command Headquarters
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File No.

Dossier No.

1150-110/A148

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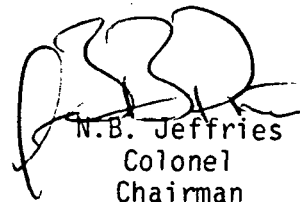
19 July 88

Distribution List

DOCTRINE DEVELOPMENT - MP

- References: A. FMC 3350-165/RV (Secur) 13 Jul 88 *N/R*
B. Telecon SSO CD Coord/DLCD 3 18 Jul 88
C. FMC 1150-110/A7 (CD) 28 Mar 88
D. System Study 1996-2005

1. The proposal at ref A for the development of doctrine for the divisional MP Coy, and the subsequent evaluation of that doctrine on RV 89 is fully supported by the ADTB Secretariat.
2. You are directed to NDHQ/D Secur for the conceptual references. In particular, the second draft of the Combat Service Support System Study 1996-2005 should be consulted.
3. You are requested to present to the ADTB, at its next meeting in Nov 88, a sitrep on the progress of the development of the doctrine.


N.B. Jeffries
Colonel
Chairman

Army Doctrine and Tactics Board

DISTRIBUTION LIST (page 2)

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1150-110 / A148

T.D. No. 8197
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TEMPORARY DOCKET DOSSIER TEMPORAIRE

30-06-88

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1. Temporary Dockets are to deal WITH ONE CASE ONLY.
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2. T.D.'s NOT to be placed on main file UNLESS Records Management Office informed by File Control Form DND 710.
Ne PAS placer un dossier temporaire dans le dossier principal SANS en informer le Bureau de la gestion des dossiers au moyen de la formule DND 710.
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ARMY DOCTRINE AND TACTICS BOARD
CONSEIL DE DOCTRINE ET DE TACTIQUE DE L'ARMÉE DE TERRE

FMC 1150-110/S1 (SCEM EDMC)

Quartier général de la Force mobile
St-Hubert, Québec
J3Y 5T5

le 30 juin 1988

NDRMS 3-3 / SGNDN 3-3

Referred to

Transmis à

C DOT (CLDO)

Liste de diffusion

JUL 14 1988

SUBDIVISIONS ET
NIVEAUX DE L'ÉTAT-MAJOR

File No. 1150-110/A146

Dossier No.

Charged to / Chargé à J1 CLDO

Référence: A. FMC 1150-110/A1 (Coord Doc) Compte rendu de la réunion du
CDTAT en date du 1 juin 1988

1. Le Sous-comité de terminologie française (STF) au mois de février 1987 a commencé une étude de la terminologie des niveaux d'état-major au sein des QG opérationnels, du Ministère de la défense nationale, des commandements et des bases.
2. La raison de cette étude est que la terminologie actuelle est très vague, incorrecte dans certains cas et induit en erreur. Tout ceci cause des problèmes de communications, surtout pour les francophones.
3. Après mûre réflexion et une étude approfondie de la question, le STF à ses réunions des mois de mars et d'avril 1987 à discuter de la question et a approuvé les recommandations qui sont incluses en annexe.
4. Cette proposition fut étudiée par le Conseil de doctrine et de tactique de l'Armée de terre (CDTAT) à sa réunion du 1er juin 1988 et fut acceptée telle quelle.
5. Nous recommandons qu'elle soit approuvée au niveau du QGDN et que les manuels et les OAFIC soient modifiés en conséquence.

Le président

Conseil de doctrine et de tactique de l'armée de terre
Le colonel D.I. McNabb

Annexe A Subdivisions et niveaux de l'état-major

LISTE DE DIFFUSION (page 2)

(2) DUCD

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LISTE DE DIFFUSION

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Cndt
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OSEM EDMC Coord
OEM2 Prod Doc (Copies pour le STF et le STA)

ANNEXE A

A FMC 1150-110/S1 (SCEM EDMC)

DATED DU 30 JUIN 1988

SUBDIVISIONS ET NIVEAUX DE L'ÉTAT-MAJOR

- References:
- A. A-AE-219-001/AG-001, Organisation, Concept et Politique
 - B. A-PD-050-001/PG-002, Connaissances Militaires Générales, figures 2S3-1, L'organisation du QGDN; 3S2-3, QG FMC; 3S3-10, QG COMAIR; 3S1-2 QG COMAR; 2S2-1, Org d'une base type; et 2S3-2, Le système des niveaux d'état-major au QGDN
 - C. QGDN 1211-7-1 (DTTC-3) 25 janvier 85
 - D. OAFIC 2-10
 - E. OAFIC 4-11

1. Le STF fait une étude en détail des références et décide que les termes désignant les niveaux de l'état-major doivent être normalisés pour assurer que les niveaux soient compatibles dans tous les états-majors, dans tous les QG, du QGDN jusqu'au niveau de la base/station, ceci surtout pour éviter la confusion.

2. Comme point de départ, on confirme que l'état-major général est divisé en cinq bureaux (G1, G2, G3, G4 et G5) et que ces bureaux s'appliquent à tous les niveaux opérationnels. Lorsque les bureaux G2 et G3 sont combinés sous le CEM, et les bureaux G1, G4 et G5 sont combinés sous le CEMA (Admin), ils forment respectivement les divisions opérations et administration, donc le terme "division" ne doit pas être un niveau d'état-major ailleurs.

3. Les niveaux d'état-major existants sont:

NIVEAU	NOM	QGDN	COMMANDEMENT	BASE
1	GROUPS/GROUPES	SMA (Lgén)		
2	BRANCHES/SERVICES	Chef (Mgén)	CEM (Bgén)	Chef (Lcol)
3	DIVISIONS/DIVISIONS	DG (Bgén)	SCEM (Col)	
4	DIRECTORATES/DIRECTIONS	Dir (Col)		
5	SECTIONS/SECTIONS	Chef (Lcol)	OSEM (Lcol)	Chef (Maj)

ANNEXE A
A FMC 1150-110/S1 (SCEM EDMC)
DATED DU 30 JUIN 1988

4. Il est nécessaire d'éliminer les termes "branches/services" et "divisions" car ils désignent une autre réalité. Il est évident que les sous-divisions (les niveaux) dans les QG des commandements et des bases sont basés sur la terminologie actuelle et non sur l'équivalence des grades ou des responsabilités.

5. En changeant, au niveau 2, le terme "services" à "bureaux", en éliminant le terme "division" le remplaçant par "direction générale", nous éliminons certaines anomalies.

6. Les niveaux d'état-major peuvent alors être exprimés selon deux choix. L'option A aligne les niveaux basés sur le grade qui donne le résultat qui suit:

OPTION A

NIVEAU	NOM	QCDN	COMMANDEMENT	BASE
1	GROUPS/GROUPES	SMA (Lgén)		
2	BRANCHES/ <u>BUREAUX</u> (1)	Chef (Mgén)		
3	<u>DIRECTORATES GENERAL</u> (1) <u>DIRECTIONS GENERALES</u> (1)	DG (Bgén)	CEM (Bgén) (2)	
4	DIRECTORATES/DIRECTIONS	Dir (Col)	SCEM (Col) (2)	Chef (Lcol) (2) (3)
5	SECTIONS/SECTIONS	Chef (Lcol)	OSEM (Lcol)	Chef (Maj) (3)

Nota: 1. Changement de terminologie
2. Changement de niveau
3. Divergence du grade

7. L'option A cause donc trois changements de terminologie, trois changements de niveau et ne règle pas le cas de la divergence de grade aux niveaux 4 et 5 à la base.

ANNEXE A

A FMC 1150-110/S1 (SCEM EDMC)

DATED DU 30 JUIN 1988

8. Les niveaux d'état-major alignés selon la nouvelle terminologie et non selon le grade, l'option B; donne ce qui suit:

OPTION B

NIVEAU	NOM	QCDN	COMMANDEMENT	BASE
1	GROUPS/GROUPES	SMA (Lgén)		
2	BRANCHES/ <u>BUREAUX</u> (1)	Chef (Mgén)	CEM (Bgén)	Chef (Lcol)
3	<u>DIRECTORATES GENERAL</u> (1) <u>DIRECTIONS GENERALES</u> (1)	DG (Bgén)	SCEM (Col)	
4	DIRECTORATES/DIRECTIONS	Dir (Col)		
5	SECTIONS/SECTIONS	Chef (Lcol)	OSEM (Lcol)	Chef (Maj)

Nota: 1. Changement de terminologie

9. Les mêmes changements de terminologie s'appliquent. En gardant les niveaux d'état-major existant, cette option semble être préférable à l'option A car elle ne change rien des niveaux.

10. En résumé, la situation actuelle crée le problème que "branches" en anglais est rendu par "services" qui est incorrect et devrait être rendu par "bureaux"; qu'un "directeur général" au QCDN est à la tête d'une "division" qui est une toute autre entité dans les QG opérationnels ou dans les commandements. L'option A aligne les niveaux basés sur le grade (à l'exception des bases) ce qui entraîne le changement de terminologie au niveau des commandements et des bases. Selon cette option, le CEM Ops (au QG FMC) serait à la tête d'une "direction générale" au lieu d'une "direction" ("branch", qui est une autre divergence) et les SCEM seraient à la tête de "direction". Au niveau de la base, le problème reste entier. L'option B est de beaucoup plus attrayante car avec seulement quelques changements à la terminologie aux niveaux 2 et 3 (communs aux options A et B) il ne cause aucun autre changement. Le terme "division" disparaîtrait des niveaux d'état-major et pourrait être employé correctement tel qu'énoncé au premier paragraphe. Le terme "branch(es)" en anglais serait

ANNEXE A

A FMC 1150-110/S1 (SCEM EDMC)

DATED DU 30 JUIN 1988

alors toujours rendu par "bureau(x)" avec une seule exception, les branches du personnel, "personnel branches".

11. L'option B a été acceptée par CDTAT. Le QGDN sera avisé de nos délibérations par le Président du CDTAT.



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ARMY DOCTRINE AND TACTICS BOARD
CONSEIL DE DOCTRINE ET DE TACTIQUE DE L'ARMÉE DE TERRE

(A)

FMC 1150-110/A7 (DOCS CD)

Mobile Command Headquarters
St-Hubert, Quebec

J3Y 5T5 NDRMS 3.3 / SGDDN 3.3

Referred to
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ARMY TERMINOLOGY PROGRAMME

File No. 1150-110/A148

Dossier No. _____

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Reference: A. FMC 1150-110/A7 (Doc) 29 Oct 82

1. At ref, the ADTB authorized the creation of the French terminology sub-committee (FTS) to develop the terminology required by the general staff for the conduct of land operations.

2. Over the last six years the FTS (STF in French) has done a lot of work towards standardizing the French terminology (and abbreviations) required by translators, doctrine authors and instructors at army training establishments. The following vocabularies (lexicons) have or are in the process of being published:

- a. Army,
- b. Artillery,
- c. Armour,
- d. Signals,
- e. Small Arms,
- f. Engineers, and
- g. Air Defence.

(2) DECO

Res advise CLDO

13/7 Juf 88

3. Eventhough we have put a very high priority on the production of bilingual doctrine manuals, our training establishments still lack specialist terminology. This has in some cases been the prime reason why some of our schools have been unable to provide courses/instructions in both languages, and therefore, we have not been able to forge ahead as we would have liked to in the FRANCOTRAIN programme.

.../2

NTF
So Coord CLDO
brought on letter
to advise CLDO.
12 Aug 88
PB

-2-

4. Over the last six years, DTTC and the Military Terminology Division of the Secretary of State of Canada have supported our terminology programme by providing terminologists to the FTS and to specialist Terminology Working Parties (TWP). They have also provided ADP support to produce vocabularies/lexicons etc. Yet, over the last four or five months, that support has been reduced, caused mainly by the lack of personnel resources.

5. There seems to be a contradiction in the terminology policy among departments of the Government of Canada. On the one hand, the Official Languages Commissioner takes us (DND) to task and recommends that we do more to create a situation of equality for the anglophones and francophones (which we are desperately trying to accomplish) and on the other hand, the Secretary of State is reducing his support in personnel and ADP resources.

6. We have been requested, informally and verbally only, to reduce the frequency of the FTS meetings and also to reduce the number of specialist TWP. This is not acceptable to the Army. We are making steady progress in our terminology programme and we intend to forge ahead and produce more terminology so that we will reach our goal which is to offer all army courses in both languages by 1991/1992.



D.I. McNabb
Colonel
Chairman

Army Doctrine and Tactics Board

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ARMY DOCTRINE AND TACTICS BOARD
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FMC 1150-110/A22 (DOOS CD)

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1150-110/A148

13 May 1988

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AGENDA AND SUPPORTING PAPERS
ADTB MEETING 1 JUNE 1988

1. General. The 22nd meeting of the ADTB will be held at Mobile Command Headquarters commencing at 0815 hours on 1 Jun 1988. The ADTB meeting will be preceded by a meeting of the English Terminology Sub-Committee commencing at 0815 hours on 31 May in Rm 108.
2. Discussions. The agenda and supporting papers for the meeting are enclosed. The supporting paper for item II will be forwarded when available.
3. Participation. All action addressees are expected to attend or send a representative to the meeting.
4. Rations and Quarters. Rations will be provided in the St-Hubert Officers' Mess for all members not stationed in St-Hubert. Quarters will be provided both on Base or at the Ideal Motel located at 4205 Sir Wilfred Laurier in St-Hubert. Members will be advised by message of their particular accommodation arrangements. A luncheon will be held at noon on 1 Jun 88.
5. Finance. The financial code for travel and temporary duty is 0057LR/05BA/02121/FBDB2. Members are to advise this Headquarters, Attention: SO2 Doc Coord, of total costs by 24 Jun 1988.
6. Administration. Officers not stationed in St-Hubert are requested to advise the Secretary (SO2 Doc Coord) of their accommodation requirements and estimated arrival time prior to 24 May 1988. The requirement to take part in the ETS meeting on 31 May 88 should be considered in formulating your travel plans. Travel by commercial air must be approved by the undersigned in advance.

.../2

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7. Queries. Queries may be addressed to the undersigned at Mobile Command Headquarters, local 7247 or to SO2 Doc Coord, Capt C. Larocque at local 7426.



D.I. McNabb
Colonel
Chairman
Army Doctrine and Tactics Board

Attachments

Annex A - Agenda
Annex B - Status of Supporting Papers

Enclosures: 12

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DCOS Ops
DCOS Trg
DCOS Pers (w/encs)
DCOS Log (w/encs)
DCOS Res
SSO Ops & Plans
SSO Secur
SSO Indiv Trg

ANNEX A
TO FMC 1150-110/A22 (DOOS CD)
DATED: MAY 1988

AGENDA

22ND ADTB MEETING

FMC HQ, ST-HUBERT

1 JUN 1988

<u>ITEM</u>	<u>TIME</u>	<u>SUBJ</u>	<u>SPONSOR</u>
	<u>Wed 1 Jun 88</u>		
	0815-0830	Chairman's Opening Remarks	Chairman
I	0830-0845	Review Minutes of 21st Meeting	Chairman
II	0845-0915	Water Crossing Doctrine	SSO Fd Engr
III	0915-0945	Tank Hunting Trial SITREP	SSO CD Coord
IV	0945-1000	Field Artillery Battery Organization	SSO Arty
	1000-1030	Coffee	
V	1030-1045	NBC SITREP	SSO CD Coord
VI	1045-1100	Medical Doctrine Working Group	SSO Med Ops
VII	1100-1130	Battlefield Security	SSO Sigs
VIII	1130-1145	Proposed Personnel Doctrine	SSO Pers Svcs
IX	1145-1200	Deception Doctrine Update	SSO Int
	1200-1400	Luncheon	
X	1400-1415	NATO Tactical Doctrine Working Party Update	DLCD 6
XI	1415-1445	Subdivisions and Levels of HQ	SO2 OPD
XII	1445-1515	Terminology Update	DLCD 6/SO2 OPD
XIII	1515-1530	Doctrine Production Goals	SSO CD Coord
XIV	1530-1545	Miscellaneous	Chairman
XV	1545-1600	Future Meetings/Closing Remarks	Chairman

ANNEX B
TO FMC 1150-110/A22 (DCOS CD)
DATED: MAY 1988

STATUS OF SUPPORTING PAPERS

22ND ADTB MEETING

1 JUNE 1988

<u>ITEM</u>	<u>SUBJ</u>	<u>DISPOSITION</u>
I	Review Minutes of 21st Meeting	Enclosed
II	Water Crossing Doctrine	To follow
III	Tank Hunting Trial SITREP	Enclosed
IV	Field Artillery Battery Organization	Enclosed
V	NBC SITREP	Enclosed
VI	Medical Doctrine Working Group	Enclosed
VII	Battlefield Security	Enclosed
VIII	Proposed Personnel Doctrine	Enclosed
IX	Deception Doctrine Update	Enclosed
X	NATO Tactical Doctrine Working Party Update	Enclosed
XI	Subdivisions and Levels of Headquarters	Enclosed
XII	Terminology Update	Enclosed
XIII	Doctrine Production Goals	Enclosed
XIV	Miscellaneous	Not Required
XV	Future Meetings/Closing Remarks	Enclosed



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ARMY DOCTRINE AND TACTICS BOARD
CONSEIL DE DOCTRINE ET DE TACTIQUE DE L'ARMÉE

MAISONNEUVE GARRISON

NOTES FOR VISITING MEMBERS

OFFICERS' MESS

1. Dining Room hours are as follows:

Breakfast 0700-0830 hours

Lunch 1200-1300 hours

Dinner 1700-1830 hours

2. Mess Bar hours are as follows:

Lunch 1200-1330 hours

Dinner 1600-2300 hours

TELEPHONE NUMBERS

3. The following telephone numbers may be of value to visitors to St-Hubert. Numbers must be prefixed by 9 when using military lines.

4. Emergency:

a. St Hubert Police 445-7711

b. Ambulance 463-0150

5. Travel:

a. Union Taxi 679-6262

b. Voyageur Colonial Bus Lines 842-2281

c. Via Rail 871-1331

d. Air Canada 931-4411

.../2

-2-

6. Military:

a. Base Operator	443-7011
b. Base Duty Officer	7221
c. FMC HQ Duty Staff Officer	7291
d. Military Police	7333
e. Military Ambulance	7333
f. Fire	7333
g. Officers' Mess	7424
h. Officers' Mess Bar	7425
j. FMC HQ Commissionaire	7255/7281
k. Base Taxi/Transport	7542/7609
m. CSN	34-XXX-XXXX
n. CENTREX	32-XXX-XXXX
p. Ottawa	34-84X-XXXX
q. Calgary	34-620-7011
r. Kingston	34-270-5011
s. Petawawa	34-677-5XXX
t. Toronto	34-827-4011
u. Valcartier	34-621-5011

7. Secretariat:

a. LOol Hague (office)	7339
(home)	672-8954
b. Capt LaRocque (office)	7462
(home)	461-3874

SUPPORTING PAPER FOR AGENDA ITEM I

22ND ADTB MEETING JUNE 1988

REVIEW OF THE MINUTES OF THE 21ST MEETING

GENERAL

1. Except as addressed below, items from the 21st ADTB meeting have been resolved or appear as agenda items for discussion during the 22nd ADTB meeting.

DISCUSSION

2. Para 3.a. Combined Arms Doctrine. Work is underway to have both English and French versions of Battle Group in Operations out by this Fall. The interim format will be used. Much more basic changes than originally envisaged have been made to enable the manual to be ready sooner. It is intended to have the field use the pub for a pd of about two years at which time extensive changes will be made if nec. The Combat Team Commanders Handbook has been received from CTC and is being edited and translated here. If too will be produced again in interim format with the manuscript being sent concurrently to DDDS for publication as a CF manual.

3. Para 17 Designation of Service Advisors. This item remains outstanding.

SUPPORTING PAPER FOR AGENDA ITEM II

22ND ADTB MEETING JUNE 1988

WATER CROSSING DOCTRINE

The sp paper for this agenda item will be issued separately once completed.

106 C



National Défense
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1180-1-1 (A/G3 Tac)

Tactics Branch
Combat Training Centre
Headquarters
Canadian Forces Base
Gagetown
Oromocto, New Brunswick
EOG 2PO

24 March 1988

1150-110/A21

CD 1150-110/A21
DCOS CD 28/3/88

Distribution List

FIELD TRIAL - TANK HUNTING DOCTRINE

- References:
- A. FMC 1150-110/A21 (DCOS CD) dated 09 November 1987
 - B. FMC 1150-110/A7 (CD) dated 01 September 1983
 - C. 1180-1-1 (G3 Tac) dated 16 September 1987

1. In accordance with the decision taken at Item Five of Reference A, and the procedure given at Paragraph 201 of Reference B; attached is the proposed field trial for Tank Hunting Doctrine.

2. The trial proposal was designed by the G3 Trials and Evaluations using standard trial methodology. The aim of the trial is "to validate the concept and techniques of the proposed doctrine on Tank Hunting Teams" (Reference C).

3. In designing a trial that will indeed be useful, careful consideration was given to minimizing the trial length and the resources required.

4. The G3 Tactics Trials and Evaluations is recommended to be the trial officer.

W.J.H. Stutt
Lieutenant-Colonel
Acting G3 Tactics

Enclosure: 1

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TANK HUNTING DOCTRINE PROPOSED FIELD TRIAL

BACKGROUND

1. Tank hunting has been practiced by Infantry since the invention of tanks. The idea of blunting an armour thrust while keeping tanks and infantry fighting vehicles in reserve is a very attractive one to an army outnumbered in mechanized vehicles. The fact that armoured vehicles without dismounted escorts have severely limited vision makes tank hunting possible. The Warsaw Pact predisposition for rapid armour advances makes dismounted escorts unlikely. Their advances and tactical timings can be thrown off by forcing dismounted tactics upon them. In the past, tank hunting was undertaken on the initiative of low level commanders often out of necessity. In the future it may be an essential element in the battle plan.

2. The Tactics Branch at the Combat Training Centre produced a doctrine paper on tank hunting teams for discussion at the twenty first meeting of the Army Doctrine and Tactics Board (21st ADTB). It described the use of tank hunting teams as additions to other operations and as economy of force elements in close terrain and built up areas. The 21st ADTB decided that a field trial was necessary to evaluate the concept and techniques.

3. The proposal which follows departs from the customary way of assessing new doctrine in the Canadian Army. Usually the doctrine is employed on an exercise which has its own specific aims, often conflicting with the aim of the trial. There is more pressure for a unit or sub unit to perform well than to test an idea. Often there are not sufficient control staff to assess the results in detail. There is no hard data and the decision on the suitability of the doctrine is left primarily to the military judgement of the participants and control staff. This proposal is intended to obtain measurable indicators of success or failure. The judgement of the participants will be assisted by hard facts from an exercise which has no conflicting aim. The British "Chinese Eye" series of exercises and the American exercises to test the survivability of Bradley are examples of similar exercises using different scenarios.

AIM

4. The aim of this paper is to outline a field trial to validate the concept and techniques of the proposed doctrine on tank hunting teams.

-2-

SCOPE

5. This paper will identify the method, the assessment criteria, the limitations, the resources required, and the duration of a field trial to validate tank hunting doctrine. Detailed tactical scenarios will not be developed nor will the complete trial plan be developed. Enough information will be presented to allow tasking. The possible outline scenarios will be limited to allow a trial to be conducted in a reasonable amount of time. Only the ambush scenarios will be trialed; active tank hunting will not be considered.

METHOD

6. The trial will consist of a series of battle runs pitting a simulated Soviet tank company supported by a BMP company against a Canadian platoon sized tank hunting force. Each run will be assessed against criteria established before the battle runs. The suggested assessment criteria are detailed below in paragraph 9. To facilitate scoring, MILES type training equipment and umpires will be required. To reduce random chance effects, each battle run will be conducted at least five times under the same conditions.

7. The variables consist of terrain, whether tanks are open or closed, visibility, preparation time for the tank hunting teams, friendly equipments, and friendly tactics. Since many of these variables have a number of variations themselves, it is apparent that some will have to be eliminated in order to keep the trial length and resource requirements to reasonable levels. Realistic assumptions will be made to eliminate variables. The most probable conditions will be chosen. Where conditions are judged to be equally likely, the worst case for the tank hunting team will be chosen. Annex A lists the variables in detail, assumptions made to limit the variables, and the conditions chosen for trial.

8. Once the battle runs are complete, a statistical analysis will be made to determine the validity of the results and the degree to which they could be expected to be reproduced. The hard data will be used to make a judgement of the likely outcome of each trial condition. The results of the small scale trial will be extrapolated to assess the results of large scale tank hunting. If further trials are desired, it would be useful to run the same series of trials using Cougar and Grizzly vehicles to assess whether future trials could use wheeled vehicles to simulate tanks and tracked APCs for extensions of this trial.

-3-

ASSESSMENT CRITERIA

9. The following observations must be made in order to assess the success of the concepts and techniques:

- a. total enemy personnel and vehicle casualties including the time in relation to the initiation of the contact, the method of kill, the type of casualty (personnel, tank, or APC) and for vehicles the type of kill (total (K), firepower(F), mobility(M) and, for APCs only, personnel(P);
- b. duration of the contact before the tank hunting team withdrew out of danger of enemy weapons;
- c. for each contact, the delay before the enemy could advance on the same route and the delay before he could advance on a different route. This would most likely be an estimate supported by reasons;
- d. casualties to the tank hunting force personnel and vehicles, recorded in the same detail as enemy casualties;
- e. an assessment of the capability of the tank hunting force to continue tank hunting;
- f. number of rounds expended by the tank hunting team by ammunition nature including indirect fire;
- g. engagement ranges;
- h. aspect of each vehicle engaged; the location of the aiming point and the angle of the line of fire with respect to the vehicle axis.
- j. information flow and observations on command and control; and
- k. an assessment of morale factors.

LIMITATIONS

10. The trial will be valid only for the conditions tested. Where possible, confidence limits will be calculated based upon an analysis of the limited number of battle runs conducted. The trial applicability to cases not tested depends upon the validity of the assumptions. For full validity, all of the possible conditions should be trialed with battle runs. The resources available will limit the number of runs possible. The more that are done, the better the result. The extension of the results

-4-

from low level engagements to large scale operations will be made using military judgement with written reasoning. DLOR war gaming using the data gathered during the trial could assist in showing the validity of the extensions.

RESOURCES REQUIRED

11. The following resources will be required to conduct the trial:

- a. tanks and crews to represent a Soviet tank company. Ten tanks with crews must be guaranteed for each run. The crews must be trained to use Soviet tactics and the tanks must have their vision blocks modified to represent the correct field of view. Radios must be on the same scale as in Soviet formations. There should be three spare vehicles and crews. A squadron echelon will be required for administrative support;
- b. APCs and crews to represent Soviet motor rifle platoon. The same conditions apply as to the tanks;
- c. Two full infantry platoons trained in the tank hunting doctrine. One will set up while the other is engaged in a battle run;
- d. ideally each battle run conducted under the same conditions should be done by different troops. The commanders must change so there is no learning from errors. Manpower limitations will limit the ability to do this;
- e. sufficient sets of MILES or other fire simulation equipment to equip all participants;
- f. a trial staff consisting of nine officers, fifteen senior NCOs, six signallers, six drivers, and two storemen/drivers. The organization is at Annex B;
- g. computer support for recording and analysis of results;
- h. 500 track miles for each of 10 tanks; and
- j. helicopter support to provide overhead videotape records.

DURATION

12. The trial will be conducted in five phases; preparation including concentration of trial personnel, training, conduct of the trial, debriefing and analysis, and writing. Milestones are attached at Annex C.

-5-

13. The trial will require a one week practical training period at the beginning. Prior to this period, all participants must have received copies of the tank hunting doctrine and the Soviet SOPS which will be used during the field trial. The theory must be well understood by all participants and control staff. The first week will be spent practicing theory and refining skills. At the same time control staff will be thoroughly briefed.

14. The field trials themselves will take 25 training days.

15. Two days at the beginning and three days at the end of the trial will be required for administration and debriefing.

16. At least one month will be required for analysis of results and two weeks for report writing.

CONCLUSION

17. This is the first time this type of field trial has been attempted in the Canadian Army. It is important that the trial be conducted so that the conditions can be reproduced and expanded upon. Facts will be collected from a series of battle runs and a judgement of the suitability of the doctrine will be made using the available facts. The results of the small scale trial will be interpreted to develop a judgement of the concept.

ANNEX A

TANK HUNTING TRIAL
VARIABLES

GENERAL

1. Attached at Appendix 1 is a chart of the variables considered. The checks indicate those combinations of variables for which battle runs are essential. The variables included and those excluded are explained below along with the rationale used to choose the battle run combinations. The variables have been simplified as much as possible. Each variable in fact includes several possibilities. Some possibilities were not considered.

POSSIBILITIES NOT CONSIDERED

2. Active tank hunting was not considered for inclusion in the trial. It is a variation of aggressive active patrolling and raiding which is already accepted as useful and essential in all phases of war. Its value was deemed to be accepted.

3. The effects of fatigue on the success of tank hunting teams was not considered in designing the trial. Both enemy and friendly forces will be considered to be well rested.

4. Only one enemy tactical scenario was considered; that of an enemy attempting to advance in close country in normal march formation. The use of helicopters, which could make the escape of a tank hunting force much more difficult, was not considered.

5. The use of artillery fire by enemy was not considered in designing the trial. It was assessed that the probable enemy reaction would be to immediately engage potential firing positions with all available integral weapons then dismount infantry to clear the threat. Calling artillery fire after infantry dismount was not considered likely. The response time for artillery and nearness to his own troops made it unlikely that the enemy would call artillery fire before dismounting.

6. The effects of loss of foliage in autumn or winter were not considered. The condition of summer with full foliage was considered to be the most common. The trial would have to be repeated at least in part to assess the effect of foliage.

DESCRIPTION OF VARIABLES

7. Impassible wood was considered to be woods with trees sufficiently large that tanks or other vehicles would be incapable of moving off the road or track. Infantry would be capable of moving with relative

ease on foot. Visibility would be limited to under 100 m with limited arcs. On very narrow arcs visibility could extend to 300 m. Undergrowth would further restrict vision near roads which are partially open to sunlight.

8. Passible wood was considered to be woods with trees not large enough to physically stop tanks immediately. Extended travel through such woods would damage tanks' running gear and possibly cause them to get hung up. Visibility would be the same as for impassible wood. Tanks and APCs would likely drive into such wood only to evade the immediate fire of an ambush before dismounting infantry.

9. Scrub was considered to be foliage which severely restricted vision within five to ten feet of the ground. It posed no obstacle to tracked vehicle movement. The enemy would likely move out of the line of fire before dismounting infantry. It would be possible to outflank the ambush position with difficulty. Swampy ground with scrub would be very similar to impassible wood.

10. Built up areas were not subdivided. Most built up areas are similar in characteristics to impassible wood or passible wood. They provide the additional potential capability for the defender to fire from above.

11. Mountainous terrain suitable for ambush would be similar to impassible wood in terms of trafficability for tanks. Visibility could be considerably greater in spots but would generally be limited from ground level. Helicopters supporting columns would have enough visibility to sight and limit movement of an ambushing force.

12. Tanks could travel either hatches open or closed. Hatches open would likely be the normal mode until firing begins at which time hatches would be closed immediately.

13. Visibility is self explanatory. Daylight is considered to be conditions of good visibility to at least 300 m. Any weather condition which limits unaided vision to under 300 m is considered to be equivalent to night. Night vision devices will be used by both sides during poor visibility.

14. A deliberate tank hunting ambush is one for which there is sufficient time to dig in to avoid the effects of immediate return of small arms fire, mines can be dug in and camouflaged and there is sufficient time to stock pile as much ammunition and explosives as are required. The ambush preparation time is the same as that for a primary defensive position; at least 36 hours. A hasty ambush is one for which a good recon is possible and careful siting of weapons and laying of mines is possible but there is no time to dig in or stockpile ammunition. The tank hunting teams are limited to the equipment they can carry in one heavily laden trip.

15. APC supported tank hunting allows the use of more weapons, limited only by the time available. The APC is left in a position to enable the section to mount up after the ambush without jeopardizing the vehicle. Rarely, it might be able to assist with firepower. Foot borne tank hunting teams could be delivered by a variety of means such as helicopter, parachute, or boat but are limited to the equipment they can physically carry for long distances on foot. Extraction is by foot. The resources available in each case are listed at Appendix 2.

16. The variables first and main refer to the tactical decision as to which element of the enemy column is engaged. Sometimes the first enemy vehicle is engaged. During this trial this will be considered to be the CRP. Recce organizations will not be played but the results of hitting the CRP could be extrapolated to judge the effect of attacking the first enemy vehicle of any type.

ENEMY

17. The enemy will consist of the lead company of a tank regiment. It will advance, following reconnaissance elements, with a Combat Reconnaissance Patrol (CRP) consisting of a platoon of 3 tanks and one infantry section in a BMP. The main body will consist of the remainder of the company, 7 tanks and two sections of infantry, 5 to 10 kilometers behind. The response time and actions of the battalion, following a further 5 to 10 kilometers will be estimated but not played. Immediate action on ambush will consist of moving out of the ambush zone if possible, firing all available weapons, then dismounting infantry to clear.

CHOICE OF CONDITIONS

18. The series of battle runs consisting of a deliberate ambush attacking a column with hatches open moving through impassible wood will be used as the base line. APCs will be available for support. Battle runs will be conducted for other specific cases. An assumption will be made that trends in one case are valid for another. For example, if tank hunting is more successful in one case against closed down tanks than against tanks with hatches open, it will be assumed that the same trend will be true in every case. The relationships of relative success among the four conditions in each boldly outlined box of four conditions in Appendix 1 will be assumed to hold true in each box. This assumption should be proven but that would nearly double the number of battle runs required and therefore double the time, POL, and track mileage required. Simply stated these assumptions are:

- a. if tank hunting is more successful against closed down tanks in one case, it will be more successful in every case;
- b. if the tactic of letting the CRP pass and attacking the main body is more successful for one case it will be so in every case;

- c. if using an APC results in a more successful attack in one case, it will be more successful in every case;
 - d. if a deliberate ambush is more successful than a hasty ambush for one case, it will be so for every case;
 - e. if an ambush is more successful at night or in bad visibility in one case, it will be so for every case;
 - f. if an ambush works in scrub, it will work at least as well in passible wood where the visibility is equivalent but vehicles can not move as easily;
 - g. the general degree of success among the different conditions is the same in scrub as it is in impassible wood;
 - h. the relative success in mountains and built up areas will be similar to that for impassible woods as movement of tanks will be difficult and visibility limited.
19. The validity of these assumptions can be tested to a certain degree if the cases marked with an x are tried. Each condition requires 2 1/2 days for 5 battle runs.

C O N D I T I O N		Visibility - Day/Good								Visibility - Night/Bad							
		Deliberate				Hasty				Deliberate				Hasty			
		APC		FT		APC		FT		APC		FT		APC		FT	
		F I R S T	M A I N	F I R S T	M A I N	F I R S T	M A I N	F I R S T	M A I N	F I R S T	M A I N	F I R S T	M A I N	F I R S T	M A I N	F I R S T	M A I N
I M P A S S I B L E	OPEN	✓	✓		✓		✓		✓	X	✓						✓
	CLOSED		✓														
P A S S A B L E	OPEN																
	CLOSED																
S C R U B	OPEN	X	✓		✓		X		X		X						
	CLOSED		X														
B U P I L T R E A	OPEN																
	CLOSED																
M O U N T A I N	OPEN																
	CLOSED																

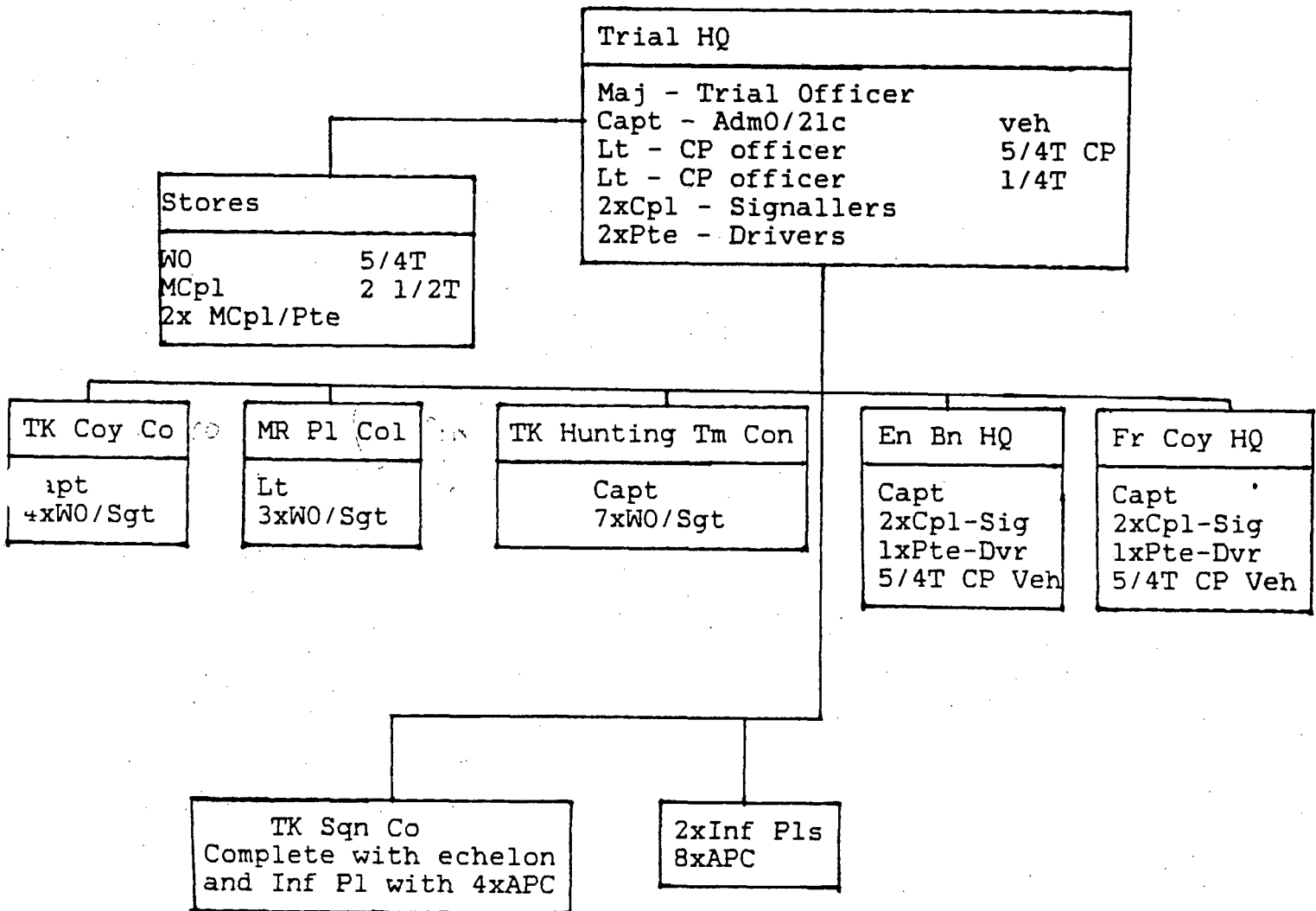
EQPT - Per Team (1/2 Sect) with APC

Per Team without APC

	Hasty	Deliberate	
Radio	1	1	1
Minimi	1	1	1
C7	3	3	3
SRAAW(H)	1 (1 msl)	1 (3 mls)	0
SRAAW(L)	4	8	8
AT mine surface	4	8	4 Total either off route or surface at mines.
AT mine offroute	4	4	
AP Claymore	8	8	4
AP gen	0	50	0

ANNEX B

TRIAL ORGANIZATION



ANNEX C

MILESTONES

- | | |
|--------------|--|
| D - 4 months | - Tasking order and trial directive issued
- Computer support available. |
| D - 3 months | - Plan of test written. Training areas booked. |
| D - 2 months | - Trial 2lc/Adm Offr made available.
- Recce of areas completed and exercises written.
- Copies of doctrine delivered. |
| D - 1 month | - Stores WO and staff made available. |
| D - 2 weeks | - Trial staff concentrated.
- Briefings and preparation begin. |
| D - 9 days | - Trial personnel concentrated administration |
| D - 1 week | - Training begins; |
| D | - First battle run begins. |
| D + 33 days | - Trial completed. Debriefing and post exercise administration. |
| D + 3 months | - Analysis completed. |
| D + 4 months | - Report written. |

Note 1. All milestones are given in relation to the beginning of the first battle run.

SUPPORTING PAPER FOR AGENDA ITEM III

22ND ADTB MEETING JUNE 1988

TANK HUNTING TRIAL SITREP

The sp paper for this agenda is encl. It is composed of the proposed fd trial written by CTC. SSO CD Coord will brief the ADTB and req that decisions be taken with respect to this trial.

Encl: 1

SUPPORTING PAPER FOR AGENDA ITEM IV

22ND ADTB MEETING JUNE 1988

FIELD ARTILLERY BATTERY ORGANIZATION

The sp paper for this agenda is encl. Members are req to review the paper and be prep to discuss the recommendations at para 9 of the paper.

Encl: 1

FMC 3120-1 (Arty)

March 1988

NEW FIELD ARTILLERY BATTERY ORGANIZATION

Reference: 3120-1 (D Arty) 18 December 1987

PART 1 - GENERAL

INTRODUCTION

1. This service paper is on the organization and the deployment operations of the field artillery battery.

2. a. The foundation of field artillery organization is built upon the close support field battery. It must have an optimum capability balancing the conflicting requirements of the threat, available technology and defence resources. In recent years, attempts have been made to enhance the effectiveness of the six gun single fire unit battery organization which was first introduced into the RCA 19 years ago. Although it is conceded that a "two troop" split battery organization provides the best capability, its equipment and manpower requirements cannot be met in peace-time. The most effective and affordable option is the six gun single fire unit organized and equipped so that it can disperse its deployment over an approximate area of one square kilometer,

b. guidance regarding the development of new doctrine, organizations and establishments has been issued by the Director of Artillery and elaborated upon by an artillery doctrine working group in February 1987. Major Guidelines and constraints are outlined as follows:

- (1) the new battery organization will be based on six guns which will be able to deploy dispersed in pairs;
- (2) the new battery organization should be effective within the limits of existing personnel and major equipment establishments; and
- (3) the new battery organization should be employable by both regular force and militia units.

AIM

3. The aim of this paper is to present to the ADTB the proposed field battery organization for further approval.

.../2

- 2 -

PART 2 - DISCUSSION

4. The new field battery organization will consist of a firing troop and a battery echelon, excluding BC and FOO parties (annex A). The firing troop will consist of a headquarters element and three identical gun sections.

5. The firing troop headquarters element will consist of:

- a. two CP vehicles and crews;
- b. one recce vehicle and crew;
- c. one TSM vehicle and crew;
- d. one line laying vehicle and crew;
- e. a second line laying vehicle and crew if personnel and vehicle limitations permit; and
- f. one DR vehicle and crew.

6. Each gun section will consist of:

- a. one section leader vehicle and crew;
- b. two guns and their detachments; and
- c. two ammunition vehicles and crews.

7. While this proposed battery structure is organized and equipped to deploy with its three sections dispersed over a large area, it will still retain the ability to deploy in a concentrated area in situations which demand speed and simplicity (like in a night withdrawal) or when the threat does not warrant such dispersion.

PART 3 - CONCLUDING MATERIAL

CONCLUSION

8. The proposed organization of the field artillery battery will provide a proven enhancement in survivability against the european threat well into the next century. It provides a simple and affordable option upon which we can base our regular force and militia field artillery organizations. Although the Corps 86 structure of a 10 gun battery is still being taught at CLFCSC, the new Corps 96 proposal, which will be integrated into the system in 1990, falls in line with this six gun organization. Our established real world organization has been widely separated from the desired doctrinal one for several years. This new six gun configuration will finally allow the artillery to teach, establish and deploy the same organization.

.../3

- 3 -

RECOMMENDATION

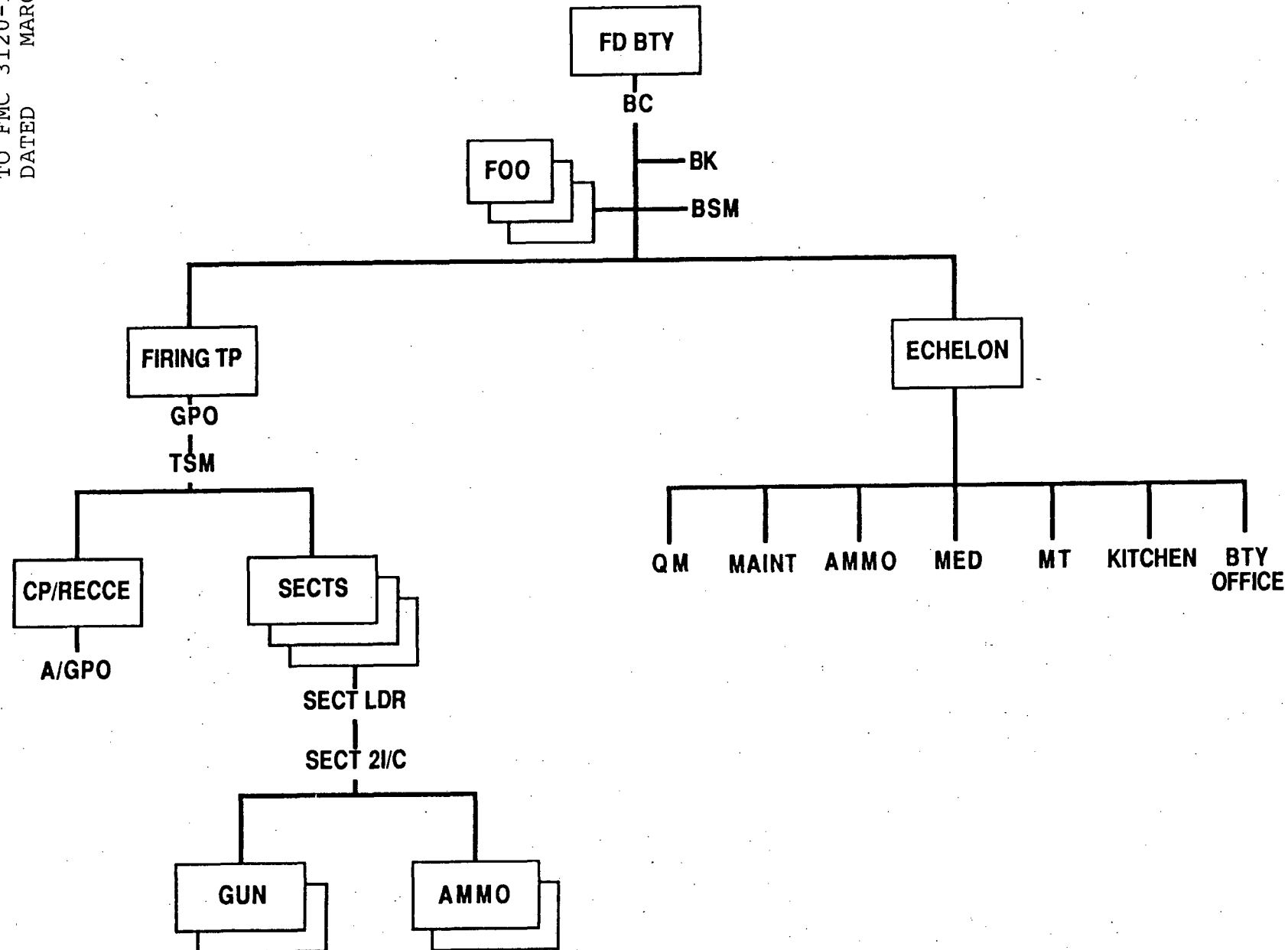
9. It is recommended that the ADTB approve the adoption of the new field artillery battery organization.

Attachment

Annex A - Proposed Field Artillery Battery Organization

ANNEX A
TO FMC 3120-1 (ARTY)
DATED MARCH 1988

FIELD BATTERY ORGANIZATION



A-1

SUPPORTING PAPER FOR AGENDA ITEM V

22ND ADTB MEETING JUNE 1988

NBC SITREP

SSO CD Coord will provide the Board with a brief SITREP on the status of the NBC Doctrine Working Gp and its actions to date.

SUPPORTING PAPER FOR AGENDA ITEM VI

22ND ADTB MEETING JUNE 1988

MEDICAL DOCTRINE WORKING GROUP

The sp paper for this agenda item is encl. Members are req to review the paper and be prep to discuss the regr to estb this board.

PA

MEMORANDUM

FMC 1150-110/A7 (C Surg)
1150-110/M2

12 Apr 88

Chairman, ADTB (thru COS Adm)

PROPOSAL TO ESTABLISH AN ARMY
MEDICAL DOCTRINE BOARD

Refs: A. State of the Army Presentation 5 Nov 87
B. Army Doctrine and Tactics Board, SOPs, 3rd Edition Nov 85

Background

1. Recognizing that the Army needs a medical working group specifically dedicated to coordinating and developing Army medical doctrine in concert with the appropriate NDHQ/Surg Gen staffs, the Comd, at the state of the Army Presentation in Nov 87, accepted SSO Med O & A's proposal that the C Surg examine the feasibility of establishing an Army Medical Doctrine Board.

Aim

2. The aim of this memorandum is to obtain the approval of the ADTB to establish an Army Medical Doctrine Board.

Definition of the Requirement

3. The requirement to plan for 2002, to standardize Army field medical equipment, to evaluate and recommend changes in the training of CFMS pers in Army orgs, to develop and write Army medical doctrine, etc, makes it imperative that a wide variety of people in and out of FMCHQ be involved. This will not only streamline the process but will ensure that a broad perspective is brought to bear on each issue.

4. At present C Surg is the OPI for the basic Army medical doctrine publications. These publications are written with inputs from a variety of staffs at FMCHQ, NDHQ the CFMSS etc. It is considered that the doctrine development process should now be formalized to ensure:

- a. that the right people are involved and their participation is formally recognized;
- b. that responsibility at various levels is assigned;
- c. that the correct doctrine development steps are routinely followed;

.../2

- 2 -

- d. that workload is distributed and staffed appropriately;
- e. that a broad source of knowledge is used; and
- f. that guidelines/procedures are in place to ensure continuity of doctrine development.

5. The ADTB SOPs state that special to corps boards may be established to examine corps/branch doctrinal matters and to recommend doctrine for approval by the ADTB. An Army Medical Doctrine Board would fulfill this purpose.

Concept of Operation and Composition

6. The Board will:

- a. develop, review, make recommendations, and validate Army medical policy and doctrine;
- b. review, evaluate and make recommendations concerning the training of CFMS personnel in Army orgs;
- c. review, evaluate and make recommendations concerning equipment used by Army medical units and CFMS personnel in Army orgs; and
- d. review, evaluate and make recommendations on matters as requested/directed by:
 - (1) the Army Doctrine and Tactics Board (ADTB), and
 - (2) the Surg Gen's Medical Services Operational Policy and Doctrine Board.

7. The Board will ensure prior to recommending to ADTB that policies, doctrine, etc, be approved as Army policy or doctrine, that the matter has been staffed through the Surg Gen's Medical Services Operational Policy and Doctrine Board for concurrence of the Surgeon General.

Composition and Organization of the Board

8. The board will comprise:

Chairman	SSO Med Ops & Adm
Co-chairman	SSO Prof Svcs
Secretary	S02 Med Ops
Members	DMOT 2
	Fd Ambs COs
	Other as required

.../3

- 3 -

C Surg Representation on ADTB

9. The C Surg is not currently represented on the ADTB. It is recommended that SSO Med O & A become a member.

Frequency of Meetings

10. The board normally will meet twice each year.

Cost of Meetings

11. Attendance at meetings will be the financial responsibility of FMCHQ and be budgeted for by C Surg.

Support of the Surg Gen

12. This proposal has the support of the Surg Gen.

R-M. Bélanger
Col
C Surg
7784

ORIGINAL SIGNED DATE

D.C. Burt, LCol, SSO Med O & A, 7864, jg

PAAUZYUW RCCPJAO0279 1042151-UUUU--RCESCGA.

ZNR UUUUU

R 131400Z APR 88

FM NDRQ OTTAWA//SUR GEN//

TO FMCFO ST HUBERT//CSURG// *715 E Comm.*

BT

UNCLAS DMOT/PD 161

SURJ: PROPOSED ARMY MEDICAL DOCTRINE BOARD

PEFS: A. FMC 1150-110/A7 (CSURG)/1150-110/M2 12 APR 88

F. TELECON SSO MED OPS/DMOT 2 13 APR 88

1. SUBJECT PROPOSAL HAS BEEN REVIEWED AND IS ENDORSED AS A VIABLE APPROACH IN ADDRESSING THE REQUIREMENT TO DEVELOP/REVIEW ARMY MEDICAL DOCTRINE. FURTHERMORE, THE CONCEPT OF OPERATIONS IS CONSIDERED COMPLEMENTARY TO PROPOSED MEDICAL SERVICES OPERATIONAL POLICY AND DOCTRINE BOARD.

2. MILITI SUCCURRIMUS.

BT

#0279

FAR653 DELIVERED 1042151 115315

*③ SOS med Med
Review have 3 copies
made. ASOP*
D.C. BETHWISTLE, MAJ
DEM 2 SS OP.
SO 2 MED. OP.
8926

CR-MAIL

APR 15 1988

C SURC. DIV.

3
D.C. Burt, LCOL
OSEM SS O&A
SSO Med O&A

*This is "Surge" level
blowing of our board.
All use need new for
CDS Admin + ADTB approval.*

SUPPORTING PAPER FOR AGENDA ITEM VII

22ND ADTB MEETING JUNE 1988

BATTLEFIELD SECURITY

The sp paper for this agenda item is encl. Members are req to review the paper and be prep to discuss the recommendations at para 11 of the paper.

Encl: 1

Prepared by

FMC 2795-1 (Sigs)

Maj R.M. Lilienthal, SO 2 EW

May 1988

BRIEF FOR ADTB - CLASSIFICATION OF TACTICAL INFORMATION

References: A. A-SJ-100-001/AS-000 Security Orders for DND
 B. CIS/01/1 CF COMSEC Instructions
 C. AMSG 293 E NATO Cryptographic Instructions

BACKGROUND

1. Operation Security (OPSEC) has long been a major concern of commanders in military operations and a wide variety of security measures have been taken in the past to prevent the enemy from learning our plans and capabilities. Some of these plans were naturally more sensitive than others, requiring a greater degree of protection. Over the years a system of security classifications developed, with a series of classifications each denoting information of varying sensitivity and with a corresponding series of protective measures required.

2. The new government security guidelines, detailed in Reference A, were introduced, for among other reasons, to reduce the number and level of security clearances required within the Canadian Forces. Only those personnel actually involved in the handling of national security information now require clearances, others in positions of responsibility will receive only reliability checks.

3. At the present time, the aging NESTOR speech security system is being replaced by the more capable VINSON, in greater numbers. By applying traditional communications security (COMSEC) regulations to VINSON, a far greater number of personnel would require security clearances. However, COMSEC regulations key to the security level of the information that is being protected, hence any change to these rules must be preceded by a change in that security level.

AIM

4. The aim of this brief is to suggest changes to the present classification of tactical information.

DISCUSSION

5. Present Classifications. In accordance with Reference A, tactical information is presently classified as follows:

- 2 -

- a. the deployment of operational forces in a combat role is classified SECRET;
- b. the details of organisations and establishments of operational commands and units are classified CONFIDENTIAL; and
- c. logistic details which would indicate plans and intentions are classified SECRET.

6. As a result of these requirements, tactical communications circuits have traditionally been required to provide protection to the SECRET level. Therefore, the keying material required by the cryptographic machines used to provide this security must be classified SECRET and the soldiers who operate these machines must hold a SECRET security clearance. This can be viewed like a line of dominoes; should the classification of the original information be lower than SECRET, then all of the other requirements would similarly fall.

7. Communications Security. Communications Security (COMSEC) is made up of five separate security functions.

- a. Cryptographic Security. Previous generations of crypto machines were limited in the level of security they could provide for technical reasons. Their cryptographic algorithms were assessed and a judgement placed on the ability of a determined enemy to break the system and thus the level of protection which the machine could provide. The latest generation of crypto machines, such as VINSON, have cryptographic algorithms which are considered so secure that these machines can provide any level of protection once keyed. Hence, the physical crypto machine is no longer a factor in determining the level of protection provided and therefore the security classification allowed.
- b. Emission Security. This division of COMSEC deals with the unintentional emissions from electronic equipment and the study of these emissions or TEMPEST. At present, only two TEMPEST protection standards exist for equipment processing classified information: a 1m standard for garrison or static use and a 100m standard for field tactical equipment. The requirement to meet either of these standards is not affected by changing the level of security of the information; any classified processing requires one or the other of these standards.
- c. Transmission Security. This division of COMSEC deals with the intentional emissions from radio equipment and includes the use of voice procedures and voice codes. Lowering the level of security of tactical information would permit the wider use of lower grade codes on otherwise unprotected circuits.
- d. Physical Security. The physical security requirements for unused keying material will remain regardless of the security level of the material itself since it must be safeguarded in accordance with cryptographic regulations. However, the physical security requirements for keying material extracts or keyed crypto machines will be lower if a lower classification of key is used.
- e. Personnel Security. Human reliability is one of the most difficult parts of COMSEC and must be considered in several different facets.

- 3 -

- (1) Crypto Personnel. The personnel involved in the accounting, storage and maintenance of crypto equipment must be completely and unquestionably loyal and reliable. The US Navy's recent Walker Spy case showed just how much damage one disloyal crypto-employed person can do. Within NATO, personnel involved in crypto duties require a special CRYPTO clearance; in Canada, this requirement is satisfied by requiring all crypto personnel to hold a TOP SECRET clearance, with its mandatory positive vetting. This requirement would not change with a change in the security level of information.
- (2) Crypto Users. These are the personnel who, while not involved in the long term accounting and storage of crypto material, are those who handle small amounts of crypto material in the line of their duties, such as unit communicators. Under NATO and Canadian regulations, these personnel must hold a security clearance equal only to the security classification of the material they handle. In the past, this has almost always been SECRET. A lower security classification of key would allow a lower security clearance.
- (3) Radio Operators. These personnel do not physically handle crypto material itself but rather handle keyed crypto machines (ie radios and VINSON). Aside from having custody of the keyed equipment, which assumes the security classification of the key installed therein, these personnel are also privy to the information passed over that means. This tactical information is, at this point, considered to be SECRET; thus the radio operator must hold a SECRET security clearance. Again, lowering the security level of the information would allow a lowering of security clearance required.

8. Security Level of Tactical Information. The deductions from the preceding discussion of COMSEC indicate clearly that it is the level of security afforded to the information itself that drives the security requirements of the entire system. Should the security classification of the information itself be changed, then the COMSEC system used to protect that information would follow suit.

- a. Sensitivity. The sensitivity of tactical information and the harm its compromise would cause and hence the security requirements for it must be considered separately in peace and war. The tactical level of the information must also be considered.
 - (1) War. In wartime, tactical information tends to be highly sensitive but also very time sensitive, that is to say that while its disclosure could cause grave injury, any particular piece of information rapidly loses its sensitivity with time, and all the faster at the lower levels. The H-hour for an attack may be highly sensitive before the attack, but several days later, that piece of information is no longer of vital interest to the enemy. The greatest threat to this information is its timely intercept by enemy SIGINT resources and hence technical COMSEC measures are the most important. At the same time, the very nature of the battlefield precludes the easy subversion of personnel at the tactical level and

- 4 -

makes the spy's timely reporting of information much more difficult, therefore the security reliability of operators becomes less important.

- (2) Peace. In peacetime and times of tension, the sensitivity of information tends to be longer lasting. Even relatively minor pieces of tactical information can be damaging if they reveal, singly or in aggregate, our operational readiness or our defense plans. While this information still requires technical COMSEC protection to prevent its intercept at the time, the threat against it is more of long term one: records of exercises can reveal operational effectiveness and war plans, the mere existence of exercises in periods of tension would indicate preparedness levels and the personnel involved can reveal all of this information if subverted. This information certainly falls within the guidelines for security classification in Reference A, therefore, personnel involved with communications systems at all levels must have some level of security clearance.
- (3) Level of Information. In general, tactical information becomes more sensitive as the level of tactics increases. For example, a divisional counter attack plan is considerably more sensitive than the plan for a company left flanking. This is not altogether true, since higher level plans can be deduced from analysis of those of lower levels, but the analyst would require more lower level information to draw the same conclusions. Therefore, while all information requires protection, the level of protection required generally increases at higher levels of command.

9. Summary of Major Deductions

- a. The level of security clearance required by radio operators and communicators is the same as the level of security classification of the information being passed by the communications system, while COMSEC personnel continue to require a TOP SECRET clearance.
- b. VINSON speech security equipment provides the same technical level of protection regardless of the security classification of the key used.
- c. In war, the security reliability of operators is less important than in peace or times of tension during which all operators require some level of security clearance.
- d. The level of protection required by tactical information at higher levels of command is somewhat higher than that required by information at lower levels.

10. The Effect of Maintaining the Status Quo. By Summer 1988, the previous 600-odd NESTOR within the land forces will be replaced by nearly 2000 VINSON, more than tripling the number of radio operators and unit communicators requiring a SECRET security clearance. Furthermore, with the expected fielding of the TCCCS radio in 1993 with the cryptography embedded, ALL radio operators would require the same SECRET clearance. The present system for providing security screening and clearances has

- 5 -

difficulty keeping up to the present level of clearance requirements; within field units, commanders would find themselves unable to keep enough communicators security cleared to keep his communications system working.

CONCLUSIONS AND RECOMMENDATIONS

11. The following changes to the classification of tactical information are proposed:
 - a. Formation level plans and tactical information (brigade and higher) should remain classified SECRET but only where these plans and information requires long term protection. These include actual defense plan contingencies and operational capabilities and readiness. Formation level communication systems should be capable of passing SECRET traffic and all operators and communicators should hold at least SECRET security clearances.
 - b. Unit level plans and tactical information (unit and lower) should be downgraded to CONFIDENTIAL but only where these plans and information do not compromise those of higher levels. Unit level radio nets should be capable of passing SECRET traffic but by exception only; the normal level of operation should be CONFIDENTIAL. This would require most unit communicators to hold only CONFIDENTIAL security clearances, while those holding key positions, such as unit command posts should continue to hold SECRET clearances.
 - c. Reference A should be amended to reflect this new policy.
12. Unless this proposal is accepted, our tactical communications system will be strangled by the peacetime administration required to maintain the security clearances. The enhanced security provided by the new generation of secure speech equipment at lower levels within the communications system helps to fill a serious gap in our COMSEC, while the lowering of security clearance standards for unit communicators will not adversely affect it. Rather it will give commanders at unit level greater flexibility in the manning of these key communicator positions.

SUPPORTING PAPER FOR AGENDA ITEM VIII

22ND ADTB MEETING JUNE 1988

PROPOSED PERSONNEL DOCTRINE

The sp paper for this agenda item is encl. Members are req to be prep to discuss the concept.

MEMORANDUM


FMC 2910-CFP 312(11) (Svcs)

10 May 88

Distribution List

PERSONNEL ADMINISTRATION IN BATTLE
CONCEPT - SECOND DRAFT

1. Enclosed is the concept paper in second draft for G1 Doctrine which is intended to be placed before the ADTB in June 1988. It is emphasized that the enclosed paper is a concept which, if approved by ADTB, will be developed in greater detail to become a doctrine submission at a future date.
2. The concept is not based upon a specific organization (e.g. Corps 86, or Division 2002) because to do so would limit the useful life of the concept and of the developed doctrine. In addition, the concept paper has been informally reviewed and approved in principle at CFCSC Toronto and by selected agencies within NDHQ.
3. Comments are requested to SSO Pers Svcs by 08 July 1988.


R.R. Romses
LCol
SSO Pers Svcs
7384

Encl:

DISTRIBUTION LIST

Action

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Information

COS Adm
DCOS Pers
SSO CD Co-ord
SO Stdzn

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MAJOR REFERENCES

- A. 1R22eR 1000-1-1 dated 23 March 1977
- B. FMC 1901-1-2 (A/Log) dated 05 April 1984
- C. FMC 1901-1-2 (COS Adm) dated Jun 1984
- D. FMC 1901-1-2 (Fin) dated 17 Apr 1985
- E. Unit Self-Sufficiency Study
- F. FMC 700-4-1 (Svcs) not dated
- G. FMC 1776 (Man) dated 23 June 1983
- H. FMC 3290-1 (A/DCOS Ops) dated 23 Jan 88
- J. CFP 300
- K. FMC 3189-3-4 (COS Adm) dated 30 June 1980

FMC 2910-CFP 312(11) (Svcs)

May 1988

G1 DOCTRINE

CONCEPT

A Commander must provide for the welfare of his troops, second only to the achievement of his mission.

...Unit leaders are responsible for the administration of their soldiers.

The soldier expects that his family is provided for... by a designated cadre during extended absence on duty. He trusts that his family is supplied with the same daily protection and help from this cadre as they would from him.

(Extracts from CFP 300 The Army)

- 1 -

INTRODUCTION

1. The function of all military staff is to assist their Commander and support subordinate Commanders in the exercise of command. The personnel staff (G1) assist their Commander by ensuring that the personnel requirements of his command are met. In peacetime some of these requirements do not exist, some are administered and controlled at the National level, and some are inherent to the exercise of command. In war, commanders need more authority than they exercise in peacetime democratic societies, and this authority and its accompanying responsibility permeates every aspect of the serviceman's life. Morale is therefore influenced in large degree by the efficiency and efficacy of G1 staff. The maintenance of morale is generally accepted as being the second most important principle of war, subordinate only to selection and maintenance of the aim.

2. Morale is not well defined in the Concise Oxford Dictionary, but it is generally accepted as being a state of spirit, a positive mental attitude resulting from a trust in one's leaders, peers, and subordinates and from faith in "the system". Morale in battle has little to do with being coddled and less to do with laughing cheerfulness. Troops toughened by hardship going about their tasks with confident and willing determination are a hallmark of high morale, whether they be cheerful or grim. It is the function of G1 staff to support leaders at all levels in achieving and maintaining such a high state of morale that units and formations in battle can remain cohesive during periods of adversity and high hazard.

3. Success in battle in itself is not sufficient to create and maintain unit cohesion and high morale. Also, these qualities must be present in a unit if it is to be successful in its first battle. Therefore all matters outside the realm of strategy and tactics, that is to say administrative matters, must be efficiently conducted by and within the unit. It is equally important that the soldier knows that his unit's administration is fair and efficient as it applies to himself and his comrades. This doctrinal concept is therefore based upon:

- a. Unit Self-Sufficiency. An administratively self-sufficient unit is one in which the Commanding Officer possesses the resources and is granted the authority to manage all affairs of his unit.
- b. Delegation of Authority. The maximum practical authority must be delegated to the CO to permit him or her to effectively administer the unit. Similarly, the Commanding Officer may delegate authority within the unit as is deemed appropriate, except in matters which regulations specifically exclude from such delegation. These preclusions should be minimized.

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- c. Decentralization. The provision of maximum possible administrative resources to unit level results in decentralization of these resources. This is expensive in resources but is necessary to administrative effectiveness in battle. The expense is offset by increased flexibility of unit deployment and by improved survival of administrative systems.

AIM

4. The aim of this paper is to outline a concept for G1 Doctrine.

RESPONSIBILITIES/FUNCTIONS

5. General. G1 is the personnel branch within the Continental Staff System. As a branch of the staff system, G1 performs a monitoring and co-ordinating function on behalf of the Commander, but does not normally possess any resources to command. G1 is normally colocated with G4 to permit simplified liaison, communications and administrative planning.
6. Specialist Staff. Modern society has progressed to the point where many military functions have become specialties in themselves in a wide range of activities ranging from medical, legal, dental, and chaplains through to police services. While it is a truism that all subordinate commanders and the senior member of a specialist staff have the right of direct access to their Commander and the availability of channels of communication unique to their specialty, the indiscriminate exercise of these "rights" will flood the Commander with detail, and the exclusive or secretive use of "special" channels will only lead to confusion. Commanders, their staff, and specialist staff normally communicate and discharge their responsibilities along the conventional staff chain, along the chain of command through their Commander, or along their specialist channel of communication in that order of preference. When special channels are used, the conventional staff chain should be advised.
7. Organization. Sample outline organizations of Division and Corps G1 staff cells are attached at Annex A and Annex B respectively.

PERSONNEL MANAGEMENT

8. General. This aspect of personnel administration deals with the efficient employment of a soldier as an individual. Its major concerns include replacements, manpower allocation and records:

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- a. Replacements. Arriving by air or sea, or made available from medical facilities, replacements go initially to a replacement unit in a Canadian Support Group. From here, they are transported to the Combat Zone. The determination of the number of replacements to be held in an area of operations is based on anticipated casualty rates. Units and formations will require replacement of personnel lost to them as a result of authorized rotation or of casualties. These personnel must be replaced and this is achieved by:

- (1) Individual Replacements. Casualties are retained on unit strength until they cross the Division Rear Boundary. When a casualty is evacuated rearward from the Division Field Hospital, it is the function of G1 at Division to replace the casualty. Replacements in this method flow forward through a series of Replacement Holding Units until they arrive at the appropriate unit B echelon. From B echelon they are delivered to the unit's A echelon which in turn transports them forward to F echelon. The replacement is taken on strength of his unit with effect from his arrival at the unit B echelon. If this is the method used, it is a G1 function. Additionally, casualties who are returned to duty from a medical installation are returned to duty along the replacement chain. Accounting for and tracking of casualties is a unit responsibility until the casualty is evacuated rearward from the Division Field Hospital i.e. crosses the division rear boundary.
- (2) Unit Replacement. Within this concept, a unit fights until either it is due for rotation or its combat capacity is so seriously degraded that the Superior Commander withdraws it and replaces it with a new unit. Reconstituting the rotated or decimated unit is in part a G1 function which is performed at levels higher than Division.
- (3) Other Options. Depending upon national policies and the personnel resources available, replacement policy could be at individual, section/crew/detachment, platoon, company, unit or brigade level.
- (4) Planning. The senior tactical commander should determine as early as possible which options are to be used. This option should be identified in all planned deployments as part of force sustainment.

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- b. Manpower Allocation. Priorities are established by the national commander and determined on advice received from the theatre commander and other combined forces commanders, as well as inputs received from the commanders of formations. Implementation is carried out by Canadian Support Groups, who advise G1 at the appropriate level of command of their allocation.
- c. Records. Entries for records are initiated at unit level. A field records unit maintains personnel records and acts as a link between units and the national records system. It also provides a master personnel locator. Because the records function encompasses a wider administrative field, it is covered in more detail under Records Management at paragraph 28.

PERSONNEL SERVICES

9. General. This aspect of personnel administration deals with the services provided to soldiers to ensure their collective well-being and discipline. Its major concerns include the provision of medical, dental, financial, military police, legal, postal, chaplain and burial services, and amenities. It is also concerned with prisoners of war, refugees and stragglers.

10. Medical Services. The Canadian Forces Medical Service (CFMS) is responsible for the maintenance of personnel strengths through the provision of health services. These health services are provided as follows:

- a. General Readiness. During peace time the emphasis is upon preventive medicine. The Surgeon General fulfills this responsibility by various programmes using education, hygiene and inoculation programmes, details of which are published in Canadian Forces Medical Orders (CFMO). These programmes are implemented by unit and base Medical Services personnel.
- b. Pre-Deployment. When a unit is warned that it may be deployed, the Unit Medical Officer (MO) is responsible to ensure that all unit personnel are medically fit and medically prepared for operations in the location to which they are to deploy. This is accomplished by a review of applicable CFMOs, Unit Medical Records, confirmatory medical examinations, inoculation and re-inoculation as required. The MO may call upon the medical facilities and personnel of the supporting or local base to assist in this task if necessary. The MO must keep his CO advised of his unit's

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medical status, including the decision whether the unit is medically fit and medically prepared for the projected deployment.

- c. Special Deployments. A unit may be warned at short notice for deployment into an environment for which it is not medically prepared e.g. an environment in which a specific medical threat exists but against which the unit is not inoculated. Usually, an inoculation programme will correct the situation. Sometimes it is not possible to inoculate the unit and provide the serum with the required incubation period prior to deployment, which could result in troops being vulnerable to the disease. In such cases, the Surgeon General will advise whether to inoculate or not. Regardless of the decision, G1 and medical staffs should:
 - (1) anticipate a flow of casualties (as predicted by the Surgeon General) and be prepared to provide replacements and appropriate hospital facilities; and
 - (2) if the period of deployment is expected to exceed the incubation period, consider an appropriate inoculation programme for replacement troops.
- d. Field Deployments. Throughout history, with the possible exception of United States and Australian Forces in Vietnam, more casualties have resulted from disease during a war than to enemy action. Any field deployment, in war or on exercise, must therefore result in increased emphasis upon hygiene and preventive medicine.
- e. In Battle. In battle, the medical priorities are the sustainment of life, minimizing the effects of wounds or injuries, and the rapid return of casualties to duty status. Casualties can be expected to be in the order of several hundreds of troops per brigade for each day of high intensity conflict. The aim is to return as many of these troops as possible to duty as quickly as possible. The senior medical officer in the area of operations achieves this by formulating and announcing a Holding Policy for the guidance of medical personnel and G1 staff. This policy will state how long casualties can be held at each level of medical support prior to either being returned to duty or moved further rearward in the medical chain, for increasingly definitive medical care or surgery.

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- (1) Unit Level. At this level the Holding Policy is usually expressed in terms of hours as there are no hospital facilities and at best only rudimentary patient comforts. The MO sorts casualties into priorities for evacuation based upon medical priorities and evaluation, and administers life sustaining care. The dying are made as comfortable as possible but are not evacuated.
- (2) Brigade Group Level. The Holding Policy here is usually little longer than at unit level unless casualties are extremely light. A limited holding capability exists. Again casualties are sorted into priorities for evacuation and life sustaining care is administered as required. The dying are not evacuated.
- (3) Division Level. This is the first level at which definitive medical care is provided, including limited surgery. The casualty sorting process is repeated, this time including treatment sorting as well as evacuation sorting. From the division hospital (depending upon nature of wounds, casualty flow, facilities available, and Holding Policy) casualties can be further transported to:
 - (a) a corps or theatre medical facility;
 - (b) Canada, possibly via USA utilizing the International Lines of Communication (ILOC) agreement;
 - (c) a convalescent centre; or
 - (d) a Replacement Holding Unit for return to duty.
- (4) Stress Casualties. Combat Stress Reaction (CSR) casualties could exceed 30% of all casualties. These casualties are psychological in nature and should be treated and if necessary evacuated differently than medical casualties.
 - (a) Preventive Measures. While everyone is subject to CSR preventive measures can reduce the casualty rate. These measures are based upon sound training, the development of group solidarity, high morale, and effective leadership.

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(b) Casualty Management. The principles of casualty management are:

- i. Immediacy. Identify and treat as soon as possible;
- ii. Proximity. CSR casualties should initially be treated within unit lines;
- iii. Expectancy. The casualty and his leader should expect that the casualty will return to duty quickly; and
- iv. Simplicity. Only the immediate CSR is treated. Long term therapy is a post-war condition.

(c) Evacuation. The CSR casualty may be held within unit lines for up to three days. By the third day the casualty will probably be in the unit B echelon. Evacuation rearward from here will be resource dependent and co-ordinated by G1 in a manner to, as much as practical, maintain separation from medical casualties. One solution may be to utilize empty supply vehicles to move the CSR casualty rearward through the supply chain instead of the medical chain.

- f. Medical Evacuation. Speed in moving casualties to the level at which definitive care is available has been proven (in Vietnam) to dramatically improve casualty survival and recovery rates, but similar operational and resource availability conditions are not likely to prevail again. The CFMS is responsible for ensuring the most efficient possible evacuation within the restraints of the tactical situation and resources available. These resources include the ambulance fleet allocated, helicopters on request as available, and locally available transport. Except at unit level casualty evacuation operates on a pull principle. Helicopters, if available, inject the ability to carry passengers/casualties from any given point or level of medical facility directly to division level or even further to the rear. Helicopter casualty evacuation can, on direction from the loading unit MO, bypass intermediate medical installations. Notwithstanding the innovations made possible by helicopters or possibly Short Take Off and Landing (STOL) aircraft, the normal system is:

- (1) Unit Level. Casualties are collected by their comrades and carried to a casualty collecting point (CCP). At the CCP a Medical Assistant (MA) sorts them, provides first aid, and prepares them for transportation. The MA or a delegated soldier(s) then transports the casualties to the Unit Medical Station (UMS) utilizing either litter bearers or allocated transportation. The MA maintains records of who was evacuated to the UMS;
- (2) Brigade Group Level. The brigade group medical unit sends ambulances forward to the UMS to retrieve casualties;
- (3) Division Level. The division medical evacuation unit sends ambulances forward to retrieve casualties from UMS and casualty treatment stations and brigade group medical units; and
- (4) Note. Every level, from sub-unit to Division must maintain records of casualties evacuated/received and their disposition.

11. Dental. A dental unit facility is associated with Canadian Support Groups (CSGs) to provide routine dental service to national elements within the Communications Zone (Comms Z) and dental support beyond the capability of formations in the Combat Zone (CZ). Within the CZ will be found a dental battalion at corps level located within Corps Service Command (COSCOM), and at division level a dental company within the Division Support Group (DISGP). The Dental Company does not deploy forward of the division administrative area, but is capable of deploying dental clinics to unit level anywhere within the division area.

12. Dental Services. The Canadian Forces Dental Service (CFDS) is responsible for the maintenance of the dental health of members of the Canadian Forces. There are no specific standards to be met prior to commitment to battle, however a high standard of dental health is always maintained to ensure that operational capabilities are not degraded in peace or in war. In peace, dental treatment facilities are provided at base level.

- a. General Readiness. Regularly scheduled dental inspections, an emphasis on preventive dentistry and readily available dental treatment combined with education programmes all result in a high state of dental readiness.

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- b. Pre-Deployment. When a unit is warned for deployment, the unit MO requests the base dental officer to conduct a review of the unit personnel's dental records. As a result of this review, scheduled dental treatments are brought forward and the unit personnel are given priority of treatment if necessary. When the Unit MO reports to his CO that the unit is medically fit, this includes dental fitness.
- c. Special Deployments. There are no special considerations for unanticipated deployment areas. Any deployment of troops beyond 30 days will require the creation of a dental treatment plan. This plan could be:
 - (1) deployment of a treatment clinic to support the unit or units; or
 - (2) deployment of dental inspection teams to evaluate the state of dental health of deployed troops and arrive at a treatment plan.
- d. Field Deployment. When deployed in the field soldiers obtain dental treatment by reporting to the Unit MO, usually on a scheduled sick parade. If the MO confirms that dental treatment is required, the UMS arranges the appointment if necessary, and the required transportation for the casualty (patient).
- e. In Battle. Dental facilities are not normally deployed further forward than brigade level. One dental function which accrues additional importance in battle is the requirement for oral surgery and facial/dental restructure. This level of treatment is provided from within the division medical and dental resources.

13. Military Police. These services include traffic control, prevention and detection of crime, supervision and enforcement of disciplinary regulations, and custody and detention. Military police are also responsible for guarding prisoners of war, controlling stragglers, protecting very important persons, and physical security of installations. They work in co-operation with allied and combined military police agencies and host nation police authorities. Canadian servicemen serving detention are supervised by Canadian military police. At Corps level these services are provided by a military police battalion, at division level by a military police company, and at brigade group level by a military police platoon.

- a. Traffic Control. When military police are required for traffic control at corps level and below, they are tasked by G3.

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- b. Prevention and Detection of Crime. This service is provided primarily through liaison and co-operation with indigenous or allied police services, in cases where jurisdictions are shared.
- c. Disciplinary Regulations. The supervision and enforcement of discipline is primarily a unit responsibility which is filled by military police in cases where the unit structure is not in effect, such as in rest areas or leave centres, or in the case of stragglers.
- d. Prisoners of War (PW). In battle, the control of prisoners of war and traffic control are the major roles of military police. From the moment of capture, PW are the responsibility of national governments. Once processed to the CommS Z, they may be turned over to combined force or allied authorities if such a policy has been approved by the Canadian government. Alternatively, PW camps are established and prisoners are held and treated in accordance with the Geneva Conventions of 1949 and other rules of international law.
 - (1) Prisoner of War Assembly Points (PW Assy Pt). Upon capture, prisoners are immediately disarmed and searched. The element effecting the capture then escorts them to the PW Assy Pt. Units are responsible for establishing and manning PW Assy Pts. At the PW Assy Pt the prisoners are further searched and checked for battlefield intelligence. The capturing unit transports the prisoners, under guard, to the Prisoner of War Collecting Point (PW Col Pt).
 - (2) PW Col Pt. At this point, PW are again searched and are possibly surveyed by G2 staff for battlefield intelligence or linguistic skills.
 - (3) PW Cage. The division PW cage is organized and manned by the division MP company. Elements of G2 staff will normally be located with the PW cage. At the cage PW are:
 - (a) searched in detail;
 - (b) segregated by interrogation status i.e. once interrogated a PW does not return to those areas holding prisoners who have not yet been interrogated; and

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(c) segregated by rank;

- (4) Medical Care. Wounded PW are cared for in the same manner as our own wounded, and are transported rearward along the CASEVAC chain. Particular care is taken to ensure the PW is unarmed, supervised or appropriately restrained. G1 and G2 at each level are notified as the PW arrives at successive medical installations.
- (5) Transportation. The holding unit is responsible for the provision of transport and escorts for all PW movement.
- (6) Stragglers. Straggler posts and patrols are established as early as possible in a theatre. These posts and patrols reflect the character of the operation i.e. if it is a combined operation the straggler posts and patrols must be established on a combined force basis. In dealing with stragglers, the aim is to return them to their units as soon as possible.

14. Refugees. The control of refugees is a host nation responsibility. The manner in which this responsibility is met must be such that refugees do not interfere unnecessarily with military operations. Also, the host nations' governmental and police structures may not be functional in which case it is in the interests of the occupying force to ensure the smooth flow of refugee traffic.

- a. Threat. Refugees pose two threats: they may clog routes needed for military operations; they provide cover for the movement of agents provocateur.
- b. Route Control. Refugee traffic will be directed along routes specified by G1, as allocated by G3. The host nation is normally responsible for traffic control along these routes.
- c. Holding Areas. Holding Areas will be required along the Refugee Evacuation Route for a variety of reasons. These areas will be specified by G1, as allocated by G3.

15. Legal. These services are provided by legal officers on the staff of the national commander. In addition to advising on the laws of war, they also provide guidance on civil-military and allied agreements. Legal officers are also provided on the staff of corps and division Commanders, where they function within the G1 staff. At corps and division level the legal officers also provide assistance in the administration of the Code of Service Discipline.

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16. Redress of Grievance. The request for redress of grievance is an entrenched legal right, and will continue in war as in peace. The review of applications for redress of grievance will continue to be a G1 function at each level of command.

17. Postal Services. Mail from home, especially answers to letters sent home, are recognized as essential to the Maintenance of Morale; if the soldier receives his ammunition, food, POL, and mail he knows that the system, locally and at home, is working. These services are provided by a postal depot which forms part of a Canadian Support Group. It is responsible for the receipt and dispatch of mail from and to Canada; the provision of postal offices and port, rail and airhead postal detachments; and the operation of a postal tracing station. At corps level there is a postal company within the COSCOM transport brigade, and at division level there is a postal platoon within the DISGP transport battalion. Within each brigade each unit requires a postal clerk, who would normally be located in B echelon.

- a. Important though personal mail is, it is subject to operational restrictions. The priority, and limitations, are:

- (1) Priorities:

- (a) classified military mail,
 - (b) military mail, and
 - (c) personal mail.

- (2) Limitations. Parcels cannot be accepted.

- b. At each level from unit through to COSCOM, mail is received, sorted and passed to the next level up and down the chain. Locked mail bags are normally used and these are carried along the supply chain.
 - c. In war, troops do not use stamps on their mail because it is not possible to maintain and retail postage stamps under field conditions. Specially marked single use forms are normally made available by a grateful government.
 - d. Censorship of mail may be imposed by the national or tactical commander. Censorship is a unit responsibility if it is imposed and is normally performed by unit officers.

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18. Chaplains. Chaplain support is provided to Canadian elements operating within the Comms Z. Every major unit requires its own chaplain, either Protestant or Roman Catholic, as appropriate. Minor units should have a chaplain available to them as co-ordinated by the brigade or division chaplains as applicable. An army deployed in the field does not have access to the normal national social support structures such as social workers, family counsellors, extended family support, financial counsellors, etc. The soldier has only two sources of aid: his chain of command and his chaplain, and soldiers do not always feel comfortable in discussing their closest secrets with military superiors.

- a. Role of the Chaplain. The chaplain is utilized as more than a man of God; he's also an adviser, a listener, an escape from the rank structure, a staff to lean on in every way. The chaplain becomes even more a man of God by his non denominational assumption of being a substitute for, or at least a connector to, the various specialists and programmes available to the civilian in distress. The chaplain is first and foremost a man of God, but in a deployed army he's also a connection with home and family.
- b. Channels of Communication. The chaplain has available to him three channels of communication: the staff chain; the chain of command, and the ecclesiastical chain. The first two are normal channels, but the third is extraordinary. As a cleric the chaplain can communicate along clerical channels to other clerics and hence to civilian agencies such as The Salvation Army, The Royal Canadian Legion, The Red Cross, agencies of Provincial Government, etc. Thus can the chaplains bypass the necessarily ponderous bureaucracies of both military and civic channels to bring more rapid aid to a soldier's family in need, or news to a soldier about his family at home. This channel is used only in extraordinary circumstances, and is used to support the soldier and the army with the full knowledge of all staff and commanders necessarily involved, and with their tacit support.
- c. Chain of Command. Notwithstanding his traditional and extraordinary channel of communication, the chaplain is responsible to his CO, or Commander as applicable, for the performance of his duties. He has right of direct access to his CO and is free to move within any area of the unit, across any rank, organizational, ecclesiastical, or social barrier. He is therefore a highly credible source of information and advice to his CO on matters pertaining to the welfare of his troops and on their state of morale.

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- d. Location. The chaplain, as stated above, is free to move throughout the unit subject to tactical limitations. During battle, he would normally position himself at the UMS to attend stress casualties, to aid the wounded, comfort the dying, and assist the MO. At the first interlude he should join his CO and visit the surviving troops in the locations most sorely tested.
- e. Church Services. Church services should be held as required, such as before and after battle, as well as on the Sabbath. Central church services will be an exception due to the enemy's ability to detect and engage large congregations of troops and equipment.

19. Battlefield Clearance and Graves Registration

- a. General. In this context, battlefield clearance applies only to removal of the dead, whether previously buried or not. Battlefield clearance and graves registration are national responsibilities performed by personnel from national special purpose units which are deployed within the theatre of operations. Elements of these units will be deployed within the Division, Brigade, and unit areas when required to perform their duties. Their command relationship to formations and units in place would normally be "in location". Their purpose is to collect the dead, normally by exhuming from temporary burial sites, and inter them in approved permanent grave sites, as negotiated by their parent nation.
- b. Morale. The manner in which the dead are treated has obvious and highly significant implications. The dead must be treated with dignity and respect, and with discretion. They must be quickly interred for health and morale reasons and this is normally done by their own unit. Disinterment, transportation and permanent burial are tasks which must not be performed by combat troops, but by national resources.
- c. Unit Procedures
 - (1) General. Prior to a specific operation, such as an attack, or during prolonged operations such as in defence, unit Casualty Collecting Points (CCP) are identified by the COs in their orders, and brigade staff will be aware of the CO's plan. In widely dispersed operations, sub-units will also plan CCPs and the unit HQ will be aware of these plans (the medical chain must be aware of these Casualty Collecting Points or the casualty evacuation system cannot work).

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- (2) Casualty Collection. Casualties are collected and transported to the CCP by their comrades at the earliest lull in the battle (in rapid highly mobile operations the lead troops do not dare either pause or turn back to aid their fallen comrades and this task may, by prior design or by default, befall a follow-up unit). In any event, the casualties will be tended by at least their own Medical Assistant (MA) and designated litter bearers. The litter bearers transport the casualties to the CCP, where the MA will normally be located.
 - (3) CCP. The living will be segregated from the dead and provided priority of consideration. The dead will be concealed from the living casualties and covered appropriately at the earliest opportunity. Depending upon digging conditions and resources, the condition of the body, the volume of dead, and available transportation resources the dead will be either transported rearward for temporary burial, or temporarily buried at the sub-unit or unit CCP, or even in situ if necessary.
 - (4) Temporary Burials. Temporary burials will be performed preferably at the CCP which is co-located with the UMS, and performed by the Unit Chaplain in accordance with CFAO 24-4. The location, map reference, of all temporary burials must be recorded.
- d. Graves Registration. Graves registration units are responsible for recovering all corpses, transporting them and interring them in permanent burial sites in accordance with national policies.
 - e. Allied Dead. Allied dead shall be treated with the same dignity and respect as our own dead. Temporary burial procedures vary slightly for other nation's troops and it is the responsibility of all commanders and chaplains to be aware of variances. Graves registration units turn allied dead over to their parent nation in accordance with international agreements. Troops are segregated by nationality for burial.
 - f. Enemy Dead. Enemy dead are accorded the same treatment as our own troops, but are segregated in burial.

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- g. Tactical Limitations. The handling of casualties, including the dead, impose a drain on manpower resources which sooner or later will impinge upon a unit's ability to fight. In high intensity conflict a unit is probably capable of only one, perhaps two, hard fought unit level actions in 24 hours. A higher rate of tactical commitment may result in the need to commit two more units: one to replace the depleted unit, and another to assist in battlefield clearance. Timely unit rotation is less expensive and more effective. During static or defensive operations the problem is less severe.

20. Summary Investigations and Boards of Inquiry. The conversion from peace time accounting and audit procedures to war time procedures should reduce the number of administrative investigations and boards for the deployed units and formations. The review of these investigations and boards will continue to be a G1 function.

21. Honours and Awards. An adequate system of Canadian honours and awards exists and will be utilized in battle. The authority to bestow honours and awards will be delegated on a limited basis to field commanders and recommendations will be reviewed at the appropriate level by G1 staff. The authority to bestow honours and awards upon foreign nationals will be retained at national level, as will permission for Canadians to accept foreign honours and awards.

22. Promotions, Postings and Appointments. The authority of commanders at all levels to implement promotions, postings and appointments within their own command will be increased, i.e. delegated downward in battle.

a. Promotions. See Annex C.

b. Postings. A commander at any level may implement postings within his own command. This authority will not extend beyond his integral command to elements grouped for tactical purposes. Movement of personnel within a unit, or between units, will require Unit Personnel Data Transactions (UPDT).

c. Appointments. Commanders in battle will have increased authority to manage their integral resources and may make appointments within their command as they see fit subject to the following limitations:

- (1) The unit may not exceed its authorized organizational and rank structure.

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- (2) Appointments must, so far as is possible, respect the existing rank structure and the authorized organization. A Capt may not, for example, be appointed into a position which would place a Maj in a subordinate relationship with the Capt.
- (3) The authority to appoint is not limited by the authority to promote. The fact that a CO may only promote up to acting Warrant Officer does not preclude him from appointing a substantive Master Warrant Officer as his Regimental Sergeant Major providing the above criteria are also met.

23. Financial. These services are provided by a financial element in Canadian support groups. Within the COSCOM there is a finance battalion, and within the DISGP there is a finance company which provides these services. Units are self-sufficient in pay services.

- a. Non-Public Funds (NPF). NPF activities including messes and institutes, will not normally operate forward of the division rear boundary. During lulls in battle, amenities and entertainment will be provided as requested by COs, as authorized by superior commanders. These amenities and entertainments will be provided by CANEX on a cost recovery basis as directed by DG CANEX.
- b. Pay. The full range of pay services will be available at unit level to the soldier in battle, and the soldier will retain control over all disbursements from his pay account. The National Commander or the Senior Operational Commander may, for a variety of reasons, impose a limit on the amount of pay authorized to be issued. In this event, individual pay accounts will accumulate balances which would be payable:
 - (1) proceeding on leave;
 - (2) departing the theatre; or
 - (3) to the Next of Kin in the event of death.

24. Amenities. A full range of these items and services is provided through national agencies such as CANEX and similar allied agencies. Amenities may also be provided through the supply system. CANEX warehousing and retail outlets may be deployed at theatre level. Retail outlet(s) may also be deployed in leave centres and within COSCOM, but there will not normally be any warehouses or retail outlets forward of the division rear boundary. Amenity packages will be distributed forward of the division rear boundary. The contents,

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packaging and cost recovery of these packages will be determined by the theatre Commander in consultation with the DG CANEX. These packages will contain, as a minimum, those items needed to support good health and hygiene in the field. In addition they should also contain morale boosters. Greater definition of contents is dependent upon the theatre, as troop needs will vary widely from arctic operations to temperate or tropical climates. These amenity packs will:

- a. be accounted for as a supply item;
- b. be delivered automatically on a frequency basis e.g. one pack per man per week/two weeks/month; and
- c. be delivered through the supply chain.

25. Leave Centres and Leave. Sound planning to accommodate soldiers' needs for leave is critical to the maintenance of morale, so critical that leave policies should be determined and announced at the highest level of tactical command, and announced early in the operation. Therefore advance planning is needed and should be considered in all pre-operational planning. In high intensity conflict, or even waiting in a trench or arctic tent for such conflict to commence, the soldier is on duty 24/7 with no escape. As a guide, front line units should have their first quota of troops on leave within 30 days.

- a. Leave Centre(s). Leave centres should be designated by the theatre Commander, or Senior Operational Commander, on behalf of his troops. Leave centres should provide:
 - (1) a sense of safety and security. For this reason a series of small centres offering dispersal well outside the CZ may be preferable to a single centre;
 - (2) a variety of entertainment and amenities;
 - (3) segregation by rank as it is not always desirable that followers and leaders observe each other on leave, or that the firm hand of tight battlefield discipline be prejudiced, or be all pervasive;
 - (4) effective police services jointly provided by user nation military police and indigenous civil police; and
 - (5) controlled prices, or CANEX services as an alternate to inflated prices.

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- b. Leave Policy. For reasons of operational effectiveness as well as morale, this must be a command as opposed to a staff decision. The policy will normally be expressed in operational terms e.g. "A maximum of 10% of established strength may be on leave provided the unit retains a minimum of 80% of its established strength on the ground. Of those on leave, 10% may be authorized to leave the theatre..." Alternatively, the Commander may approve a system of unit rotation and accept higher levels of troops from depth units being on leave. Whatever the policy, G1 implements it.
- c. Home Leave. Depending upon the remoteness of the area of operations and the facilities and amenities available indigenously and at leave centres, this could be a much sought after prize by all troops, or desired only by a few with special loyalties, obligations, or problems at home. A system of providing home leave, however limited, should be available during protracted operations.
- d. Leave Transportation. Troops proceeding on leave from an operational theatre should have their transportation provided at public expense as far as their selected authorized leave centre or to their home, as applicable.
- e. Planning. All planned operational commitments require early planning of leave so that the programme can commence soon after deployment. Failure to commence such a programme within a short period (about 30 days) could result in some troops living in hardship for many months with no respite; some troops getting leave and not others; perceived favoritism; and a belief that one only "gets out" when he's dead. In brief, a poorly administered leave plan or one started too late could lead to the destruction of morale.

26. Records Management

- a. General. Those who are responsible for the administration of soldiers, unit leaders, need access to the records required to fulfil their responsibilities. Paradoxically, units in battle cannot be encumbered by administration which does not directly contribute to achieving their mission. A further paradox arises when it is appreciated that records held at unit level are subject to loss and damage, therefore must be duplicated elsewhere to provide a degree of survivability. This leads to the need for built in redundancy in an environment which should be as free as possible from administrative encumbrance.

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- b. Principles. The principles of administration which are most applicable are:
 - (1) simplicity;
 - (2) foresight;
 - (3) flexibility; and
 - (4) co-operation.
- c. Distribution of Records. A Records Support Unit (RSU) will be established within the DISGP, which will store, and maintain on a periodic basis, all records. The authoritative records source will be the unit except for medical and dental records. Records will be held as shown at Annex D.
- d. Amendment/Adjustments. Except for medical and dental records, the authority for changes to individual records lies with the Unit COs. Some records are held in places other than unit only to reduce bulk at unit level and to provide redundancy. The unit therefore requires a Unit Records Section (URS).
- e. Unit Records Section. The URS would normally be located in B echelon and be supervised by the Adjt. It is the URS function to maintain administrative records on every person in the unit (killed, wounded, missing, taken on strength, struck off strength, promoted, demoted, pay credits/debits, etc). Changes in status are published in UPDT originated by the unit on the authority of the CO.
- f. Routine Orders. In addition to UPDTs, the B echelon will also publish Routine Orders as required.

G1 OPERATIONS

27. General. G1 does not exercise command. The G1 staff have no integral resources to command and are a planning and co-ordinating resource in personnel matters on behalf of their Commander and in support of subordinate Commanders and Commanding Officers. The G1 staff are gatherers and colators of information on our own troops, and the agency which plans and implements either preventive or corrective action. The G1 staff therefore rely heavily upon communications and information.

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28. Communications. Several forms of communication are available:

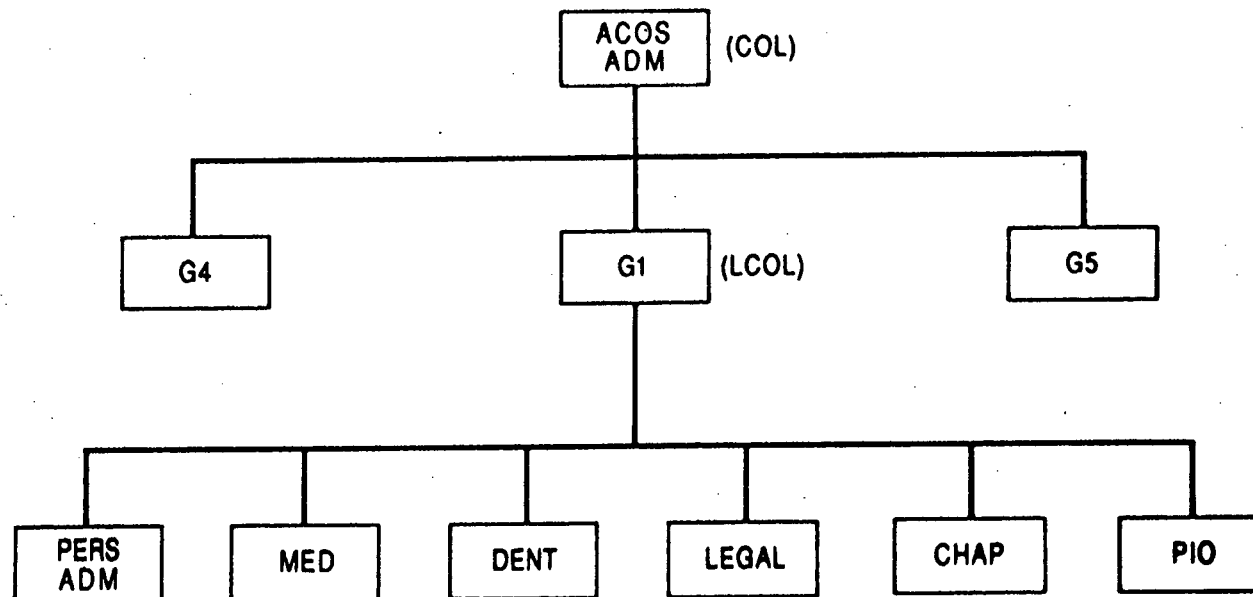
- a. Administrative Radio Net. An administrative voice radio net exists from unit level upward. This capability is augmented by a hard copy data transaction capability.
- b. Line. Line communications will be installed as soon as possible, interconnecting all units and formations.
- c. Hard Copy. Hand written reports, returns, messages and notes can be passed as mail along the postal/supply network. This method has built in time delays and is slow.
- d. Other Staff. G1 is colocated with G4 to permit intimate liaison on administrative, supply and personnel matters. In addition, G1 can obtain information from G3 through frequent liaison.
- e. Signals Despatch Service (SDS). An SDS consisting of mobile messengers augments the postal system, but is dedicated to military mail and offers more rapid service.
- f. Liaison Officers (LOs). LOs frequently shuttle between formations and units, and these can be utilized on an opportunity basis. In addition, G1 could appoint an LO on an as required basis.
- g. Command Net. During lulls in operational activity and in event of other systems non availability, G1 may request authority for the temporary use of a command net.
- h. Data Transaction. Automated data transfer may become more readily available as technology progresses. This could be electronic scrambled burst transmission, or fibre optic, or another form of technology.
- j. Personal Visits. Visits to forward units should be undertaken at every opportunity by all levels of staff, especially within the G1 Branch.

29. Information. The information required to be communicated to G1 staff will be identified in formation Standing Operations Procedures (SOPs). These SOPs will specify the contents of Reports and Returns. In preparing and evolving these reports and returns it is necessary to exercise caution to ensure that only essential information is included. Information overload and unnecessary administrative burdens will be the result of a lack of such caution. Situation specific

- 22 -

information can be requested when it is needed and such mild potential embarrassment to the staff is preferable to a constant irksome administrative burden to units in battle.

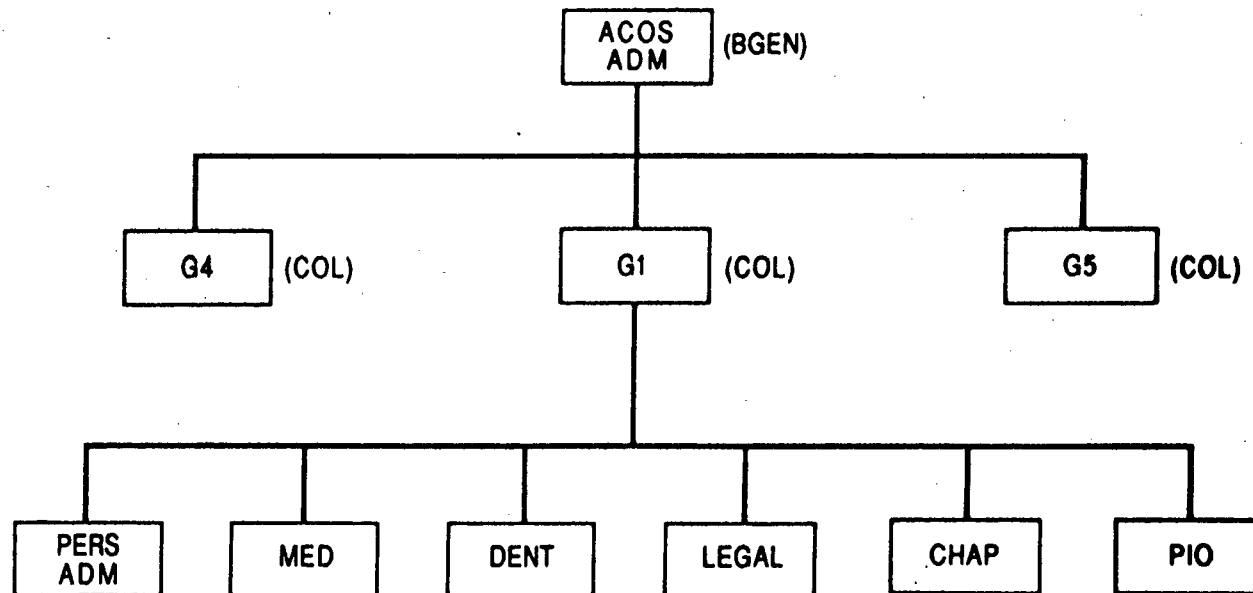
DIVISION REAR HEADQUARTERS STAFF
OUTLINE ORGANIZATION
G1



ANNEX B
TO FMC 2910-CFP 312(11) (SVCS)
DATED MAY 1988

CORPS REAR HEADQUARTERS STAFF
OUTLINE ORGANIZATION

G1



ANNEX C
TO FMC 2910-CFP 312(11) (SVCS)
DATED MAY 1988

DELEGATED PROMOTION AUTHORITIES

SPECIAL FORCE

COMMANDING OFFICER		BRIGADE COMMANDER		DIVISION COMMANDER		CORPS COMMANDER		NATIONAL COMMANDER	
TEMP	ACTING	TEMP	ACTING	TEMP	ACTING	TEMP	ACTING	TEMP	ACTING
(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)	(j)	(k)
OCDT	2LT	LT	CAPT	CAPT	MAJ	MAJ	LCOL	LCOL	COL
SGT	WO	WO	MWO	MWO	CWO	CWO			

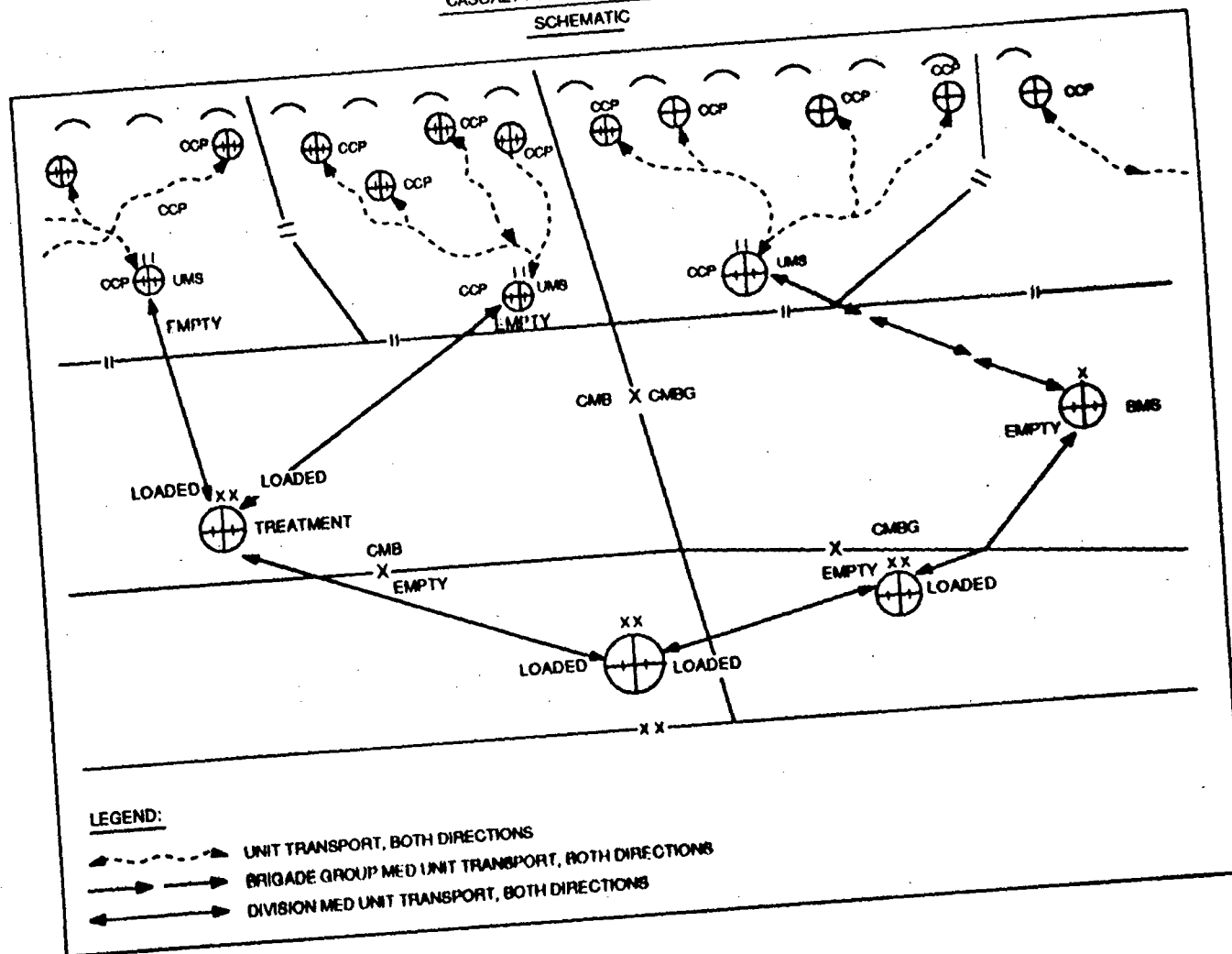
- NOTES:
1. Confirmed appointments may exercise the authorities in the table above, acting appointments may not. For example, in a unit where the Commanding Officer becomes a casualty, the Deputy Commanding Officer (DCO) assumes command and becomes the Acting Commanding Officer (ACO). An ACO may exercise the authorities to post and appoint as outlined in para 23.
 2. Commanding Officers may not commission officers.
 3. Promotion to Acting rank requires the authority of the next senior level to make it temporary (Temp).
 4. To be implemented only when specifically authorized by National levels of authority i.e. NDHQ/LFHQ.

ANNEX D
TO FMC 2910-CFP 312(11) (Svcs)
DATED MAY 1988

DISTRIBUTION OF RECORDS

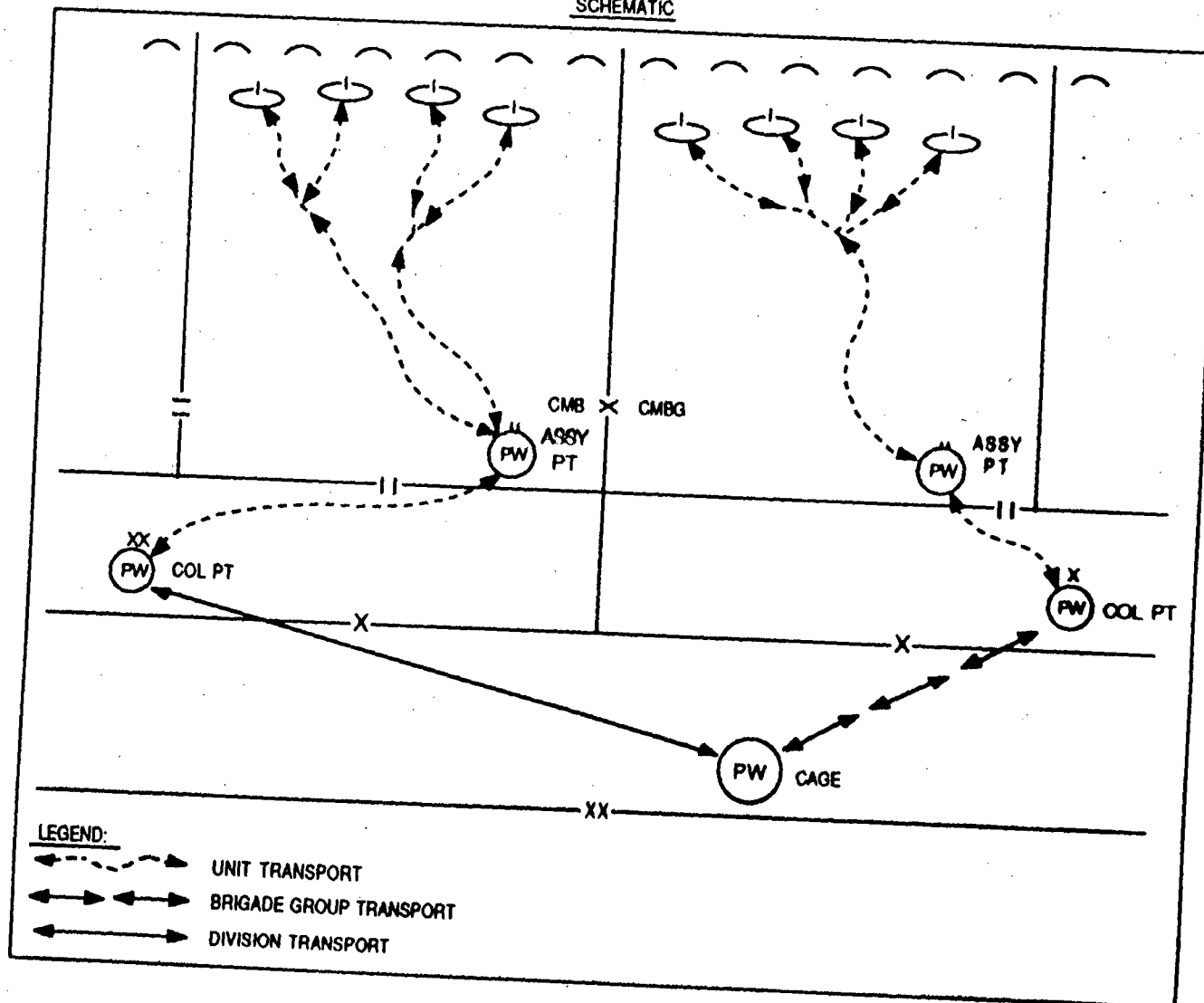
RECORD	HELD AT		RSU	COMMENTS
	USER	OTHER		
Regular Force Personnel Record Résumé	Unit	Nil	Copy	Name change req
Conduct Sheet	Unit	Nil	Copy	
Pay Guide	Unit	Fin Coy	Copy	
Pay Records	Fin Coy	Unit	Copy	Aval to unit on req
Leave Record	Unit	Nil	Copy	
Next of Kin	Unit	RSU		
Med Record	Fd Hosp	Nil	Copy	Aval to unit on req
Dent Record	Dent Coy	Nil	Copy	
Personal File	RSU	Nil		Aval to unit on req
Unit Emp Record	RSU	Nil		Aval to unit on req

CASUALTY EVACUATION SYSTEM
SCHEMATIC



ANNEX F
TO FMC 2910-CFP 312(11) (SVCS)
DATED MAY 1988

PRISONER OF WAR MOVEMENT
SCHEMATIC



SUPPORTING PAPER FOR AGENDA ITEM IX

22ND ADTB MEETING JUNE 1988

DECEPTION DOCTRINE UPDATE

SSO Int will provide a SITREP On the status of deception doctrine.

SUPPORTING PAPER FOR AGENDA ITEM X

22ND ADTB MEETING JUNE 1988

NATO DOCTRINE UPDATE

DLCD 6 will brief the ADTB on the proceedings of the NATO Tactical Working Party. No decisions will be sought from Board.

SUPPORTING PAPER FOR AGENDA ITEM XI

22ND ADTB MEETING JUNE 1988

SUBDIVISIONS AND LEVELS OF HEADQUARTERS

This agenda item encompasses two topics. Both sp papers are encl for your review. One deals with the subdivisions and levels of headquarters while the other addresses the various options for translating the word "headquarters" into French.

Mobile Command Force mobile

FMC 1150-110/S1 (STF)

Quartier général de la
Force mobile
St-Hubert (Qué)
J3Y 5T5

le 8 mai 1987

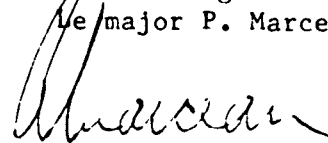
Liste de diffusion

SUBDIVISIONS ET NIVEAUX DE L'ÉTAT-MAJOR

Référence: FMC 1150-110/S1 (Coord Doc) 30 avril 1987 annexe B

1. Le STF au mois de février 1987 a commencé une étude de la terminologie des niveaux d'état-major au sein des QG opérationnels, du Ministère de la défense nationale, des commandements et des bases.
2. La raison de cette étude est que la terminologie actuelle est très vague, incorrecte dans certains cas et induits en erreur. Tout ceci cause des problèmes de communications, surtout pour les francophones.
3. Après mûre réflexion et une étude approfondie de la question, le STF à sa réunion au mois de mars 1987 a discuté de la question. A la réunion du mois d'avril, référence, le STF a approuvé les recommandations qui sont incluses en annexe.

Le président du Sous-comité
de la terminologie française
Le major P. Marceau



Annexe:

Annexe A - Subdivisions et Niveaux de
l'État-Major

LISTE DE DIFFUSION

Exécution

Président CDTAT

Information

CEM Ops
SCEM Instr
CCLO
Tous les membres
du STF

ANNEXE A

A FMC 1150-110/S1 (STF)

DATEE DU 3 MAI 1987

SUBDIVISIONS ET NIVEAUX DE L'ETAT-MAJOR

- Références:
- A. A-AE-219-001/AG-001, Organisation, Concept et Politique
 - B. A-PD-050-0D1/PG-002, Connaissances Militaires Générales, figures 2S3-1, L'organisation du QGDN; 3S2-3, QG FMC; 3S3-10, QG COMAIR; 3S1-2 QG COMAR; 2S2-1, Org d'une base type; et 2S3-2, Le système des niveaux d'état-major au QGDN
 - C. QGDN 1211-7-1 (DTTC-3) 25 janvier 85
 - D. OAFD 2-10
 - E. OAFD 4-11

1. Le STF fait une étude en détail des références et décide que les termes désignant les niveaux de l'état-major doivent être normalisés pour assurer que les niveaux soient compatibles dans tous les états-majors, dans tous les QG, du QGDN jusqu'au niveau de la base/station, ceci surtout pour éviter la confusion.

2. Comme point de départ, on confirme que l'état-major général est divisé en cinq bureaux (G1, G2, G3, G4 et G5) et que ces bureaux s'applique à tous les niveaux opérationnels. Lorsque les bureaux G2 et G3 sont combinés sous le CEM, et les bureaux G1, G4 et G5 sont combinés sous le CEMA (Adm), ils forment respectivement les divisions opérations et administration, donc le terme "division" ne doit pas être un niveau d'état-major ailleurs.

3. Les niveaux d'état-major existants sont:

NIVEAU	NOM	QGDN	COMMANDEMENT	BASE
1	GROUPS/GROUPES	SMA (Lgén)		
2	BRANCHES/SERVICES	Chef (Mgén)	CEM (Bgén)	Chef (Lcol)
3	DIVISIONS/DIVISIONS	DG (Bgén)	SCCM (Col)	
4	DIRECTORATES/DIRECTIONS	Dir (Col)		
5	SECTIONS/SECTIONS	Chef (Lcol)	OSEM (Lcol)	Chef (Maj)

A-1

.../A-2

ANNEXE A
A FMC 1150-110/S1 (SFT)
DATEE DU MAI 1987

4. Il est nécessaire d'éliminer les termes "branches/services" et "divisions" car ils désignent une autre réalité. Il est évident que les sous-divisions (les niveaux) dans les QG des commandements et des bases sont basés sur la terminologie actuelle et non sur l'équivalence des grades ou des responsabilités.

5. En changeant, au niveau 2, le terme "services" à "bureaux", en éliminant le terme "division" le remplaçant par "direction générale", nous éliminons certaines anomalies.

6. Les niveaux d'état-major peuvent alors être exprimés selon deux choix. L'option A aligne les niveaux basés sur le grade qui donne le résultat qui suit:

OPTION A				
NIVEAU	NOM	QGDH	COMMANDEMENT	BASE
1	GROUPS/GROUPES	SMA (Lgén)		
2	BRANCHES/BUREAUX (1)	Chef (Mgén)		
3	DIRECTORATES GENERAL/(1) DIRECTIONS GENERALES (1)	DG (Bgén)	CEM (Bgén) (2)	
4	DIRECTORATES/DIRECTIONS	Dir (Col)	SCEM (Col) (2)	Chef (Lcol) (2) (3)
5	SECTIONS/SECTIONS	Chef (Lcol)	OSEM (Lcol)	Chef (Maj) (3)

Nota: 1. Changement de terminologie
2. Changement de niveau
3. Divergence du grade

7. L'option A cause donc trois changements de terminologie, trois changements de niveau et ne règle pas le cas de la divergence de grade aux niveaux 4 et 5 à la base.

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DATEE DU 0, MAI 1987

8. Les niveaux d'état-major alignés selon la nouvelle terminologie et non selon le grade, l'option B; donne ce qui suit:

OPTION B				
NIVEAU	NOM	QGDN	COMMANDEMENT	BASE
1	GROUPS/GROUPES	SMA (Lgén)		
2	BRANCHES/BUREAUX (1)	Chef (Mgén)	CEM (Bgén)	Chef (Lcol)
3	DIRECTORATES GENERAL/(1) <u>DIRECTIONS GENERALES</u> (1)	DG (Bgén)	SCEM (Col)	
4	DIRECTORATES/DIRECTIONS	Dir (Col)		
5	SECTIONS/SECTIONS	Chef (Lcol)	OSEM (Lcol)	Chef (Maj)

Nota: 1. Changement de terminologie

9. Les mêmes changements de terminologie s'appliquent. En gardant les niveaux d'état-major existents, cette option semble être préférable à l'option A car elle ne change rien des niveaux.

10. En résumé, la situation actuelle crée le problème que "branches" en anglais est rendu par "services" qui est incorrect et devrait être rendu par "bureaux"; qu'un "directeur général" au QGDN est à la tête d'une "division" qui est une toute autre entité dans les QG opérationnels ou dans les commandements. L'option A aligne les niveaux basé sur le grade (à l'exception des bases) ce qui entraîne le changement de terminologie au niveau des commandements et des bases. Selon cette option, le CEM Ops (au QG FMC) serait à la tête d'une "direction générale" au lieu d'une "direction" ("branch", qui est une autre divergence) et les SCEM seraient à la tête de "direction". Au niveau de la base, le problème reste entier. L'option B est de beaucoup plus attrayante car avec seulement quelques changements à la terminologie aux niveaux 2 et 3 (communs aux options A et B) il ne cause aucun autre changement. Le terme "division"

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A FMC 1150-110/S1 (STF)

DATEE DU 8 MAI 1987

disparaîtrait des niveaux d'état-major et pourrait être employé correctement tel qu'énoncé au premier paragraphe. Le terme "branch(es)" en anglais serait alors toujours rendu par "bureau(x)" avec une seule exception, les branches du personnel, "personnel branches".

11. L'option B a été acceptée et le CDTAT sera avisé de nos délibérations par le Président du STF.

ANNEXE A

À FMC 1150-110/S1 (STF)

DATÉE DU 29 FÉVRIER 1988

PROPOSITION TERMINOLOGIQUE

TERME "HEADQUARTERS"

HISTORIQUE

1. Depuis la mise sur pied du Sous-comité de terminologie anglaise (STA) puis du Sous-comité de terminologie française (STF), des progrès substantiels ont été réalisés dans le domaine de la terminologie pour l'armée de terre, et ceci dans les deux langues officielles. Il est utile de rappeler que ces sous-comités doivent constamment réconcilier les impératifs de la tradition militaire canadienne, issue dans une très grande mesure de la tradition militaire britannique, et des exigences de la langue. Force est de constater que depuis l'unification des Forces canadiennes, il nous a fallu composer de plus en plus avec une réalité bien de chez nous et ainsi adapter notre doctrine au contexte canadien. Sans pour autant minimiser les efforts du STA, on conviendra que sa tâche est relativement plus facile pour les raisons que l'on peut aisément imaginer. Pour ce qui est du travail du STF, la tâche est d'autant plus ardue qu'à cause des us et coutumes militaires canadiens, essentiellement de souche anglaise, l'adoption intégrale de la terminologie de l'armée de terre française est tout au moins problématique sinon inappropriée en maintes occasions.

2. Jusqu'à présent, le STF a pu résoudre la plupart des difficultés auxquelles il s'est heurté, et a trouvé le mot ou l'expression juste s'adaptant à la réalité canadienne. À l'occasion, on a dû solliciter la coopération du STA pour arriver à des accommodements qui en définitive ont mené à plus de précision dans les terminologies anglaises et françaises. Cependant, le terme anglais "headquarters" a présenté des difficultés au STF. Il est difficile de trouver un équivalent en français, à ce terme, lequel peut être utilisé pour désigner, indépendamment du niveau, le personnel et les installations ou le lieu pour toutes les formations, unités et sous-unités de l'armée de terre. Lors de ses réunions, les 28 et 29 janvier et les 18 et 19 février, le STF s'est penché à nouveau sur ce problème et a convenu de proposer les termes qui pourraient être utilisés pour la traduction du terme anglais "headquarters".

BUT

3. Le but de cette proposition est de recommander les termes français pouvant être utilisés pour la traduction du terme anglais "headquarters".

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DATEE DU 19 -FÉVRIER 1988

GÉNÉRALITÉS

4. Au sein de l'armée de terre, les formations et unités à tous les niveaux, de même que les divers organismes tels les écoles d'instruction, les collèges et les bases, ont à leur tête des commandants assistés d'aides aux opérations et à l'administration. Que ce soit au niveau du corps d'armée, de la base ou de l'unité, on retrouve un élément de commandement et de contrôle, et des installations (lieu) que l'on désigne par le terme "headquarters". Ce terme ne semble pas créer de confusion en anglais, tous comprenant que le nombre de personnel et l'ampleur des installations varient nécessairement selon le niveau où s'exercent les fonctions de commandement et de contrôle. De fait, même en français, on est souvent tenté de calquer l'anglais en utilisant le terme "quartier général" au niveau de la formation aussi bien que de l'unité ou de la sous-unité. Le STF a préparé un tableau des termes français qui pourraient satisfaire les besoins aux fins de traduction du terme "Headquarters", en y indiquant l'usage suggéré pour désigner les installations (lieu) et le personnel. Ce tableau est à l'appendice 1. Pour les besoins d'une gamme assez étendue, on a retenu les termes "quartier général", "état-major", "groupe de commandement" et "poste de commandement".

ÉTUDE DES TERMES

5. Afin de déterminer les termes français pouvant être utilisés pour désigner le personnel et les installations (lieu) pour traduire le terme "headquarters", nous pouvons difficilement nous fier à l'usage au sein de l'armée de terre canadienne puisqu'il y a précisément une lacune sur ce plan. Il faut donc nous fier aux définitions théoriques que l'on retrouve dans les dictionnaires, en examiner l'emploi dans les armées où le français est en usage, et adapter ces termes à la réalité canadienne. Ainsi on comprendra que dans notre cas, lorsque les définitions concernent des grandes unités ou formations, nous devons nécessairement appliquer le terme à nos formations du niveau de brigade jusqu'au niveau de corps d'armée. Dans ce contexte, les termes choisis devraient répondre aux critères de base suivants:

- a. Les termes doivent être suffisamment simples et précis pour éviter la confusion et en faciliter l'adoption et l'usage.
- b. Les termes doivent pouvoir être utilisés pour désigner le personnel, les installations (lieu) à tous les niveaux, du corps d'armée jusqu'à la sous-unité.
- c. Les termes doivent être utiles pour les entités administrative, les écoles et les bases, aussi bien que pour les unités et formations de campagne.

ANNEXE A

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DATEE DU 29 FÉVRIER 1988

QUARTIER GÉNÉRAL

6. Le dictionnaire Quillet définit "quartier général": "Lieu choisi, ordinairement au centre des quartiers ou de la position d'une grande unité, et où sont établis le logement et les bureaux de son commandant, par extension, réunion des officiers et du personnel subalterne qui composent l'état major de cette grande unité". Quant au Grand Larousse on y définit le terme ainsi: "Endroit où se trouvent le commandant d'une armée et son état-major, par extension, l'état-major lui-même". Le Grand dictionnaire encyclopédique Larousse définit le terme: "Poste de commandement d'un officier général et de son état-major". De ces différentes définitions, et si l'on se fie à leur emploi au sein des armées où le français est en usage, le terme désigne les installations et le personnel d'état-major des grandes formations. Il semble y avoir deux critères qui se dégagent des définitions et de l'usage. Dans un premier temps il y a la notion de la présence d'un officier général et dans un deuxième temps celle de l'ordre de grandeur de l'état-major et des installations. Dans ce contexte, l'état-major doit être à la mesure des besoins et comprendre des cellules ou bureaux composés de plusieurs officiers et de personnels pour chacune des fonctions d'état-major: personnel, renseignement, opérations, logistique et coopération civilo-militaire. On peut donc en déduire que le terme "quartier général" peut être utilisé pour traduire le terme "headquarters" dans les cas où l'entité est commandée par un général, ou encore là où il y a un état-major substantiel.

7. Application. Dans le contexte canadien, le terme "quartier général" peut donc être utilisé pour traduire le terme "headquarters" pour les formations du niveau de corps d'armée jusqu'à la brigade inclusivement. Au niveau de l'unité, l'ampleur des installations et du personnel d'état-major ne justifient pas l'usage du terme. Dans le cas d'un commandement, des bases, écoles etc., l'état-major et les installations sont suffisamment importants pour justifier l'emploi du terme. Selon les définitions, il va de soi que l'on peut également utiliser le terme pour désigner le personnel d'un quartier général à tous ces niveaux. Cependant nous devrions nous en tenir au premier sens du dictionnaire, soit la désignation des installations (lieu).

ÉTAT-MAJOR

8. Tel que démontré par les références à l'appendice 2, l'acception générale du terme "état-major" est: "Le groupe d'officiers et personnes chargés d'assister un chef dans l'exercice de ses fonctions". Comme pour le terme "headquarters", le terme "état-major" peut également désigner un groupe d'officiers et personnels allant de quelques-uns à quelques centaines. Dans le cas des formations, on fait généralement allusion à l'état-major personnel, l'état-major général et à l'état-major spécial.

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Les fonctions d'état-major: personnel, renseignement, opérations, logistique et coopération civilo-militaire sont assumées par des officiers et leurs assistants regroupés dans des bureaux d'état-major. L'élément déterminant est la présence d'officiers et de personnels assumant les responsabilités inhérentes aux différentes fonctions d'état-major, quoique à des degrés moindres selon l'importance de la formation ou de l'unité. Ainsi le terme peut être utilisé pour désigner le personnel d'un quartier-général à tous les niveaux de formations, d'unités et d'organisations en garnison, pour désigner le personnel cumulant des fonctions d'état-major.

9. Application. Dans le contexte canadien, si l'on accepte les critères énoncés plus haut, l'usage du terme état-major pour désigner le personnel des quartiers généraux où qu'ils soient, ne présente aucune difficulté. De plus au niveau des unités de campagne, puisque l'on retrouve du personnel qui cumulent des fonctions s'apparentant aux fonctions traditionnelles d'état-major de: personnel, renseignement, opérations et logistique, on peut déduire qu'il y a effectivement un état-major et par conséquent utiliser le terme à bon escient. À noter que ce terme est en usage courant dans l'armée de terre française pour désigner le personnel assistant le commandant au niveau d'unité. Quant à l'emploi du terme pour désigner les installations, nous devrions nous en tenir à son premier sens du dictionnaire même s'il est évident que comme ailleurs on l'utilisera à l'occasion pour désigner les installations.

POSTE DE COMMANDEMENT

10. Le terme "poste de commandement" désigne l'emplacement ou les installations où s'établit un chef avec ses assistants pour exercer son commandement. L'usage de ce terme n'est pas restreint à un ou des niveaux particuliers puisque l'on retrouve des postes de commandement aussi bien au sein des quartiers généraux des formations qu'aux niveaux d'unités et de sous-unités. Cependant au niveau de formation le poste de commandement est une composante des installations du quartier général, alors qu'aux niveaux inférieurs le poste de commandement désigne l'ensemble des installations où logent le chef et ses assistants. Dans ce contexte, le terme est la traduction du terme anglais "headquarters". Le facteur déterminant est que dans tous les cas, le poste de commandement est l'endroit où se trouvent les installations à partir desquelles le chef exerce habituellement ses fonctions.

11. Application. Pour ce qui a trait aux opérations en campagne le terme "poste de commandement" peut être utilisé à tous les niveaux tel que défini. En garnison, les installations abritant le personnel assistant un chef au niveau de formation sont désignées par le terme "quartier général". Quant au niveau d'unité nous avons déjà convenu qu'il y a effectivement un état-major et que le terme devrait être utilisé pour

ANNEXE A

À FMC 1150-110/S1 (STF)

DATÉE DU 29 FÉVRIER 1988

désigner le personnel. Le terme "poste de commandement" devrait être utilisé pour désigner les installations abritant l'état-major d'unité. Quant aux niveaux inférieurs à l'unité, le terme "poste de commandement" devrait être utilisé pour désigner aussi bien les installations que le personnel qu'elles abritent normalement.

GROUPE DE COMMANDEMENT

12. Les termes anglais "headquarters" et "command group" sont utilisés à l'occasion pour désigner le personnel que l'on retrouve à la tête des unités ou sous-unités etc., particulièrement dans les organigrammes. Comme pour le terme "état-major", le terme "groupe de commandement" peut désigner des groupes dont la grosseur varie selon le niveau ou la nature de l'organisation.

13. Application. Le terme "groupe de commandement" est suffisamment vague pour se prêter à maints usages, particulièrement pour désigner les groupes que l'on ne retrouve pas nécessairement au poste de commandement. Ainsi pourrait-on utiliser le terme pour la traduction des termes d'organigrammes, et pour traduire le terme "command group/command section" etc.

RECOMMANDATIONS

14. Le STF est conscient de la qualité dynamique de la langue et a jugé bon d'adapter certains termes et expressions au contexte canadien, et ceci dans le but de faciliter la communication. Dans le cas précis qui nous concerne, le sous-comité a choisi certains critères de base qui ont été utilisés au cours de l'étude des termes français susceptibles d'être utilisés pour la traduction du terme anglais "headquarters". Le Sous-comité est d'avis qu'il est très difficile, sinon impossible, de trouver des termes absolument parfaits dans le contexte canadien pour les raisons déjà mentionnées. Néanmoins, le Sous-comité croit avoir trouvé des termes répondant en tous points aux critères de base et à nos besoins, et recommande les formulations suivantes:

- a. que le terme "quartier général" soit utilisé pour traduire le terme "headquarters" dans les cas où l'on veut désigner les installations (lieu) où oeuvrent l'état-major des formations opérationnelles, des bases, collèges etc.;
- b. que le terme "état-major" traduise le terme "headquarters" pour désigner le personnel d'état-major au niveau des formations et des unités;

ANNEXE A

À FMC 1150-110/S1 (STF)

DATEE DU 29 -FÉVRIER 1988

- c. que le terme "poste de commandement" traduise le terme "headquarters" pour désigner l'endroit où s'établit un chef et ses assistants pour exercer son commandement. Au niveau de l'unité le terme désigne seulement les installations (lieu), alors qu'aux niveaux inférieurs, il désigne les installations et le personnel; et
- d. que le terme "groupe de commandement" traduise les termes "headquarters/command group/command section", pour la traduction des termes d'organigramme ou dans le cas où les termes "quartier général", "état-major" et "poste de commandement" ne s'appliquent pas.

APPENDICE 1
DE L'ANNEXE A
DU QG FMC 1150-110/A1 (STF)
DATÉE DU 29 FÉVRIER 1988

SOURCES TERMINOLOGIQUES

SÉRIE	ANGLAIS			FRANÇAIS		
	TERME	DÉFINITION	SOURCE	TERME	DÉFINITION	
1	Headquarters (HQ) (place)	A. The offices or working location of a military commander, the place from which a commander customarily issues his orders.	The Random House Dictionary of the English Language.	Quartier général (QG) (lieu)	A. Poste de commandement d'un officier général et de son état-major.	Grand Dictionnaire Encyclopédique Larousse. (et STF)
		B. A place from which a military commander issues orders and performs the functions of command.	Webster's Third New International Dictionary of the English Language.		B. Endroit où se trouve le commandant d'une armée et son état-major.	Grand Larousse de la langue française.
		C. Central or chief place of business etc., (Mil.) quarters of officer commanding army, corps, division, etc.	The Concise Oxford Dictionary of Current English.		C. Emplacement où sont installés les logements et bureaux du commandant d'une armée et de son état-major.	Dictionnaire alphabétique et analogique de la langue française. (Robert)
		D. The central or chief place of business of general officers commanding formations.	Signals' Bilingual Vocabulary (GTTT).		D. Emplacement où sont installés les logements et les bureaux d'un général-commandant de formation et de son état-major.	Vocabulaire bilingue des transmissions (GTTT).

APPENDICE 1
DE L'ANNEXE A
DU QG FMC 1150-110/A1 (STF)
DATÉE DU 27 FÉVRIER 1988

SOURCES TERMINOLOGIQUES

SÉRIE	ANGLAIS			FRANÇAIS		
	TERME	DÉFINITION	SOURCE	TERME	DÉFINITION	
2	Headquarters (HQ) (personnel)	A. The personnel associated with and assisting the commander in performing his function.	Webster's Third New International Dictionary of the English Language.	État-major (EM) (personnel)	A. Groupe d'officiers (et de personnel qualifié) chargé d'assister un chef militaire dans l'exercice de son commandement. B. Ensemble des officiers sans troupes, collaborateurs immédiats d'un officier supérieur ou général... C. Ensemble des officiers chargés d'assister un chef militaire dans l'exercice d'un commandement; ensemble des officiers et du personnel qualifié entourant un chef militaire.	Grand Dictionnaire Encyclopédique Larousse. (et STF) Trésor de la Langue Française Grand Larousse de la langue française.

APPENDICE 1
DE L'ANNEXE A
DU QG FMC 1150-110/A1 (STF)
DATÉE DU 29 FÉVRIER 1988

SOURCES TERMINOLOGIQUES

SÉRIE	ANGLAIS			FRANÇAIS		
	TERME	DÉFINITION	SOURCE	TERME	DÉFINITION	
2 Cont					D. Ensemble des officiers et du personnel attachés à un officier supérieur ou général comme agents d'élaboration et de transmission des ordres.	Dictionnaire alphabétique et analogique de la langue française. (Robert)
3	Headquarters (HQ) (place)	<p>A. The offices or working location of a military commander, the place from which a commander customarily issues his orders.</p> <p>B. A place from which a military commander issues orders and performs the functions of command.</p>	<p>The Random House Dictionary of the English Language.</p> <p>Webster's Third New International Dictionary of the English Language.</p>	Poste de commandement (PC) (lieu)	<p>A. Emplacement où s'établit un chef militaire pour exercer son commandement.</p> <p>B. Où se tient un chef pendant le combat.</p> <p>C. Emplacement où s'établit un chef militaire avec le personnel et le matériel de transmission indispensables à l'exercice de son commandement.</p>	<p>Grand Larousse de la langue française.</p> <p>Dictionnaire alphabétique et analogique de la langue française. (Robert)</p> <p>Grand Dictionnaire Encyclopédique Larousse!</p>

APPENDICE 1
DE L'ANNEXE A
DU QG FMC 1150-110/A1 (STF)
DATÉE DU 27 FÉVRIER 1988

SOURCES TERMINOLOGIQUES

SÉRIE	ANGLAIS			FRANÇAIS		
	TERME	DÉFINITION	SOURCE	TERME	DÉFINITION	
3 Cont					<p>D. Réunion du personnel et des moyens matériels, notamment moyens de transmissions, nécessaires à un chef pour exercer son commandement.</p> <p>E. Emplacement où travaillent, où sont susceptible de travailler, le chef et l'état-major d'une unité ou d'un détachement.</p>	<p>Vocabulaire Militaire (TAA 106). (et STF)</p> <p>AAP-6 (corrigé)</p>
4	Headquarters (HQ) (personnel)	The personnel associated with and assisting a commander in performing his functions.	STF	Poste de commandement (PC) (personnel)	Personnel assistant un chef militaire dans l'exercice de ses fonctions.	STF
5	Headquarters Command/ Section/ Group (Comd Sect/Gp) (personnel)	Term used to designate HQ personnel on org charts, or in texts to designate personnel with the CO.	STF	Groupe de commandement (Gp Comd) (personnel)	Personnel que l'on retrouve à la tête des organisations dans les organigrammes.	STF

SUPPORTING PAPER FOR AGENDA ITEM XII

22ND ADTB MEETING JUNE 1988

TERMINOLOGY

The Chairman of the English Terminology Sub-Committee (ETS) and/or the French Terminology Sub-Committee (FTS) will brief the Board on the results of the latest ETS/FTS meetings and ask for ADTB resolution of any matters which the sub-committees were unable to resolve.

SUPPORTING PAPER FOR AGENDA ITEM XIII

22ND ADTB MEETING JUNE 1988

DOCTRINE PRODUCTION GOALS

BACKGROUND

1. Att at Anx A is the approved list of pubs designated as pri doctrine mans for the pd Jun 88-Dec 89. It may be nec to make changes to this list.

AIM

2. To cfm that the mans listed at Anx A will be produced by 30 Dec 89.

DISCUSSION

3. OPIs as listed in colm d of Anx A are to be prepared to advise the ADTB of any proposed changes to Anx A along with appropriate substantiation for these changes.

Attachment: Annex A - Doctrine Production Goals 87-88

ANNEX A
TO AGENDA ITEM 13
22ND ADTB MEETING MAY 1988

DOCTRINE PRODUCTION GOALS

JUN 88 - 30 DEC 89

SER	CFP NO	TITLE	OPI	ECD MANUSCRIPT	STATUS
(a)	(b)	(c)	(d)	(e)	(f)
1	300	The Army	DLCD 6	Ch 1 Sep 87	OPI
2	301(1)	Land Fmns in Battle	DLCD 6	Due 18 Nov 88	DDDS
3	301(2)	The Battle Gp in Ops	SSO CD Coord	May 88	Translation
4	301(2) Supp 1	Cbt Tm Comd's Handbook	G3 Tac/CTC	Ch 1 Dec 87	Editing/ Translation
5	302(1) Pt 2	Ops in the Arctic and Cold Weather	DLCD 6	1st Dr Mar 88	Review
6	302(8) Pt 1	Guidance to Comds and Staff	DLCD 6	2nd Dr Mar 88	Review
7	302(8) Pt 2	Tactical Ops	DLCD 6	1st Dr Mar 88	Review
8	302(11)	Airmobile Ops	DLCD 6	Dec 87	OPI
9	302(12)	Fighting in Built-Up Areas	DLCD 6	2nd Dr Dec 88	OPI
10	303(1)	Corps '86 Establishment	DLCD 6		OPI Fr not validated
11	303(2)	SD in the Fd	DLCD 6	Jun 88	OPI
12	303(2) Supp 1	Military Symbols	DLCD 6	Jun 88	OPI

ANNEX A
TO AGENDA ITEM 13
22ND ADITB MEETING MAY 1988

SER	CFP NO	TITLE	OPI	ECD MANUSCRIPT	STATUS
(a)	(b)	(c)	(d)	(e)	(f)
15	303(4)	Ops Staff Data	SSO CSS	Due 27 May 88	DDDS
16	303(10) Pt 4	Air Mov	SSO CSS	Due 5 May 89	DDDS
17	303(10) Pt 5	Sea Mov	SSO CSS	Due 29 Apr 88	DDDS
18	304(1) Pt 1	Trg for War - Policy and Fmn	SSO Indiv Trg		Contract author
19	304(2)	Unit Administration	SSO CSS	Due 4 Mar 88	DDDS
20	305(1)	Tank Regt in Battle	SSO Armd	Jun 88	OPI
21	305(2)	Recce Regt in Battle	SSO Armd	1st Dr Spring 89	OPI
22	305(3)	Tank Tp in Battle	SSO Armd	1st Dr Jan 89	OPI
23	305(4)	Recce Tp in Battle	SSO Armd	1st Dr Jan 90	OPI
24	305(13)	Armd Open Rge Practises	SSO Armd	Due 19 May 89	OPI
25	306(4)	Duties at Regt HQ and Gun Posn	SSO Arty	10 Jun 87	Returned to OPI
26	306(8) Pt 1	Instruments	SSO Arty	Due 27 Jul 88	DDDS
27	306(8) Pt 3	MILIPAC	SSO Arty	Due 10 Jun 88	DDDS
28	307(1)	Loc Arty Comd, Con and Emp	SSO Arty	Jun 88	OPI

ANNEX A
TO AGENDA ITEM 13
22ND ADTB MEETING MAY 1988

SER	CFP NO	TITLE	OPI	ECD MANUSCRIPT	STATUS
(a)	(b)	(c)	(d)	(e)	(f)
29	308(1)	AD Arty - Comd and Con	SSO Arty	Jun 88	OPI
30	308(2)	AD Arty - Emp and Depl	SSO Arty	1st Dr Jun 88	OPI
31	308(3)	AD Arty - Duties at AD Regt	SSO Arty	1st Dr Jun 88	OPI
32	309(1)	The Inf Bn in Battle	SSO Inf	Draft Apr 88	Contract author
33	309(3) Pt 1	Pl in Battle	SSO Inf	Jun 88	OPI
34	309(3) Pt 2	Sect in Battle	SSO Inf	Jun 88	OPI
35	309(7)	The Counter- stroke	SSO CD Coord	Dec 88	Contract author
36	311(1)	Adm in Battle	SSO CSS	Due 10 Jun 88	DDDS
37	312(1)	Bde Gp Svc Bn in Battle	SSO CSS	9 May 88	DDDS
38	312(2)	DISGP in Battle	SSO CSS	Due 29 Apr 88	DDDS
39	312(3)	COOCCOM in Battle	SSO CSS	Due 10 Jun 88	DDDS
40	312(6)	Tn in Battle	SSO Cbt Svc Sp	Due 24 Feb 89	DDDS
41	312(12)	Dental Svcs in Div & Bde	CDento		OPI for validation
42	313(2)	Med Sp in Div & Bde Gp	CSurg		OPI for validation

ANNEX A
TO AGENDA ITEM 13
22ND ADTB MEETING MAY 1988

SER	CFP NO	TITLE	OPI	ECD MANUSCRIPT	STATUS
(a)	(b)	(c)	(d)	(e)	(f)
43	314(2)	Maint in Battle	SSO Cbt Svc Sp	Due 16 Sep 88	DDDS
44	315(2)	Combat Int	SSO Int	1st Dr Jul 88	OPI
45	315(4)	MP in Battle	SSO Secur		OPI
46	315(7)	Fantasian Ground Forces	SSO Int	Aug 88	OPI
47	316(11)	NBC - Concept and Wpns Effects	DNBOC	26 Apr 88	DDDS
48	316(12)	NBC - Op Eqpt	DNBOC	Mar 88	DDDS
49	316(13)	NBC - Individual Procedures	DNBOC	Int 1 Feb 87	Ready to go to DDDS
50	316(14)	NBC - Fmn and Unit Procedures	DNBOC	6 May 88	DDDS
51	318(9)	Countersurv	SSO Fd Engr	1st Dr Jan 88	OPI
52	318(18)	Close Quarter Combat	SSO Inf	1st Dr Jun 88	OPI
53	321(2)	Sigs in Bde and Bde Gp	SSO Sigs	Due 14 Oct 88	DDDS
54	321(4)	Sigs in Battle: Tac EW	SSO Sigs	Int 2 Jul 87	Still with OPI

SUPPORTING PAPER FOR AGENDA ITEM XV

22ND ADTB MEETING JUNE 1988

FUTURE MEETINGS

AIM

1. To advise all members of the tentative agenda and dates for the 23rd meeting of the ADTB.

DISCUSSION

2. It is desirable to hold a meeting in Fall 88. The time tentatively chosen is 2-3 Nov 88. Members should be prep to discuss.

NF ①

PA 1150-110/A 148
DLCD
DLPC
DEMP

RAAUZYUW RCESCGA0007 1201432-UUUU--RCCPJSA.

ZNR UUUUU

R 291357Z APR 88

FM FMCHQ ST HUBERT

TO RCCPJSA/NDHQ OTTAWA//DLCD 4/DLCD 6/DLPC TRADOC 10/DEMP/DTTC 3-5//

RCCBJQA/CFC TORONTO//SSO 3 LAND//

RCCRGQA/CFLCSC KINGSTON//COS//

RCFPDJA/4 (CA) CMBG HQ LAHR//G3//

RCEKGA/CTCHQ GAGETOWN//G3 TAC//

ZEN/HQ 10 TAG ST HUBERT//SSO PD AND R//

RUCLAIA/HQ TRADOC FT MONROE VA//CFLO//

ZEN/FMCHQ ST HUBERT//DCOS CD/SSO ARMD/SSO ARTY/SSO FD ENGR/SSO SIGS/

SSO INF/SSO MET/SSO CSS/SSO MAINT/SSO PERS SVCS/SSO INT/SSO MED OPS/

SO2 OPD/SO STDZN/SO DOC PROD/SO2 DOC COORD//

BT

UNCLAS COORD 686

SUBJ: WNG 0 - ADTB 22ND MEETING

REF: MY 1150-110/A-22 (DCOS CD) 131924Z JAN 88

1. SUBJ MEETING TO BE HELD 1 JUN 88 AT FMCHQ IN OPS CENTRE. NOTE

MEETING OF ONE DAYS DURATION ONLY. MEETING TO BE PRECEDED BY

ETS ON 31 MAY 88 IN RM 108.

2. TENTATIVE AGENDA AS FOLS: READ IN THREE COLUMNS:

④ DMEP2
you should
retain part of this
4/13 for

② DMEP3

Suspect this is yours
Campbell Waf

DEMPS 3
996-1204

③ DMEP3
I have spoken to SSO PD
we will not go but he
will get info on 1X
so we can comm
to him re our
EOPs 96 Study
JMM
DMEP
2/Nov

DGME0		
File No		
02 MAI 1988		
To	Date	Ints
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PA 2 RCESCGA0007 UNCLAS

ITEM	SUBJ	SPONSOR
I	REVIEW 21 ADTB MINUTES	CHAIRMAN
II	WATER XING RODTRINE	SSO FD ENGR
III	TK HUNTING TRIAL SITREP	SSO CD COORD
IV	FD ARTY BTY ORG	SSO ARTY
V	NBC SITREP	SSO CD COORD
VI	MED DOCTRINE WORKING GP	SSO MED OPS
VII	BATTLEFIELD SECURITY	SSO SIGS
VIII	G1 DOCTRINE	SSO PERS SVCS
IX	DECEPTION DOCTRINE UPDATE	SSO INT
X	NATO DOCTRINE UPDATE	DLCD S
XI	SUB-DIV AND LEVELS OF HQ	S02 OPD
XII	TERMINOLOGY UPDATE	DLCD S/S02 OPD
XIII	DOCTRINE PRODUCTION	SSO CD COORD
XIV	MISC	CHAIRMAN
XV	FUTURE MEETINGS	CHAIRMAN

3. SP PAPERS WILL BE ISSUED SHORTLY WITH DETAILED JOINING INSTRS.

FIN CODE TO BE USED 0057LR/05BA/02121/FBDB2. QUERIES SHOULD BE
DIRECTED TO THE ADTB SECRETARY, CAPT LAROCQUE AT LOCAL 7426

BT

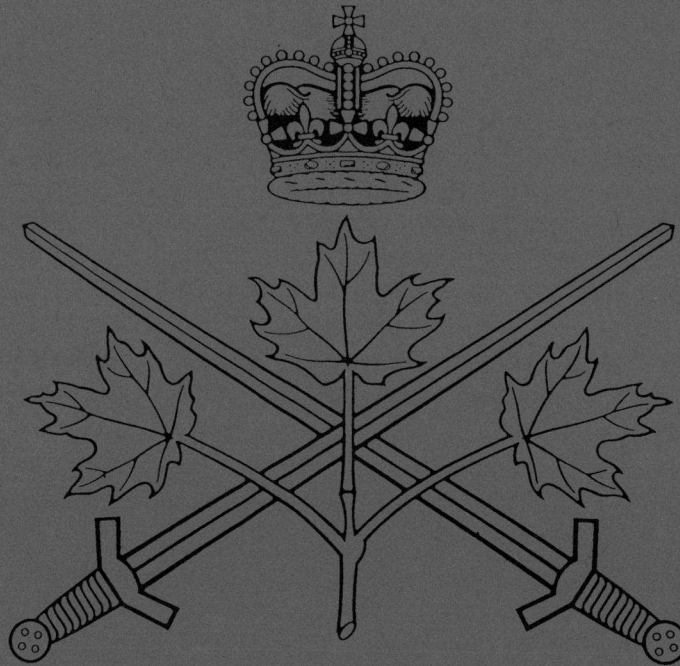
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ARMY DOCTRINE and TACTICS BOARD

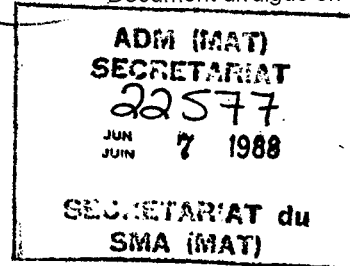


STANDING OPERATING PROCEDURES FOURTH EDITION MARCH 1988



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CONSEIL DE DOCTRINE ET DE TACTIQUE DE L'ARMÉE DE TERRE

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JUL
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FMC 1150-110/A7 (CD)

Mobile Command Headquarters
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28 March 1988

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ARMY DOCTRINE AND TACTICS BOARD
STANDING OPERATING PROCEDURES

References: Land Force Combat Development Guide for the Period
1996-2005 (NDHQ 3189-2 (CLDO)) 11 Oct 85

1. The Chief of Land Doctrine and Operations is responsible to the Deputy Chief of the Defence Staff for coordination of the development and production of army doctrine. The reference delegates responsibility for the development of doctrine to the Army Doctrine and Tactics Board. The details of responsibilities and procedures for the coordination, development and production of army doctrine are described in the enclosed Standing Operating Procedures (SOPs).
2. These SOPs have been given a wide distribution, reflecting the many agencies involved in teaching, using, writing, and coordinating army doctrine.
3. This edition of the ADTB SOPs supersedes the third edition of 29 November 1985.
4. Queries or comments on these SOPs should be directed to the Secretary of the Army Doctrine and Tactics Board, Mobile Command Headquarters.

D.I. McNabb
Colonel
Chairman

Army Doctrine and Tactics Board

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DLaw/Trg
DDA

MOBILE COMMAND

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HQ 1 CBG - 2
HQ SSF - 2
HQ 5eGBC - 2
HQ CTC - 2
1 Canadian Signals Regiment
Canadian Airborne Centre

HQ Atlantic Militia Area
QG Secteur de l'Est
HQ Central Militia Area
HQ Prairie Militia Area
HQ Pacific Militia Area

Internal

Comd
DComd
COS Ops
COS Adm - 4
COS Air - 4
CSurg
C/R Dent O
DCOS Ops - 3
DCOS Trg - 2
DCOS CD
DCOS Pers
DCOS Log
DCOS Militia
SSO Ops & Plans
SSO Secur
SSO Trg Dev
SSO CD Coord
SSO Armd - 2
SSO Arty - 2
SSO Fd Engr - 2
SSO Sigs - 2
SSO Int - 2
SSO Inf - 2
SSO Cbt Svc Sp - 2
SSO Pers Svc
SSO Med Ops and Adm - 2
SSO Met
SSO PD & R - 2
SO Stdzn/NBCW
SO2 NBCW
SO2 Doc Coord
SO Doc Prod
SO3 Doc Coord - 20

ARMY DOCTRINE AND TACTICS BOARD

STANDING OPERATING PROCEDURES

FOURTH EDITION MARCH 88

RECORD OF CHANGES

[illegible]

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ARMY DOCTRINE AND TACTICS BOARD SOPs

PART I - GENERAL

101. AIM

To state the standing operating procedures (SOP) of the Army Doctrine and Tactics Board (ADTB).

102. AUTHORITY

The ADTB is authorized by the Land Force Combat Development Guide for the period 1996-2005, dated 11 Oct 85. This instruction provides for the establishment of a Permanent Secretariat, provided by FMC HQ, responsible to CLDO. Modified responsibilities and composition of the ADTB are restated in subsequent paragraphs of this SOP.

103. RESPONSIBILITIES AND COMPOSITION OF ADTB ELEMENTS

1. ADTB.

a. Responsibilities. The ADTB is responsible to CLDO, as Chairman of the Combat Development Sub-Committee, for the following:

- (1) the development and production of formation level, all-arms and branch doctrine;
- (2) the regular monitoring of tactics, procedures, drills, etc to ensure compatibility with doctrine. It will receive submissions for changes and implement changes ensuring that doctrine remains consistent with current concepts;
- (3) the production and distribution of all army doctrine and tactics publications; distribution of appropriate foreign publications where Canadian publications do not exist; and
- (4) production of the Canadian Army Doctrine Bulletin.

b. Composition. The ADTB shall comprise the following appointments:

- (1) Chairman - DOOS CD FMC HQ
- (2) D/Chairman - SSO CD Coord FMC HQ

.../2

-2-

- (3) Members - SSO Armd FMC HQ
 - SSO Arty FMC HQ
 - SSO Fd Engr FMC HQ
 - SSO Sigs FMC HQ
 - SSO Int FMC HQ
 - SSO Inf FMC HQ
 - SSO Cbt Svc Sp (G4) FMC HQ
 - SSO Maint FMC HQ
 - SSO Pers Svcs (G1) FMC HQ
 - SSO Med Ops & Adm
 - SSO Met FMC HQ
 - SSO PD & R HQ 10 TAG
 - DLCD 4 NDHQ
 - DLCD 6 NDHQ
 - CFCSC Representative
 - COS CLFCSC
 - COS 4 CMBG
 - G3 Tactics CTC
 - SO Doc Prod FMC HQ
 - SO Stdzn FMC HQ

- (4) In Attendance - Others as required at the call of the Chairman

- (5) Secretary - S02 Doc Coord FMC HQ

2. ADTB Secretariat.

- a. Responsibility. The Secretariat is the group, headed by the ADTB Chairman, responsible for implementing the decisions of the ADTB and providing the routine management of army doctrine.

- b. Composition.

- (1) Chairman - DCOS CD
- (2) D/Chairman - SSO CD Coord
- (3) Secretary - S02 Doc Coord
- (4) Adm O - S03 Doc Coord

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3. Special to Corps Boards.

- a. Responsibility. These boards are established to examine corps/branch doctrinal matters and to recommend doctrine for approval by the ADTB.
- b. Composition.
 - (1) Chairman - Usually appropriate FMC HQ SSO or Branch Director
 - (2) Members - Corps/Branch members within and outside FMC HQ as required
- c. Terminology. Corps/branches may establish their own terminology sub-committees (see para 4 and 5 below) in order to assist in making recommendations to the ADTB on matters of French and/or English terminology of special interest to that corps/branch. Recommendations concerning corps/branch English or French Terminology shall be directed either to the English or French Terminology Sub-Committees for consideration.

4. English Terminology Sub-Committee.

- a. Responsibility. This group, chaired by DLCD 6, is responsible for producing CFP 303(2) Suppl 3 "The Army Glossary" as well as a list of approved army abbreviations. It will also provide input to the Canadian Forces Glossary, the NATO Glossary and the Canadian Forces Manual of Abbreviations. The Sub-Committee will examine issues related to terminology and abbreviations and resolve routine questions. Contentious issues will be referred to the ADTB for resolution.
- b. Composition.
 - (1) Chairman - DLCD 6
 - (2) Members - All FMC HQ doctrine authors
 - SO2 Doc Coord FMC HQ
 - SO Stdzn FMC HQ
 - 10 TAG representative
 - CTC representative
 - CLFCSC representative
 - CFCSO representative
 - DTTC 3-5
 - Editors FMC HQ

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(3) Secretary - DLCD 6-5

5. French Terminology Sub-Committee.

a. Responsibilities. This group, chaired by a selected bilingual francophone officer from FMC HQ, assists the ADTB in establishing and maintaining French language terminology and abbreviations required by the general staff for the conduct of land operations. Its responsibilities concerning input to the Army Glossary, CFP 303(2) and associated Canadian Forces publications are parallel to those of the English Terminology Sub-Committee. This input will be coordinated through the English Terminology Sub-Committee.

b. Composition.

(1) Chairman - Selected FMC HQ staff officer (Major)

(2) Members - Armd representative FMC HQ
- Arty representative FMC HQ
- Fd Engr representative FMC HQ
- Sigs representative FMC HQ
- Inf representative FMC HQ
- CSS representative FMC HQ
- French Exchange Officer FMC HQ
- SO2 Doc Coord
- SO Stdzn FMC HQ
- Translator St-Hubert Translation center
- Terminologist Secretary of State Ottawa
- DTTC 3-5 NDHQ
- Editors FMC HQ
- 10 TAG representative

(3) Secretary - SO 2 Doc Coord if suitably bilingual. If not, the secretary will be selected from the FMC HQ representatives.

6. Office of Primary Interest (OPI). This is the agency which has the primary responsibility, through the Secretariat, to ensure the content and form of a specific publication (see Annex C) is current, accurate and complete in all aspects throughout its life.

7. Primary Source (P). This is an agency which provides a primary or major input to the OPI in regard to a specific publication (see Annex C).

8. Secondary Source (S). This is an agency which provides an input to a specific publication (see Annex C).

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104. OTHER AGENCIES

1. General. A number of agencies are involved in the production of doctrine publications. The publishing process is shown diagrammatically at Annex A, and the function of the agencies is described briefly in the following paragraphs.
2. Directorate Departmental Administration (DDA). DDA is a NDHQ directorate responsible for the control of Canadian non-technical publications (NDID A and B programmes). DDA is the authority for any deviations to the printing cycle shown at Annex A.
3. Directorate of Documentation and Drawing Services (DDDS). DDDS is responsible for the provision of publishing services.
4. Directorate of Procurement and Supply Common User (DPSCU). DPSCU provides item management for Canadian and foreign publications.
5. Canadian Forces Publication Depot (CFPD). CFPD is responsible for distributing publications.
6. Directorate of Translation and Terminology Coordination (DTTC). DTTC is responsible for translating CFPs prior to production, and for coordinating Canadian Forces terminology.

105. ADTB STAFF DUTIES

1. General. The Secretariat is tasked to prepare for and conduct ADTB meetings and sub-committee meetings.
2. Frequency of Meetings. The ADTB will normally meet two or three times annually. Special meetings for particular subjects may be called by the Chairman on the advice of the Secretariat.
3. Staff Preparation. The Secretariat will prepare an agenda and compile supporting documents for distribution to members at least 30 days before the meeting. The supporting documents will be in the format of a military brief. The Secretariat will prepare minutes of the meeting, and distribute them within 10 days of the meeting. The Canadian Army Doctrine Bulletin will be prepared as soon as possible after each meeting.
4. Administration. The Secretariat is responsible for all aspects of administration of ADTB meetings and sub-committee meetings.

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PART 2 - DOCTRINE DEVELOPMENT AND IMPLEMENTATION

201. ARMY DOCTRINE DEVELOPMENT PROCESS

1. General. The Army doctrine development process requires completion of the seven stages listed below:

- a. Stage I. Existing doctrine is being used by all;
- b. Stage II. The need for a change in doctrine caused by changes in the threat, tasks assigned to the Land Force, technology, or evolution of tactical thought is identified;
- c. Stage III. A concept to meet the identified need for a change in doctrine is developed;
- d. Stage IV. The proposed new concept is evaluated by some form of field trial;
- e. Stage V. The new concept is approved by the appropriate level of authority;
- f. Stage VI. The approved new concept is implemented throughout the Canadian Forces; and
- g. Stage VII. The approved concept and revised doctrine are validated as implemented throughout the Land Force and proving effective.

2. Definitions. To facilitate understanding of the army doctrine development process the following definitions are provided:

- a. Concept. A notion or statement of an idea, expressing how something might be done or accomplished, that may lead to an accepted procedure. (AAP-6) 2. An idea or general notion; in a military context, what must be done to achieve success in battle. Approved concepts are the basis of doctrine. (ADTB)
- b. Doctrine. Fundamental principles by which the military forces guide their actions in support of objectives. It is authoritative but requires judgement in application. (AAP-6) (ADTB Note: In Canadian army doctrine, this term is also used in its Concise Oxford Dictionary sense of "... what is taught, body of instruction, dogma").

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202. STAFFING PROCEDURES FOR DEVELOPING DOCTRINE

1. ADTB members, as such or in their primary capacity, are frequently required to comment on doctrinal proposals. These proposals may originate from NATO, ABCA, or other agencies in the CF.
2. In its earliest stages, a statement of doctrine may need to be staffed on the technical net before it is sufficiently refined for consideration by the general staff. ADTB members, acting in their primary capacity, must inform the ADTB of the doctrine development action being started and ensure everyone is aware that their comments are qualified as to scope and authority.
3. Subsequent drafts must be studied by the general staff. This may be DLCD 6, DLCD 4, CLFCSC, CFCSC, as applicable, or the full ADTB. Any member of the ADTB receiving a draft doctrine document must judge whether or not wider comment is needed and distribute it to the necessary agencies at the earliest opportunity. Similarly, SSOs in FMC HQ must, when they receive a document for comment, check with the ADTB Secretariat to ensure that general staff comment is being prepared as well.

203. DOCTRINE APPROVAL AND IMPLEMENTATION PROCESS

1. General. The principle to be followed in the formulation of doctrine is that conflicts are identified and resolved, and doctrine is approved, by the appropriate ADTB element. Annex B shows a flow-chart of the doctrine approval process. Regardless of which ADTB element approves doctrine, it is issued and implemented under the authority of DCDS.
2. Identification of Requirement. A requirement for new doctrine or a change in doctrine can come from a variety of sources. Regardless of the source, the requirement is passed to the Secretary of the ADTB to initiate the approval process. Sources include:
 - a. International fora (NATO, ABCA and Air Standardization Coordination Committee (ASCC) Working Groups and Working Parties);
 - b. The Combat Development Sub-Committee or any of the CD boards;
 - c. Teaching institutions (including staff colleges, staff school, CTC, CABC, and branch schools); and
 - d. Formations or units.
3. Discussion and Approval. The principle outlined in paragraph 203 and Annex B must be stressed throughout the discussion and approval process, which normally follows the sequence below.

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- a. On receipt of a statement of requirement for doctrine, the Secretary determines if it is a special-to-corps doctrine requirement, or an army doctrine requirement. These are defined as follows:
 - (1) Special to Corps Doctrine Requirement. This is one which can be identified, discussed, and resolved within a Corps or Branch, without significant impact beyond the Corps or Branch; and
 - (2) Army Doctrine Requirement. This includes all doctrine requirements which are not special-to-corps.
- b. If the topic is a special-to-corps requirement, the Secretariat tasks the appropriate SSO to convene a corps study group, research the problem, and recommend solutions to the Secretariat. See sub-para d below;
- c. If the topic is an army requirement, the Secretariat tasks the appropriate SSOs or other members of the Board to convene a study group, research the problem, and recommend solutions to the Secretariat;
- d. When the Secretariat receives the recommendations of the study group, discretion will be used in deciding if the Secretariat can approve the recommendations or if the problem must be passed to the ADTB for resolution. This decision is based on the importance of the topic, the extent of the effect of the doctrine when implemented, and the possible interest of the topic to the ADTB;
- e. Once the recommendation has been approved the Secretariat is responsible for implementation;
- f. Matters which the Secretariat cannot approve, or for which no consensus is evident, require discussion by the ADTB. The Secretariat directs the preparation of a brief to be tabled at an ADTB meeting;
- g. The doctrine topic is presented and discussed at the ADTB meeting. If a consensus on a solution is reached, the Secretariat is then tasked to implement the doctrine;
- h. For those matters which cannot be resolved by the ADTB, guidance is sought from the Combat Development Sub-Committee which will either provide the required guidance or refer the matter to the Combat Development Committee (CDC);

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- j. The ultimate authority in the CF for the approval of doctrine is the DCDS. Doctrine is approved for implementation on behalf of DCDS by the appropriate level of ADTB or CDC.

4. Implementation of Approved Doctrine.

- a. General. New doctrine, or changes to existing doctrine, approved by an element of the ADTB can be implemented in several ways, dependent upon the urgency of the requirement to disseminate the information. Doctrine may be implemented by any of the following means:
 - (1) message;
 - (2) Canadian Army Doctrine Bulletin;
 - (3) amendment to CFP;
 - (4) new CFP; and/or
 - (5) foreign publication authorized for use.
- b. Urgency of notification. The selection of an implementation means will be related to the speed with which dissemination is required, based on:
 - (1) safety,
 - (2) international ramifications; or
 - (3) lack of existing doctrine.
- c. Canadian Army Doctrine Bulletin. The Canadian Army Doctrine Bulletin (CFP 398) will be issued as required under the authority of the Chairman of the ADTB. The Bulletin will contain new approved doctrine, advance notice of changes, proposals for review and discussion, and a means of reader response. It is described fully in Part 3.
- d. Amendment to CFPs. The procedure below applies to all CFP amendments, whether doctrinal or technical in origin:
 - (1) the Secretariat tasks the OPI to prepare the amendment and coordinate the content with primary and secondary sources; and

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- (2) the amendment is then submitted to SO2 Doc Coord for final review and approval by the Secretariat and passed to the Production Centre for forwarding to DDDS.

e. New CFP. The process of preparing a new CFP is as follows:

- (1) approval to create the CFP is requested from DDA;
- (2) the CFP is entered in the Doctrine Matrix (Annex D) and CFP 399 and the Secretariat assigns an OPI and primary and secondary sources;
- (3) the OPI prepares the manual in accordance with the Authors' and Editors' Guide to Army Doctrine Production Procedures.
- (4) each stage of writing (writing plan, first draft, etc) will be staffed via the Secretariat for comment by primary and secondary sources;
- (5) the OPI compiles comments received on each stage and either implements resultant changes in the next stage, or requests direction from the Secretariat. Contentious issues may be referred to the ADTB for resolution;
- (6) all CFPs will be reviewed by DLCD 6 to ensure consistency with the keystone manuals before being submitted to the ADTB for approval;
- (7) the final draft is approved by the appropriate ADTB level, and submitted to DDDS for translation, editing, and distribution (the Secretariat will determine the distribution of the CFP based on the recommendations of the OPI); and
- (8) if the implementation of new doctrine is likely to be held up by the translation publishing process, resulting in operational or safety hazards, the Secretariat may seek authority from DDA to produce a unilingual Interim version.

f. Foreign publications. When foreign publications are reviewed by the ADTB and approved for use as Canadian doctrine, they are issued as follows:

- (1) DDA approval and an NDID number are requested;

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- (2) the foreign publication is entered in CFP 399, and the Secretariat assigns an OPI;
- (3) the method of issue is determined based on advice from DDDS (the Secretariat will determine the distribution of the publication based on the recommendations of the OPI); and
- (4) the publication is submitted for translation, or approval is sought to issue a unilingual version.

204. TERMINOLOGY

- 1. The authorized references for terminology are:
 - a. The Concise Oxford Dictionary and Le Petit Robert;
 - b. The Army Glossary (CFP 303(2) Supplement 3);
 - c. The NATO Glossary (AAP-6); and
 - d. The Canadian Forces Glossary (CFP 121(5) Part 2).
- 2. It may be necessary to use terms not included in the above references. This will most frequently occur when highly technical terms or new terminology are used. The source of additional terms may be international agreements or publications, a foreign military publication, or a Canadian agency. In any case, the new or additional terminology will be identified as such and defined in the document.
- 3. The ADTB approach to terminology is outlined in the preface to CFP 303(2) Supplement 3.
- 4. The English Terminology Sub-Committee of the ADTB is responsible for the bulk of the work associated with the development and maintenance of army terminology. This includes the publication of the Army Glossary and coordination with DTTC for both NATO and Canadian terminology proposals.
- 5. The French Terminology Sub-Committee assists the ADTB in establishing and maintaining the French language terminology required by the general staff for the conduct of land operations. This includes:
 - a. reviewing French terminology developed by DTTC and the Secretary of State to ensure that translations meet army requirements;
 - b. when required, developing French translation of specific terms;

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c. recommending to the English Terminology Sub-Committee:

- (1) changes to English language terms and definitions as a result of shortcomings in English terms noted in revision;
- (2) inclusion in army publications of terminology developed in French and considered to be necessary for use in both languages;

d. drafting proposals for changes to NATO French language terminology (ie., draft NATO "Proposal Lists"). Proposals will be referred through SO Stdz to DTTC.

205. ABBREVIATIONS

1. The authorized references with respect to the use of abbreviations in the Land Force are, in order of priority:

- a. Staff Duties in the Field (CFP 303(2)) Annex K to Chapter 4 (when published);
- b. Canadian Forces Manual of Abbreviations (CFP 121(6)); and
- c. Concise Oxford Dictionary and Le Petit Robert.

2. Army Policy. The army policy on the use of abbreviations as approved by the ADTB is in agreement with the Canadian Forces policy but demands a greater use of abbreviations in order to save time, particularly in operations. This policy is described in Annex K to Chapter 4 of CFP 303(2).

3. List of Abbreviations. CFP 121(6) provides a list of all abbreviations approved for use in the Canadian Forces. As this publication contains many terms which are extraneous in the context of correspondence within the Land Force, particularly in an operational setting, it was deemed necessary to produce a separate listing of all terms of direct interest to the army. Accordingly, DLCD 6, through the English and the French Terminology Sub-Committees, is responsible for maintaining a list of approved army abbreviations at Annex K to Chapter 4 of CFP 303(2). These sub-committees are also responsible for reviewing CFP 121(6) periodically to ensure that the army terms and abbreviations included therein remain consistent with current doctrine. Proposed changes to CFP 121(6) will be referred to the Canadian Forces authority on abbreviations, Directorate Departmental Administration (DDA).

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206. VALIDATION

Translations require verification for technical accuracy, particularly with respect to safety aspects. This validation process is the responsibility of the OPI who may be assisted by SO Doc Prod.

207. INTERNATIONAL AGREEMENTS AND PROPOSALS

1. General. International agreements such as NATO Standardization Agreements (STANAGs), ABCA Quadripartite Standardization Agreements (QSTAGs), and ASOC Air Standards are important aspects of doctrine. ABCA and NATO concept papers are also an important source of doctrine. Army input is required in the early stages of formulating the agreements and, when approved, action is necessary to implement agreements by publishing them in CFPs.

2. Responsibilities.

- a. OPI. The OPI for the international agreement is the Canadian representative on the appropriate international body. The VCDS has delegated to CLDO the control of all army-related delegations and the approval of all army position papers. The OPI can come from virtually any NDHQ directorate. He is required to:
 - (1) staff new agreement proposals to appropriate agencies for comment (this includes proposals that originate either nationally or internationally);
 - (2) review comments received and prepare a Canadian position (where there are major disagreements, the proposal should be passed to the ADTB Secretariat for resolution);
 - (3) submit the Canadian position to DGLDO through DLPC for approval using procedures specified in CLDO SOP for International Programmes;
 - (4) present the Canadian position to the international body and participate in the negotiations that follow;
 - (5) ensure approved agreements are promulgated (agreements related to any doctrine must eventually be implemented in appropriate CFPs, although the OPI may arrange the issue of a Standardization Instruction (STANDIN) pending publication in a more permanent document); and
 - (6) advise the Secretariat when foreign agreements are made or amended.

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b. Secretariat. The Secretariat is responsible for:

- (1) providing to the OPI comments on international agreement proposals;
- (2) monitoring international agreements and providing the OPI with suggestions for new agreements and improvement to current agreements;
- (3) studying those agreements where differing comments have been received by the OPI and advising this OPI as to what the army position should be (this information is also passed to DLPC); and
- (4) ensuring new agreements are published in appropriate CFPs.

c. DLPC. DLPC is responsible for:

- (1) monitoring Canadian position papers of delegations attending international meetings and obtaining CLDO/DGLDO approval of those position papers prior to the delegation's departure from Canada;
- (2) ensuring that the ADTB Secretary is provided with a copy of each approved position paper (the Secretariat will have been consulted by the OPI during the development of the position papers);
- (3) providing the ADTB Secretary with the minutes or memorandum for record of each pertinent meeting and with notification when such record is officially approved by Canada; and
- (4) monitoring follow-up action that is required.

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PART 3 - COMPLEMENTARY FUNCTIONS

301. ARMY DOCTRINE MATRIX

1. General. The Matrix is included as Annex C to these SOPs. It is also issued in a more detailed format as an independent document for the use of the ADTB and manual OPIs.
2. Purpose. The Matrix is the internal tasking document that authorizes publication of manuals in the CFP 300 series and assigns associated writing and staffing responsibilities.
3. Contents and Format. As shown in Annex C, the Matrix includes all CFPs in the 300 series. The Matrix shows OPI and primary and secondary sources to SSO and Director level. CFPs should be given a major review every five years.
4. Responsibilities. The Secretary (SO2 Doc Coord) is responsible for maintaining and issuing the Matrix.
5. Distribution. The Matrix is issued to all members of the ADTB, OPIs, primary and secondary sources, and formation headquarters with the ADTB SOPs.

302. CFP 399 - CANADIAN ARMY DOCTRINE CATALOGUE

1. Purpose. CFP 399 is the catalogue of publications authorized as Canadian army doctrine. It includes CFPs, other Canadian manuals and foreign publications.
2. Contents and Format. The format will be decided by the ADTB Secretariat.
3. Responsibilities. SO Doc Prod is responsible for maintaining and issuing CFP 399, as directed by the Secretariat.
4. Frequency. CFP 399 will be amended annually. Ink amendments may be published in the Doctrine Bulletin.
5. Distribution. CFP 399 will be issued to NDHQ and Commands, teaching institutions, formations, and units.

303. CFP 398 - CANADIAN ARMY DOCTRINE BULLETIN

1. Purpose. The Canadian Army Doctrine Bulletin provides a rapid means of promulgating new or amended doctrine.

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2. **Contents and Format.** The Bulletin will contain new approved doctrine, advance notice of changes, proposals for review and discussion, a synopsis of ADTB activities, and a means of reader response. The format will be decided by the ADTB Secretariat.
3. **Responsibilities.** The Secretariat will be responsible for compiling articles, translation, and production of the Bulletin. OPIs for articles will provide manuscripts as tasked by the Secretariat.
4. **Frequency.** The Bulletin will be issued following each regular ADTB meeting. Special editions may be produced from time to time to meet special doctrine requirements.
5. **Distribution.** The Bulletin will be issued to all army (regular and militia) agencies, teaching institutions, headquarters, and formations, and to units to at least platoon/troop level. Distribution is done by CFPD.

304. FOREIGN PUBLICATIONS

1. **New Foreign Publications Authorized for Use.** Foreign publications authorized by the ADTB for use as army doctrine are managed as described in Article 203 paragraph 4f.
2. **Foreign Publications for In Service Use.** The ADTB must constantly endeavor to reduce the number of foreign manuals used as Canadian doctrine. This will be done as follows:
 - a. the Secretary assigns each publication to an OPI;
 - b. the OPI relates (cross-references) each foreign publication to in-service CFPs (final and interim) or proposed CFPs, or indicates that there are no proposed or existing relevant CFPs; and
 - c. the Secretary will ensure that OPIs review the status and requirement for their foreign publications yearly, to ensure that they are removed from use as they are superseded by CFPs. If the foreign publication is to remain in service it is to be translated.
3. **Foreign Publications for Information.**
 - a. General. There is a requirement to maintain a library of foreign publications for use by teaching institutions, OPIs, and primary and secondary sources. These foreign publications, while not authorized for use as Canadian doctrine, are required to ensure that the agencies holding

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them are as knowledgeable as possible concerning the doctrine of other nations.

- b. Designation. These publications may be recently published by other nations and not intended for authorization by the ADTB, or they may be publications previously authorized for use but now superseded by a CFP.
- c. Control. The Secretariat, through SO3 Doc Coord, will be responsible for the control, procurement, distribution, translation and updating of these manuals.

305. AUTHORS' AND EDITORS' GUIDE TO ARMY DOCTRINE PRODUCTION PROCEDURES

1. Purpose. This guide provides the doctrine authors, translators, editors, and other members of the Doctrine Production Staff with an outline of the methods and procedures used in the production of army publications.

2. Contents. The guide will contain an explanation of the following:

- a. the stages of production of a CFP which will include:
 - (1) identification of requirement;
 - (2) research by authors;
 - (3) preparation of a writing plan and circulation for comment;
 - (4) preparation of a first draft and circulation for comment;
 - (5) preparation of revised drafts and production as a CFP;
and
 - (6) if authorized, preparation of an interim edition for use pending publication of a bilingual CFP;
- b. style and format guidelines;
- c. production facilities;
- d. the editorial process;
- e. review of doctrine content of manuals;
- f. translation and editorial review of manuals;

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- g. amendment of manuals; and
- h. distribution of manuals.

3. Responsibilities. SO Doc Prod is responsible for maintaining and issuing this document.

4. Distribution. The guide will be issued to those listed in para 1 above, and to those closely associated with doctrine production.

306. ARMY DOCTRINE PRODUCTION CENTRE

1. General. This article describes the functions, capabilities, control, and responsiveness of the Production Centre.

2. Functions. The Army Doctrine Production Centre has the following functions:

- a. typing of all manuscripts produced by OPIs in accordance with ADTB direction, and maintaining job and production records;
- b. editing all English and French manuscripts, and validating translations;
- c. providing advice on formats and printing techniques available;
- d. maintaining historical working files on each CFP;
- e. arranging local printing contracts for draft manuals;
- f. checking quality of contract printing work;
- g. arranging for distribution of manuals;
- h. arranging processing by DDDS of final drafts as bilingual CFPs;
- j. co-ordinating services of graphic artists;
- k. providing typing services to the ADTB Secretariat; and
- m. providing technical supervision and assistance to the production staff of the FMC Detachment, Gagetown.

3. Capabilities. The Centre can meet day-to-day production requirements for draft manuals and amendments. This includes typing, paste-up, and composition. The centre has the following word processing

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equipment capable of typing material and storing it on magnetized diskettes:

- a. MICOM 5040; and
- b. MICOM 3004.

4. Control. Control and supervision of the Production Centre, and technical control of the FMC Detachment clerical staff, is the responsibility of SO Doc Prod.

5. Responsiveness. The Production Centre responds, through SO Doc Prod, to the doctrine production requirements of the ADTB Secretariat.

307. CA/US ARMY STAFF TALKS

1. Purpose. The CA/US Army Staff Talks are designed to improve standardization and interoperability between the respective armies.

2. Scope. The Talks include matters of mutual interest, such as concepts, doctrine, procedures, equipment and training. In addition to periodic meetings to exchange briefings and to engage in discussions, the Talks may also include subordinate activities, such as bilateral studies and meetings between experts.

3. The Talks are complementary to CA/US defence cooperation agencies, such as the Permanent Joint Board on Defence (PJBD), the Military Cooperation Committee (MCC) and the CA/US Regional Planning Group (CUSRPG). They are also complementary to the ABCA and NATO programs. They provide an opportunity to achieve a degree of standardization and interoperability not always possible in other bilateral and multi-lateral fora.

4. Organization. The U.S. delegation is sponsored by the Commanding General, U.S. Army Training and Doctrine Command (CG TRADOC), who is the U.S. Army Chief of Staff's representative agent for Army-level bilateral efforts. Normally, the Deputy Chief of Staff for Doctrine represents CG TRADOC by heading the U.S. delegation. The DCSDOC is assisted by other staff principals as required.

5. The CA delegation is sponsored by the Chief of Land Doctrine and Operations (CLDO) who is also the Head of Delegation. The CA Army delegation consists of permanent members as follows:

- a. CLDO (Head of Delegation).
- b. Director Land Policy Coordination (DLPC).

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- c. Director Land Combat Development (DLCD).
- d. Director Land Requirements (DLR).
- e. Deputy Chief of Staff Combat Development (DCOS CD) from HQ Mobile Command.

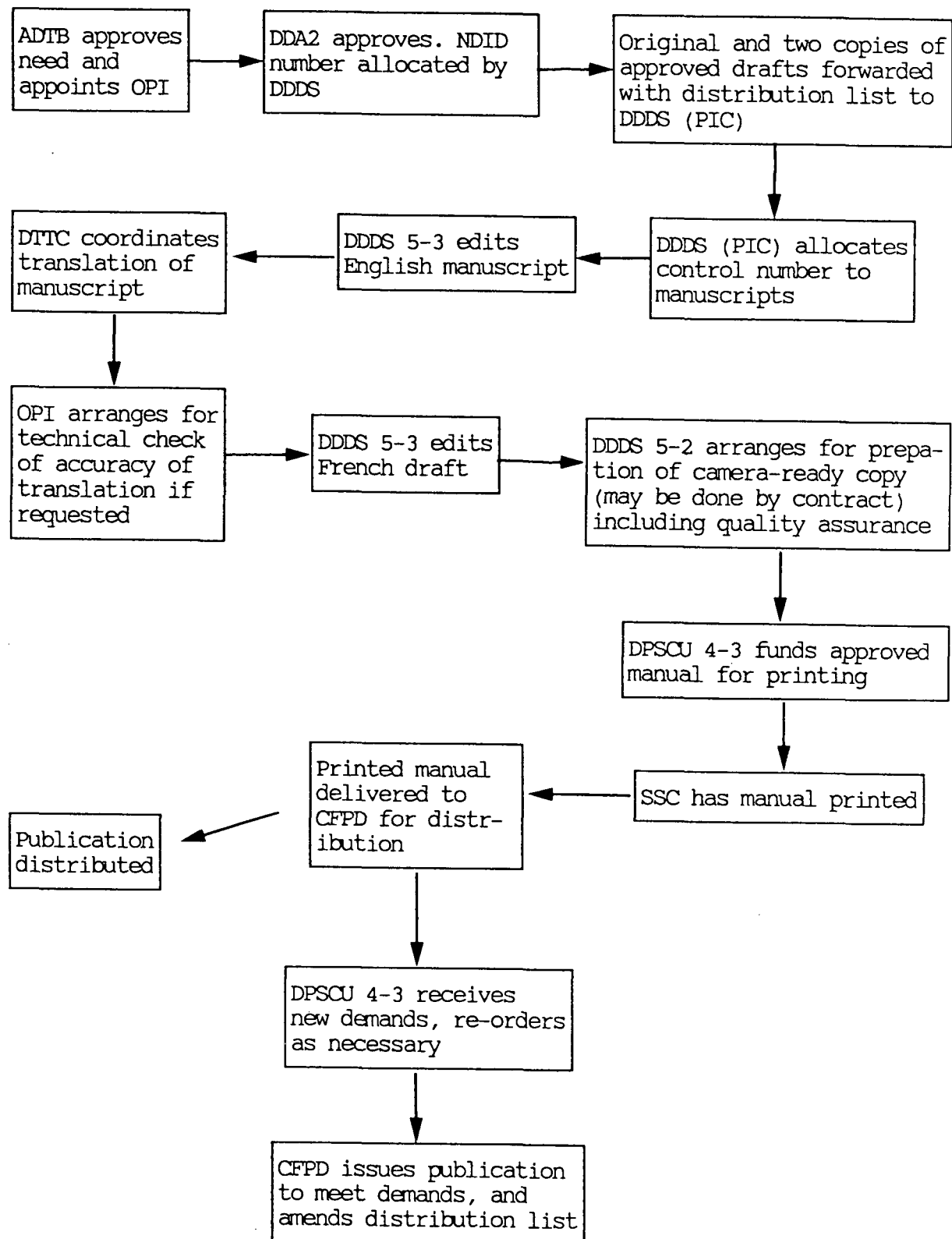
Note: Other members may be added to each delegation as demanded by the agenda. As well, in addition to delegation members, officers from both nations may, by invitation, attend the Talks as observers.

6. Procedures. Normally the Talks are held annually, however, this frequency may vary in response to changing situations. The armies host meetings alternately. Normally Talks consist of three to four days of presentations and discussions. In addition, up to one day may be used to visit a military establishment, providing such a visit is related directly to topics under consideration.

7. Responsibility. CLDO/DLPC is responsible for organizing the Talks sponsored by Canada, and for arranging all details of Canadian participation in Talks hosted by the U.S., as detailed in the terms of reference dated 4 November 1986.

ANNEX A
TO ADTB SOP

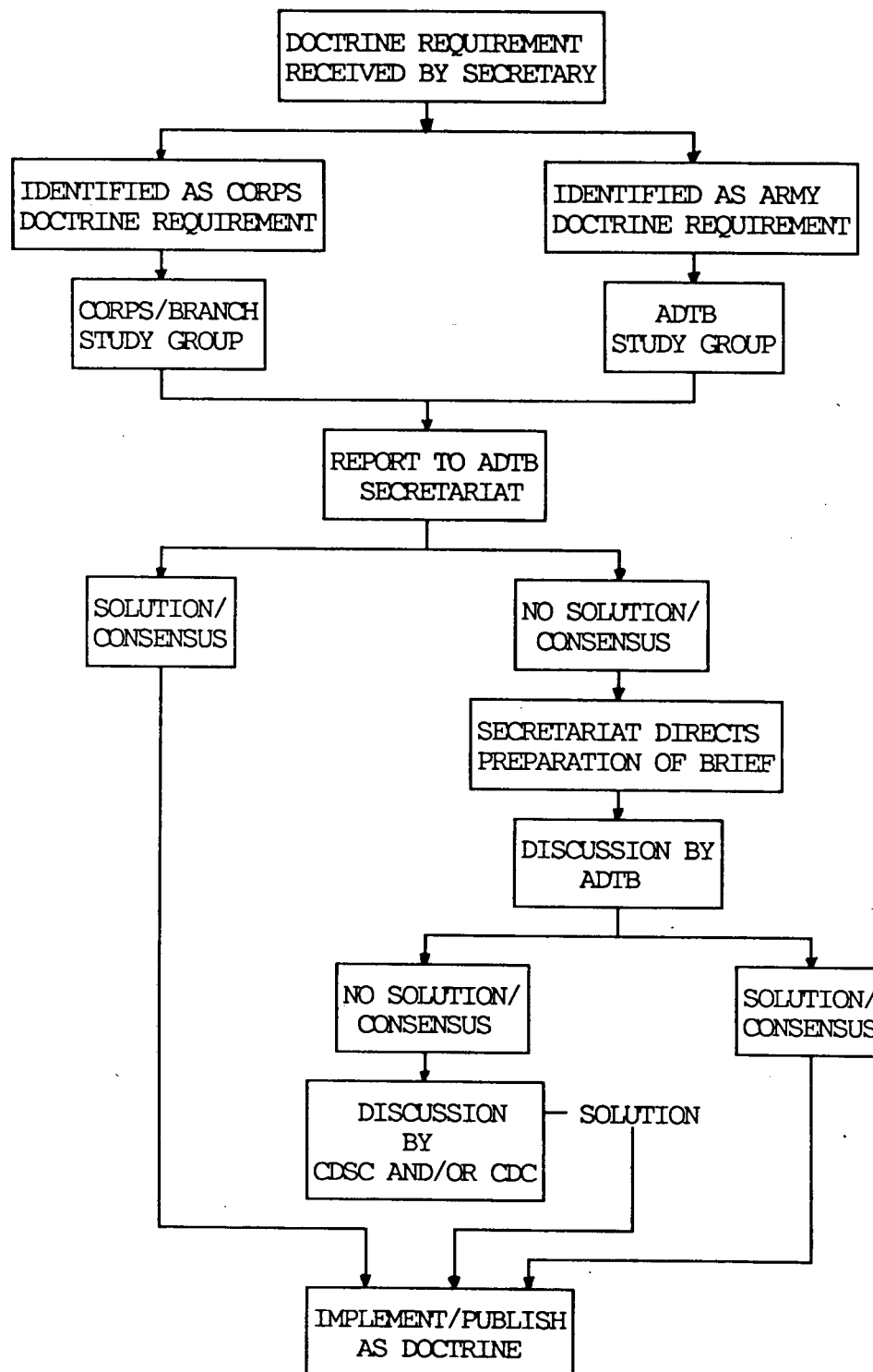
CFP PUBLISHING PROCESS



ANNEX B
TO ADTB SOP

FLOW CHART

DISCUSSION AND APPROVAL OF DOCTRINE



ANNEX C
TO ATDB SOP

ARMY DOCTRINE MATRIX

(to be read in conjunction with CFP 399 Army Doctrine Catalogue)

OPI - Office of Primary Interest
P - Primary Source
S - Secondary Source
* - New pub to replace old title with same number

ARMY DOCTRINE MATRIX

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Effective: 1 January 88

CFP	TITLE	OPI	M A I R C O M	C F C S C	C T C	C M D O	C S U R G I N F O	D G M P E S	D G A F E S	D G L E S	D G T	J A G E O	D E W O P & T	C I S A	D L C D	D L O R	D L O R	D L O G O P S	D M B C C	D N S E C U R	D D A	C O M D S U R G	SSO'S										S T D Z N B C W	REMARKS		
																							P D & R	C D R M Y C O O R D	A R T Y E N G R	I N F	S I G S	C I S T	I N M T	P M E T						
300	The Army	DLCD 6	S	S	P	P	S	S	S	S	-	-	-	S	S	S	S	P	S	S	S	S	S	S	S	S	S	S	S	S	S	S	-	S	4 CMBG - S	
301(1)	Land Fmns in Battle	DLCD 6	-	S	P	P	S	S	S	-	S	-	-	S	S	S	S	P	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	-		S
301(2)	The Battle Gp in Ops	SSO CD Coord	-	-	S	P	P	-	S	-	-	-	S	S	S	S	S	S	S	S	S	S	-	S	P	P	P	P	P	P	P	S	S	-		S
301(2) Suppl 1	Combat Team Commanders Handbook	CTC/G3 Tac	-	-	-	S	P	-	-	-	-	-	-	-	-	S	S	S	S	S	S	-	-	S	S	P	S	S	P	S	S	S	-	S		S
302(1) Pt 1	Ops in Built-Up Areas	DLCD 6	-	S	P	P	P	-	S	-	-	-	S	-	S	S	S	S	S	S	S	S	-	S	S	S	S	S	P	S	S	S	-	S		S
302(1) Pt 2	Ops in Artic and Cold Weather	DLCD 6	-	S	P	P	P	-	S	-	-	-	S	-	S	S	S	S	S	S	S	S	-	S	S	S	S	S	P	S	S	S	-	S		S
302(1) Pt 3	Ops in Mountains	DLCD 6	-	S	P	P	P	-	S	-	S	-	-	S	-	S	S	S	S	S	S	S	-	S	S	S	S	S	P	S	S	S	-	S		S
302(1) Pt 4	Ops in Forests	DLCD 6	-	S	P	P	P	-	S	-	S	-	-	S	-	S	S	S	S	S	S	S	-	S	S	S	S	S	P	S	S	S	-	S		S
302(1) Pt 5	Ops in Jungles	DLCD 6	-	S	P	P	P	-	S	-	S	-	-	S	-	S	S	S	S	S	S	S	-	S	S	S	S	S	P	S	S	S	-	S		S
302(1) Pt 6	Ops in Deserts	DLCD 6	-	S	P	P	P	-	S	-	S	-	-	S	-	S	S	S	S	S	S	S	-	S	S	S	P	S	S	S	S	S	-	S		S

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																							P D & R	C A R M D Y	A R D T E N G R	I N F S	C I N T	I M E T								
302(2) Pt 1	Basic Cold Weather Trg	DLCD 6	-	S	-	P	-	-	S	-	-	S	-	-	-	-	P	-	S	S	S	S	-	-	S	S	S	S	S	P	S	S	-	-	S	To be incorporated into CFP 302(2) Pt 2* "Soldier's Guide to the Arctic and Cold Weather"
302(2) Pt 1*	Soldier's Guide to Build-Up Areas	DLCD 6	-	S	-	S	P	-	-	S	-	-	-	-	-	-	S	-	S	P	S	S	S	-	-	S	S	S	S	P	S	S	-	-	S	
302(2) Pt 2	Northern Ops	DLCD 6	-	S	P	P	P	-	-	S	-	S	-	S	-	S	S	S	S	S	S	S	-	-	S	S	S	S	P	S	S	S	-	S	S	To be redesignated CFP 302(1) Pt 2 "Ops in Arctic and Cold Weather"
302(2) Pt 2*	Soldier's Guide to the Artic and Cold Weather	DLCD 6	-	S	-	S	P	-	-	S	-	-	-	-	-	-	S	-	S	P	S	S	S	-	-	S	S	S	S	P	S	S	-	-	S	
302(2) Pt 3	Guide to the Cold	DLCD 6	-	S	-	S	P	-	-	S	-	-	-	-	-	-	S	-	S	S	S	S	-	-	S	S	S	S	P	S	S	-	-	S	To be redesignated CFP 302(2) Pt 2* "Soldier's Guide to the Arctic and Cold Weather"	
302(2) Pt 3*	Soldier's Guide to Mountains	DLCD 6	-	S	-	S	P	-	-	S	-	-	-	-	-	-	S	-	S	P	S	S	S	-	-	S	S	S	S	P	S	S	-	-		S
302(2) Pt 4	Soldier's Guide to Forests	DLCD 6	-	S	-	S	P	-	-	S	-	-	-	-	-	-	S	-	S	P	S	S	S	-	-	S	S	S	S	P	S	S	-	-	S	
302(2) Pt 5	Soldier's Guide to Jungles	DLCD 6	-	S	-	S	P	-	-	S	-	-	-	-	-	-	S	-	S	P	S	S	S	-	-	S	S	S	S	P	S	S	-	-	S	
302(2) Pt 6	Soldier's Guide to Deserts	DLCD 6	-	S	-	S	P	-	-	S	-	-	-	-	-	-	S	-	S	P	S	S	S	-	-	S	S	P	S	P	S	S	-	-	S	

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			MAIRCCOM	AIIRCCOM	CLFSC	CTFC	CMDO	CAIRG	DG	DG	DG	DG	DG	DG	DG	DG	DG	DG	DG	DG	DG	DG	DG	DG	DG	DG	
302(3) Pt 1	Desert Ops	DLCD 6	-	S	P	P	P	-	S	-	S	-	S	-	S	-	S	-	S	-	S	-	S	-	S	-	To be redesignated CFP 302(1) Pt 6 "Ops in Deserts"
302(3) Pt 2	Guide to the Desert	DLCD 6	-	S	-	S	P	-	S	-	S	-	S	-	-	-	-	-	-	-	-	-	-	-	-	-	To be redesignated CFP 302(2) Pt 6 "Soldier's Guide to Deserts"
302(4) Pt 1	Jungle Ops	DLCD 6	-	S	P	P	P	-	S	-	S	-	S	-	S	-	S	-	S	-	S	-	S	-	S	-	To be redesignated CFP 302(1) Pt 5 "Ops in Jungles"
302(4) Pt 2	Guide to the Jungle	DLCD 6	-	S	-	S	P	-	S	-	S	-	S	-	-	-	-	-	-	-	-	-	-	-	-	-	To be redesignated CFP 302(2) Pt 5 "Soldier's Guide to Jungles"
302(5) Pt 1	Mtn Ops	DLCD 6	-	S	P	P	P	-	S	-	S	-	S	-	S	-	S	-	S	-	S	-	S	-	S	-	To be redesignated CFP 302(1) Pt 3 "Ops in Mountains"
302(5) Pt 2	Guide to the Mtns	DLCD 6	-	S	-	S	P	-	S	-	S	-	S	-	-	-	-	-	-	-	-	-	-	-	-	-	To be redesignated CFP 302(2) Pt 3* "Soldier's Guide to Mountains"
302(8) Pt 1	Aid to Civil Power - Guidance to Comds and Staff	DLCD 6	S	S	S	P	S	-	S	S	P	-	S	-	-	P	S	-	P	S	S	S	S	S	S	P	To be rewritten
302(8) Pt 2	Tactical Ops	DLCD 6	S	S	S	P	S	-	S	S	P	S	-	-	S	P	S	-	P	S	S	S	S	S	S	P	To be rewritten
302(8) Pt 3	Wpns and Eqpt	DLCD 6	S	S	S	P	S	-	P	-	P	P	-	P	-	S	-	-	S	S	S	S	S	-	S	P	To be deleted once other pubs of series rewritten

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																							P D & C O R D	A R M Y E N G R	F I N I S H S	C I N S T	I N M E T	P M E T								
302(8) Pt 4	Aide Memoire - All Members	DLCD 6	S	S	S	S	-	-	S	P	-	-	-	P	-	-	-	S	-	S	S	-	-	S	S	S	S	P	-	-	S	S	To be redesignated CFP 302(8) Pt 3 "Aide Memoire - All Members"			
302(8) Pt 5	Aide Memoire - Offrs	DLCD 6	S	S	S	S	-	-	S	P	-	-	-	P	-	-	-	S	-	S	S	-	-	S	S	S	S	P	-	-	S	S	To be redesignated CFP 302(8) Pt 4 "Aide-Memoire - Offrs"			
302(10)	Airborne Ops	DLCD 6	-	P	P	P	P	-	S	S	-	S	-	S	S	S	S	S	P	S	S	S	-	-	S	S	-	S	P	S	S	S	-	S	SSF - P	
302(11)	Airmobile Ops	DLCD 6	-	S	P	P	P	-	P	S	-	S	-	-	S	-	S	S	P	S	S	S	S	-	-	S	P	S	S	S	P	S	S	-	S	SSF - S
302(12)	Fighting in Built Up Areas	DLCD 6	-	S	P	P	P	-	S	S	-	S	-	-	S	-	-	S	S	P	P	S	S	S	S	-	S	S	P	P	P	P	P	-	S	To be redesignated CFP 302(1) Pt 1 "Ops in Built-Up Areas"
302(12)*	Amphibious Ops	DLCD 6	P	S	P	P	S	S	S	S	-	S	-	-	-	-	S	P	S	S	S	S	S	-	-	S	S	S	S	S	S	S	S	S	S	
303(1)	Corps '86 Estbs	DLCD 6	-	-	P	P	S	-	-	S	-	-	-	-	-	S	S	S	S	-	-	S	S	-	-	S	S	S	S	S	S	S	S	S	-	
303(2)	Staff Duties in the Fd	DLCD 6	-	-	P	P	S	S	S	S	-	-	-	-	-	S	S	S	P	-	-	S	S	-	P	S	P	S	S	S	S	S	S	S	S	
303(2) Suppl 1	M11 Symbols	DLCD 6	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	S	-	S	-	-	-	-	-	P	-	S	Superseded by revised NATO APP-6	
303(2) Suppl 2	Fd Msg Formats	DLCD 6	-	S	S	S	S	S	S	-	-	-	-	-	-	S	S	S	P	-	S	S	S	S	P	S	P	S	S	S	S	P	S	-	S	

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																							P D & C O O R D	A R M Y C O O R D	A R M Y E N G R	I N F S	C S S	I N S T	P M E T								
303(2) Suppl 3	Army Glossary	DLCD 6	S	S	P	P	P	S	S	S	S	-	-	S	P	P	P	P	-	S	S	P	-	S	P	P	P	P	P	P	P	S	P				
303(2) Suppl 4	Artillery Glossary	SSO Arty	-	-	S	S	P	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	S	S	S	P	S	S	S	S	-	S	-			
303(2) Suppl 5	Armour Lexicon	SSO Armd	-	-	S	S	P	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	S	S	S	P	S	S	S	S	-	S	-			
303(2) Suppl 6	Signals Lexicon	SSO Sigs	-	-	S	S	S	-	-	-	-	-	-	-	P	S	-	-	S	-	-	-	-	-	S	S	S	S	S	P	S	S	-	S	S		
303(3)	Command & Control of Land Forces	DLCD 6																																			
303(4)	Operational Staff Data	SSO CSS	P	P	S	S	S	S	S	-	-	P	-	P	P	P	-	-	-	S	-	-	S	S	S	S	-	S	-	S	P	S	-	S	-		
303(4) Suppl 1	Corps '86 Staff Data	SSO CSS	-	-	P	P	S	S	P	-	-	S	-	S	S	S	-	-	-	S	P	-	S	S	S	S	-	S	P	P	P	P	P	-	-	P	
303(8)	Marking of Vehs & Guns	SSO CD Coord	-	-	-	S	-	-	-	-	-	-	P	P	-	-	-	P	-	-	S	-	-	S	S	S	-	S	S	P	S	S	S	-	S	-	
303(10) Pt 1	Mov of Forces Princ, Org, & Planning	SSO CSS	P	P	S	S	S	S	S	-	-	-	S	S	P	S	-	-	-	S	S	-	S	-	S	S	-	-	-	-	-	-	-	-	S		
303(10) Pt 2	Rail Mov	SSO CSS	-	-	S	S	S	-	-	-	-	-	S	S	P	-	-	-	-	S	-	-	S	-	-	S	S	S	S	-	-	S	-	S	S		

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																										C A R D Y	A R M Y	F I N F S	C S S	I N T	P M E T							
303(10) Pt 3	Road Mov	SSO CSS	-	-	S	S	S	-	-	-	-	-	S	S	P	-	-	-	-	S	-	-	-	S	-	-	S	S	S	S	-	-	S	S	Previously CFP 303(9)			
303(10) Pt 4	Air Mov	SSO CSS	-	P	S	S	-	-	P	-	-	-	S	-	S	S	P	-	-	-	S	-	-	-	-	-	S	S	S	S	S	-	-	-	S	S		
303(10) Pt 5	Sea Mov	SSO CSS	P	-	S	S	-	P	-	-	-	-	S	-	S	S	P	-	-	-	-	-	-	-	-	-	S	S	S	S	S	-	-	-	S	S		
304(1) Pt 1	Trg for War - Policy & Fmn	SSO Indiv Trg	-	-	S	S	P	-	-	-	-	-	-	-	-	-	S	-	-	P	S	S	S	-	-	S	P	S	S	S	S	S	S	S	-	S	DIT2-S	
304(1) Pt 2	Trg for War - Unit Training	SSO Indiv Trg																																				
304(2)	Unit Adm	SSO CSS	-	-	-	S	S	-	-	S	-	-	-	S	S	S	-	S	-	S	S	S	-	S	-	S	S	P	S	S	S	S	-	S	P	-		
304(2) Suppl 1	Discipline Aide Memoire	SSO Pers Svc	-	-	-	-	-	-	-	-	-	-	-	-	P	-	-	-	-	-	-	-	-	-	-	-	-	S	S	S	S	S	-	-	-	SSO Secur - S/CCWO - S		
304(3)	Ranges and Trg Safety	SSO Trg Dev	S	S	-	-	P	S	S	S	S	-	S	-	S	-	-	S	-	P	-	-	P	S	S	-	S	S	P	P	P	P	S	-	-	S	S	
304(3) Pt 1	Trg Safety	DL0TR	S	S	-	-	P	S	S	S	S	-	S	-	S	-	-	S	-	P	-	-	S	S	S	-	S	S	P	P	P	P	S	-	-	S	S	
304(3) Pt 2	Range Const and Maint	SSO Trg Dev	S	S	-	-	S	S	S	-	-	S	-	-	-	-	-	-	-	P	-	-	P	-	-	-	-	S	S	S	S	P	S	-	-	-	S	S
304(3) Pt 3	Range C1r Handbook	DGME0	S	S	-	-	-	S	S	-	-	P	-	S	-	-	-	-	-	P	-	-	P	-	-	-	-	S	S	-	-	P	S	-	-	-	S	S
																													W111 superceded portions of CFP 304(3)									
																													SSO Ops & Plans - P									

Will superceded portions of CFP 304(3)
SSO Ops & Plans - P

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																									P D & C O O R D	A R M Y C O O R D	F O N E N G R	I N F S	C I S T	I N M T	P M E T						
305(1)	Armd Regt in Battle	SSO Armd	-	-	S	P	S	-	-	-	-	-	-	-	S	-	S	S	P	S	S	S	S	S	-	S	S	P	S	S	S	S	S	-	-	S	User's manual: CFTO C-30-731-000/MB-000 to be used User's manual: CFTO C-71-269-000/NB-000 to be used
305(2)	Recce Sqn in Battle	SSO Armd	-	-	S	P	P	-	-	-	-	-	-	-	S	-	S	S	P	S	S	S	S	S	-	S	S	P	S	S	S	S	S	-	-	S	
305(3)	Tk Tp Leader's Manual	SSO Armd	-	-	-	-	P	-	-	-	-	-	-	-	S	-	S	-	P	-	S	S	S	S	-	S	S	P	S	S	S	S	S	-	-	S	
305(4)	Recce Tp Ldr's Manual	SSO Armd	-	-	-	-	P	-	-	-	-	-	-	-	S	-	S	S	P	-	S	S	S	S	-	S	S	P	S	S	S	S	S	-	-	S	
305(5)	Recce Regt in Battle	SSO Armd	-	-	S	P	P	-	-	-	-	-	-	-	S	-	S	S	P	S	S	S	S	S	-	S	S	P	S	S	S	S	S	-	-	S	
305(6) Pt 1	User Manual - Leopard C1 Hull and Suspension	SSO Armd	-	-	-	-	P	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	S	-	-	-	-	-	-	-	-	User's manual: CFTO C-30-731-000/MB-000 to be used	
305(6) Pt 2	User Manual - Leopard C1 Armament	SSO Armd	-	-	-	-	P	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	S	-	-	-	-	-	-	-	User's manual: CFTO C-71-269-000/NB-000 to be used	
305(6) Pt 3	User Maual - Leopard C1 Equipment Readiness Checklist	SSO Armd	-	-	-	-	P	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	S	-	-	-	-	-	-	-		
305(7) Pt 1	User Manual - Cougar Chassis	SSO Armd	-	-	-	-	P	-	-	-	-	-	-	-	S	-	-	-	-	-	-	-	-	-	-	-	-	S	-	-	-	-	-	-	-		
305(7) Pt 2	User Manual - Cougar Armament	SSO Armd	-	-	-	-	P	-	-	-	-	-	-	-	S	-	-	-	-	-	-	-	-	-	-	-	-	S	-	-	-	-	-	-	-		

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CFP	TITLE	OPI	M A R C O M	A I R C O C	C F L C S C	C T C	C M D O	C A D O	S U R G I N F O	D G M O S	D A G F E A	D G L S M	D G T	J A G	D G C E O	C I S O P & T	C I L A	D L C D	D L O R	D L O R	D L O G O P S	D M E P	D N B C C	D D A	C O M D S U R G	SSO'S										S T D N B C W	REMARKS	
																										P D & R	A R M Y C O O R D	F I N F E N G R	I N F S	C I S T	I M E T							
305(7) Pt 3	User Manual - Cougar Eqpt Readiness Check List	SSO Armd	-	-	-	P	-	-	-	-	-	S	-	-	-	-	-	-	-	-	-	-	-	-	-	-	S	-	-	-	-	-	-	-	-	User's manual: CFTO C-30-576-000/MB-001 to be used		
305(8)	User Manual - Lynx Hull, Suspension and Armement	SSO Armd	-	-	-	-	-	-	-	-	-	P	-	-	-	-	-	-	-	-	-	-	-	-	-	-	S	-	-	-	-	-	-	-	-			
305(9) Pt 1	Theory of Armd Gunnery Gen	SSO Armd	-	-	-	P	-	-	-	-	P	P	-	-	-	-	-	S	-	P	-	-	-	-	-	-	P	-	-	-	-	-	S	-	-			
305(9) Pt 2	Leopard Gunnery	SSO Armd	-	-	-	P	-	-	-	-	P	P	-	-	-	-	-	S	-	P	-	-	-	-	-	-	S	-	-	-	-	-	-	-	-			
305(9) Pt 3	Cougar Gunnery	SSO Armd	-	-	-	P	-	-	-	-	P	P	-	-	-	-	-	S	-	P	-	-	-	-	-	-	S	-	-	-	-	-	-	-	-			
305(10)	Bde Anti-Armour Sqn	SSO Armd	-	-	P	P	P	-	-	-	-	-	-	-	-	-	-	S	P	S	S	S	S	-	-	S	S	S	S	P	S	S	S	-	-			
305(12)	Armd Range Sim Prac	SSO Armd	-	-	-	P	-	-	-	-	-	S	-	-	-	-	-	S	-	S	P	-	-	-	-	-	S	-	-	-	-	-	-	-	-			
305(13)	Armd Open Range Prac	SSO Armd	-	-	-	P	-	-	-	-	-	S	S	-	-	-	-	S	-	S	P	-	-	-	-	-	P	-	-	-	-	-	-	-	-			
306(1)	Fd Arty Comd Con & Empl	SSO Arty	S	-	P	P	P	S	S	-	-	-	-	-	-	-	S	S	S	S	-	P	S	-	-	-	S	S	-	S	S	S	S	S	-		S	S
306(2)	Arty Staff Duties	SSO Arty	-	-	S	S	P	-	-	-	-	-	-	-	-	-	S	-	S	S	S	-	P	-	-	-	S	S	-	-	-	-	S	S	-		S	S

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																									P D & R C O O R D	C A R T M D Y	F I N F E N G R	S I G S	I N S T	P M E T												
306(3)	Duties of BC & Obsr	SSO Arty	S	-	-	S	P	S	-	-	-	-	-	-	S	-	-	S	S	-	S	P	-	-	-	-	S	-	-	-	S	S	-	-	-	-	-	-	-	-		
306(3) Suppl 1	OP Offr Aide-Memoire	SSO Arty	-	-	-	P	-	-	-	-	-	-	-	-	-	-	-	-	S	P	-	-	-	-	-	S	-	-	-	S	S	-	S	-	-	-	-	-	-	-		
306(4)	Duties at RHQ Gun Posn	SSO Arty	-	-	-	S	P	-	-	-	-	-	-	-	-	-	-	-	S	P	-	-	-	-	-	S	-	-	-	S	S	S	-	S	-	-	-	-	-	-		
306(4) Suppl 1	GPO's Aide-Memoire	SSO Arty	-	-	-	P	-	-	-	-	-	-	-	-	-	-	-	-	-	P	-	-	-	-	-	S	-	-	-	S	S	-	S	-	-	-	-	-	-	-		
306(5)	Arty Communications	SSO Arty	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	P	-	P	-	-	-	-	-	-	-	S	-	-		
306(6)	Ballistics	SSO Arty	-	-	-	P	-	-	-	-	P	P	-	-	-	-	-	-	-	S	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	S	S	-	
306(7)	Calibration	SSO Arty	-	-	-	P	-	-	-	-	-	P	P	-	-	-	-	-	-	S	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	S	-	-	
306(8) Pt 1	Arty Instruments	SSO Arty	-	-	-	P	-	-	-	-	-	P	-	-	-	-	-	-	-	S	P	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	S	-	-	
306(8) Pt 2	Computers & Calculators	SSO Arty	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	S	-	-	
306(8) Pt 3	Computer Fd Arty MILIPAC	SSO Arty	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	S	-	-	
306(9)	Slide Rule & Log Tables	SSO Arty	-	-	-	P	-	-	-	-	-	P	-	-	-	-	-	-	-	S	P	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

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																						P D & R	C O O R D	A R M Y	F I N I S H	S I N T	I N M E T	P M E T								
306(10)	Arty Trg	SSO Arty	-	-	S	P	-	-	-	-	-	-	-	-	-	P	-	-	-	-	-	S	-	-	-	-	-	-	-	-	-	-	-	-	-	
306(11)	Gun Dr111 105mm How C1	SSO Arty	-	-	-	P	-	-	P	P	-	-	-	-	-	P	-	-	-	-	-	-	-	-	P	S	-	S	-	-	-	-	-	-		
306(12)	Gun Dr1 105mm Pk How L5	SSO Arty	-	S	-	P	-	-	P	P	-	-	-	-	-	P	-	-	-	-	-	-	-	-	P	S	-	S	-	-	-	-	-	-		
306(13)	Gun Dr1 155mm How M109	SSO Arty	-	-	-	P	-	-	P	P	-	-	-	-	-	P	-	-	-	-	-	-	-	-	P	S	-	S	-	-	-	-	-	-		
306(15)	Eqpt & Ammo 105mm C1	SSO Arty	-	-	-	P	-	-	P	P	-	-	-	-	-	P	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
306(17)	Arty Survey	SSO Arty	-	-	-	P	-	-	-	P	-	-	-	-	-	P	S	-	-	-	-	-	-	-	-	S	-	-	-	-	-	-	-	-	To be replaced by 307(9), 307(10) and 307(11)	
306(18)	Eqpt & Ammo How M109	SSO Arty	-	-	-	P	-	-	P	P	-	-	-	-	-	P	-	-	-	-	-	-	-	-	-	-	-	S	-	-	-	-	-	-	C-30-621-000/MB-001 auth in 11eu	
307(1)	Loc Arty, Comd, Con & Empl	SSO Arty	-	-	S	S	P	-	-	-	-	-	S	S	S	S	S	S	S	S	S	S	-	S	S	-	S	S	S	S	S	S	S	S	S	CANT 4-1-2 auth in 11eu
307(2)	Counter Mor Radar Tp	SSO Arty	-	-	-	S	P	-	-	-	-	-	S	S	S	S	S	S	P	-	-	-	-	S	S	-	-	S	S	-	S	-	S	-		
307(3)	Radar Handbook	SSO Arty	-	-	-	P	-	-	-	P	-	-	S	S	-	S	P	-	-	-	-	-	-	-	-	-	S	S	-	S	-	S	-	S	-	
307(4)	Sound Ranging Tp	SSO Arty	-	-	-	S	P	-	-	-	-	-	S	S	S	S	S	S	P	-	-	-	-	S	S	-	-	S	S	-	S	-	S	-	S	

To be replaced by 307(9), 307(10) and 307(11)

C-30-621-000/MB-001 auth in 11eu

CAMT 4-1-2 auth in 11eu

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																									PDR	CARD	ARRTY	FENGR	INFS	CNST	INT	MET			NBCW
307(5)	Sound Ranging Handbook	SSO Arty	-	-	-	P	-	-	-	-	-	P	-	-	S	S	-	S	-	S	P	-	-	-	-	-	-	-	S	S	-	S	-	CAMT 4-1-2 auth in lieu	
307(6)	Drone Tp	SSO Arty	-	S	-	S	P	-	S	-	-	-	-	-	-	S	S	S	S	S	P	-	-	-	-	S	S	-	-	S	S	-	S		-
307(7)	Drone Handbook	SSO Arty	-	-	-	P	-	-	-	-	-	P	-	-	S	S	-	S	-	S	P	-	-	-	S	-	-	-	S	S	-	S	-	CAMT 4-1-2 auth in lieu	
307(8)	RPV Tp	SSO Arty	-	S	-	-	P	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	S	-	
307(9)	Theory of Survey	SSO Arty																															Will replace 306(17)		
307(10)	Survey Computations	SSO Arty																																	
307(11)	Survey Instruments	SSO Arty																																	
308(1)	AD Arty, Comd, Con & Empl	SSO Arty	-	S	P	P	P	-	P	-	-	-	-	-	-	S	S	S	P	P	-	S	P	-	-	-	-	P	S	S	-	-	S	-	
308(1)*	AD Arty, Comd, & Con	SSO Arty	-	S	P	P	P	-	P	-	-	-	-	-	-	S	S	S	P	P	-	S	P	-	-	-	-	P	S	S	-	-	S	-	
308(2)	Duties at AD Regt	SSO Arty	-	-	P	P	P	-	S	-	-	-	S	-	-	P	P	P	S	S	S	P	-	-	S	-	S	S	S	-	-	S	S	-	To be renumbered 308(3)
308(2)*	Ad Arty Empl & Deployment	SSO Arty	-	S	P	P	P	-	S	-	-	-	-	-	-	S	S	S	S	P	-	S	P	-	-	-	-	S	S	S	-	-	S	-	

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																						P D & R	C D R M D	A R M Y	F I N F E N G R	I N F I G S	C I S S	I N T	P M E T							
308(4)	AD Trg	SSO Arty	-	-	-	S	P	-	-	-	-	S	-	-	-	S	-	S	P	-	-	-	-	S	S	-	-	-	-	-	S	-	-			
308(5)	40mm Boffin Gun Drill	SSO Arty	-	-	-	-	S	-	-	-	-	-	S	-	-	S	S	-	S	P	-	-	-	-	S	-	-	-	-	-	-	-	-			
308(6)	Blowpipe	SSO Arty	-	S	S	S	P	-	S	-	-	-	-	P	-	-	S	S	S	S	-	S	P	-	-	-	-	-	S	S	-	S	-	-		
309(1)	Inf Bn in Battle	SSO Inf	-	-	S	S	S	-	-	S	-	-	-	S	S	-	S	S	S	S	S	S	S	-	S	S	S	S	-	S	S	S	-	-	S	
309(3) Part 1	Sect and Pl in Battle	SSO Inf	-	-	-	-	P	-	-	-	-	-	-	-	-	-	S	-	P	S	-	-	S	-	S	S	S	S	P	S	-	-	-	S		
309(3) Part 1*	Platoon in Battle	SSO Inf	-	-	-	-	P	-	-	-	-	-	-	-	-	-	S	-	P	S	-	-	S	-	S	S	S	S	P	S	-	-	-	S		
309(3) Part 2	Section and Battle	SSO Inf	-	-	-	-	P	-	-	-	-	-	-	-	-	-	S	-	P	S	-	-	S	-	S	S	S	S	P	S	-	-	-	S		
309(3) Suppl 1	Aide Memoire	SSO Inf	-	-	-	-	P	-	-	-	-	-	-	-	-	-	S	-	P	S	-	-	S	-	S	S	S	S	-	S	-	-	-	S		
309(4)	Patrolling	SSO Inf	-	-	-	-	P	-	-	-	-	-	-	-	S	S	S	-	S	-	P	S	-	-	-	-	-	S	S	S	S	-	S	S	-	S
309(5)	Sniping	SSO Inf	-	-	-	-	P	-	-	-	-	-	-	-	-	-	S	-	P	S	-	-	-	-	-	S	-	-	-	-	-	-	-	-		
309(6)	"First Clash"	SSO CD Coord	-	-	-	S	S	-	-	-	-	-	-	-	-	-	S	-	S	-	-	-	S	S	P	S	S	S	S	S	S	S	-	-	S	

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																							PD & R	CD COORD	ARR MTY	FIN ENGR	IS S	IN S	PM T	ME T					
309(7)	"The Counter Attack"	SSO CD Coord	-	-	S	S	-	-	-	-	-	-	-	-	-	-	S	S	S	S	S	-	S	S	P	S	S	S	S	S	S	-	S		
310(4)	Parachutist's Manual	SSO Inf	-	S	-	S	-	-	-	-	-	S	-	-	-	-	S	S	S	-	-	-	S	S	S	-	-	-	-	-	-	-	S		
311	Adm in Battle	SSO CSS	-	S	P	P	S	-	S	S	-	S	P	P	S	S	-	S	P	P	P	S	S	-	S	P	S	S	S	S	-	S	P	S	
312(1)	Bde Gp Svc Bn in Battle	SSO CSS	-	-	P	P	S	-	S	-	-	S	S	S	S	-	S	S	S	P	S	S	S	-	S	S	S	S	S	S	-	S	S	S	
312(2)	DISGP in Battle	SSO CSS	-	-	P	P	S	-	S	-	-	S	S	S	S	-	S	S	S	P	S	S	S	-	S	S	S	S	S	S	-	S	S	-	S
312(3)	COSCOM in Battle	SSO CSS	-	-	P	P	S	-	S	-	-	S	S	S	S	-	S	S	S	P	S	S	S	-	S	S	S	S	S	S	-	S	S	-	S
312(4)	Fin in Battle	SSO CSS	-	-	P	P	S	-	-	-	-	P	S	S	S	S	-	-	S	-	-	-	-	-	S	S	S	S	S	S	-	S	P	-	S To be deleted
312(5)	Trg of Motorcyclists	SSO CD Coord	-	-	-	S	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	S	-	-	-		
312(6)	Tn in Battle	SSO CSS	-	-	S	S	S	-	-	-	-	-	S	P	-	-	-	S	-	-	-	S	-	-	S	S	S	S	S	S	-	S	S	S	
312(7)	Sup in Battle	SSO CSS/Sup	-	-	S	S	S	-	S	-	-	-	-	P	S	-	-	-	S	-	-	-	-	-	S	S	S	S	S	S	-	S	-	S	
312(8)	Food Svcs in Battle	SSO CSS																																	

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																											PDR	CDCORD	ARRMDY	FDFNGR	INFGS	CSIS	INT	PMET				
312(9)	Ammo Storage in Battle	SSO CSS/CATO	-	-	-	-	P	-	-	-	-	P	S	-	-	-	-	-	-	-	S	-	-	-	-	-	-	-	-	-	-	-	-	To be deleted				
312(10)	The Laundry and Bath Platoon	SSO CSS	-	-	S	S	S	-	S	-	-	-	S	P	-	-	-	-	-	-	S	S	-	-	S	S	S	S	S	S	S	-	S	S				
312(11)	Pers Adm in Battle	SSO Pers Svcs																																				
312(12)	Dent Svcs in Battle	C Dent O																															DGDS - P/SSO DENT - S					
312(15)	Chaplains in the Fd	Comd Chap (RC)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	S	-	-	-	-	-	-	-	-	S	S	S	S	S	P	-	P	-	S		
313(1)	Med Svcs in Battle	Comd Surg	-	-	S	S	-	-	P	-	-	-	S	-	S	-	S	S	-	S	S	S	-	S	-	-	S	S	S	S	S	S	-	S	-	S		
313(2)	Med Sp in Div & Bde Gp	Comd Surg	-	-	S	S	-	-	P	-	-	-	S	-	S	-	S	S	-	S	S	S	-	S	-	-	S	S	S	S	S	S	-	S	-	S		
313(3)	Med Sp in the Corps	Comd Surg	-	-	S	S	-	-	P	-	-	-	S	-	-	-	-	S	S	-	S	S	S	-	S	-	-	S	S	S	S	S	S	S	-	S		
313(5)	Battlefield First Aid	Comd Surg	-	-	-	-	-	P	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	S	-	-	S	S	S	S	S	S	-	S	-	S	CFMSS - P
313(6)	Clinical Mgmt of Battle Cas	Comd Surg	-	-	S	S	-	-	P	-	-	-	S	-	S	-	S	S	-	S	S	S	-	S	-	-	S	S	S	S	S	S	-	S	-	S		

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																								P D & R	C O O R D	A R M Y	F I N F	S I G S	C I N T	I M E T	P M E T					
313(7)	Battlefield Medical Procedures for MAS	Comd Surg	S	S	-	-	-	P	-	-	-	-	-	-	-	-	-	-	-	-	S	-	-	-	S	-	-	-	-	-	-	-	-	-	S	CFMSS - P
313(8)	Tn of Sick and Wounded	Comd Surg	-	-	-	-	-	P	-	-	-	-	-	-	-	-	-	-	-	-	S	-	-	S	S	S	S	S	S	S	S	S	S	-	S	
314(1)	Electrical and Mechanical Engr System	DGLEM	-	-	-	-	-	-	-	-	P	S	-	S	-	-	S	-	S	S	P	-	-	-	-	-	-	-	-	-	S	-	-	-	-	
314(2)	Maint in Battle	SSO CSS	-	-	S	S	S	-	-	-	S	-	P	S	S	-	S	-	S	S	P	S	-	-	-	S	S	S	S	S	P	S	-	-	S	
314(4)	Maint PI in Battle	SSO CSS	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	S	-	-	-	S	-	P	-	-	-	-	
314(5) Pt 1	Recovery Theory	DGLEM	-	-	-	S	-	-	-	-	P	S	S	-	-	-	-	-	-	S	S	S	-	-	-	S	S	-	S	S	-	-	-	-	-	
314(5) Pt 2	Recovery Operation	DGLEM	-	-	-	S	-	-	-	-	P	S	S	-	-	-	-	-	-	S	S	S	-	-	-	S	S	-	S	S	-	P	-	-	-	
314(6)	Elect and Mech Engr System in Static Op	DGLEM	S	S	-	-	S	S	-	-	S	-	S	S	-	-	-	-	-	S	P	-	-	-	-	-	-	-	-	-	P	-	-	-	-	
314(7)	Elect and Mech Engr System - Ops in Extremes of Environment	DGLEM	-	-	S	S	-	S	S	-	S	-	S	S	-	S	-	S	S	-	S	P	S	-	-	S	-	S	-	-	-	-	-	-	S	-

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CFP	TITLE	OPI	MARCOM	AIRCOM	CFLCSC	CTC	CADDG	SURGEN	DGMOS	DGFAS	DGLSEM	DGLST	JAGG	DEW	CIS	DLA	DLCD	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DL
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																									P D & R	C O R D	A R M Y	F I N E N G R	I N F	S I G S	C I S T	I N M	P M E T				
317(4)	Machine Gun 7.62mm C5	SSO Inf	-	-	-	P	-	-	-	-	S	-	S	-	-	-	-	S	-	S	P	S	-	-	-	-	S	S	S	S	-	S	S	S	-	-	Wpn taken out of svc. Pub to be deleted To be deleted once Parts 1, 2, 3 and 5 written
317(5)	Grenades & Pyrotechnics	SSO Inf	-	-	-	P	-	-	-	-	S	-	S	S	-	-	-	S	-	S	P	S	-	-	-	-	S	S	S	S	-	S	S	S	-	-	
317(6)	Gun 84mm Inf AT L14A1	SSO Inf	-	-	-	P	-	-	-	-	S	-	S	-	-	-	-	S	-	S	P	S	-	-	-	-	S	-	S	S	-	S	S	-	-		
317(7)	106mm Recoilless M40A1	SSO Inf	-	-	-	P	-	-	-	-	S	-	S	-	-	-	-	S	-	S	P	S	-	-	-	-	S	-	-	-	-	-	-	-			
317(8)	66mm AT M72 A1, A2	SSO Inf	-	-	-	P	-	-	-	-	S	-	S	-	-	-	-	S	-	S	P	S	-	-	-	-	S	-	S	S	-	S	S	S	-		
317(9)	81mm Mor	SSO Inf	-	-	-	P	-	-	-	-	S	-	S	-	-	-	-	S	-	S	P	S	-	-	-	-	S	-	P	-	P	-	-	-	S		
317(9) Part 1	Mortars in Battle	SSO Inf	-	-	-	P	-	-	-	-	S	-	S	-	-	-	-	S	-	S	P	S	-	-	-	-	S	-	P	S	P	-	-	-	-		
317(9) Part 2	Mortar Computers	SSO Inf	-	-	-	P	-	-	-	-	S	-	S	-	-	-	-	S	-	S	P	S	-	-	-	-	S	-	P	-	P	-	-	-	-		
317(9) Part 3	Mortar Instruments	SSO Inf	-	-	-	P	-	-	-	-	S	-	S	-	-	-	-	S	-	S	P	S	-	-	-	-	S	-	P	-	P	-	-	-	-		
317(9) Part 4	Heavy Mortars	SSO Inf	-	-	-	P	-	-	-	-	S	-	S	-	-	-	-	S	-	S	P	S	-	-	-	-	S	-	P	-	P	-	-	-	-		
317(9) Part 5	Medium Mortars	SSO Inf	-	-	-	P	-	-	-	-	S	-	S	-	-	-	-	S	-	S	P	S	-	-	-	-	S	-	P	-	P	-	-	-	-		

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CFP	TITLE	OPI	MARCCOM	AIRCCOM	CLFCCSC	CTC	CMD	CADD	SURG	DGINF	DGAPOS	DGAPOS	DGLLE	DGLS	DGLS	JAG	DEW	CIS	DLA	DLCD	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR	DLOR
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CFP	TITLE	OPI	M A R C C O M	A I R C C O M	C F C S C	C L F C S C	C M D O	C A D D O	S U R G I N F O	D G M O S	D G F A M	D G L E S	D G S T	J A G E O	D E W S	C I L A O P & T	D L C D	D L O R	D L O R	D L O P S	D M B C C	D S E C U R	D D A	C O M D & S U R G	SSO'S										S T D N B C W	REMARKS	
																									P C O R D	A R M Y	F I N F E N G R	I N F S	C I S T	I N T	P M E T						
317(15)	Radar AN/PPS 15(V) 2	SSO Armd	-	-	-	P	-	-	-	-	-	P	-	-	S	P	S	-	S	P	S	-	-	-	-	S	S	-	-	-	-	S	-	-	-	-	
317(18)	The Rifle - 5.56 mm C7 & Carbine 5.56 mm C8	SSO Inf	-	-	-	P	-	-	-	-	P	P	-	-	-	-	-	S	P	P	S	-	-	-	-	S	S	S	S	-	S	S	S	-	-	S	
317(19)	LMG 5.56 mm C9	SSO Inf	-	-	-	P	-	-	-	-	P	P	-	-	-	-	-	S	P	P	S	-	-	-	-	S	S	S	S	-	S	S	S	-	-	S	
318(1)	Fieldcraft	SSO Inf	-	-	-	P	-	-	-	-	-	-	-	-	-	-	-	S	P	S	-	S	-	-	-	S	S	S	S	-	S	S	-	-	-	-	
318(2)	Rappelling from Hcls	SSO Inf	-	S	-	P	-	S	-	-	-	S	-	S	-	-	-	P	S	-	S	P	-	-	-	-	S	S	-	-	-	-	-	-	-	S	-
318(3)	Soldier's Guide to the Field	DLCD 6	-	-	-	P	-	S	-	-	-	-	-	-	-	-	-	S	S	S	-	S	S	-	-	S	S	S	S	S	P	S	S	-	-	S	-
318(4)	Unit Guide to Geneva Conv	DLCD 6	S	S	S	S	S	S	S	-	P	-	S	-	P	-	S	-	P	S	S	S	S	-	-	S	S	S	S	S	S	S	S	S	P	-	-
318(5)	Conduct after Capture	DLCD 6	S	S	-	S	S	P	-	P	-	S	-	P	-	S	-	S	-	S	S	-	-	-	-	P	S	S	S	S	S	S	S	-	P	-	-
318(6) Pt 1	Shoot to Live - Policy	SSO Trg Dev	-	-	-	P	-	-	-	-	S	-	S	-	-	-	-	S	-	P	S	-	-	-	-	S	-	-	S	S	-	-	-	-	-	-	
318(6) Pt 1 Suppl 1	Shooters Record Book & Coaching Aide-Memoire	SSO Trg Dev	-	-	-	P	-	-	-	-	S	-	S	-	-	-	-	S	-	P	S	-	-	-	-	S	-	-	S	S	-	-	-	-	-	-	

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																							PDIR	CDCORD	AARMTY	FDFENGR	SINFS	CSIST	IINMT	PMEET	
																							D	D	D	D	D	D	D	D	
318(6) Pt 2	Marksmanship Theory and Coaching	SSO Trg Dev	-	-	-	P	-	-	-	S	-	-	-	-	-	-	P	S	-	-	-	-	S	-	-	S	-	-	-	-	-
318(6) Pt 2 Suppl 1	Coaches Aide-Memoire	SSO Trg Dev	-	-	-	P	-	-	-	S	-	-	-	-	-	-	P	S	-	-	-	-	S	-	-	-	-	-	-	-	To be combined with CFP 318(6) Pt 1 Suppl 1
318(6) Pt 3	Competition Shooting	SSO Trg Dev	-	-	-	S	-	-	-	S	-	-	-	-	-	-	P	S	-	-	-	-	S	-	-	-	-	-	-	-	-
318(7)	Guide to Small Arms Coach	SSO Inf	-	-	-	P	-	-	-	S	-	S	-	-	-	-	S	S	P	-	-	-	S	-	-	-	-	-	-	-	Will be superseded by CFP 318(6) Pt 1 Suppl 1
318(8)	Maps, Fd Sketching & Compasses	SSO Fd Engr	-	-	-	S	-	-	-	-	-	S	-	-	-	-	S	S	P	-	P	-	-	S	S	S	-	S	S	S	-
318(8) Suppl 1	A Soldier Must be Able to Use Map	SSO Fd Engr	-	-	-	S	-	-	-	-	-	S	-	-	-	-	S	S	S	-	P	-	-	S	S	S	S	-	S	S	-
318(9)	Camouflage and Concealment	SSO Fd Engr	-	-	-	S	S	-	-	-	-	S	-	-	-	S	-	S	P	-	P	-	S	-	S	S	S	-	S	S	-
318(9)*	Countersurveillance	SSO Fd Engr	-	-	-	S	S	-	-	-	-	S	-	-	-	S	-	S	P	-	P	-	S	-	S	S	S	-	S	S	-
318(10)	Ambush & Ctr-Ambush	SSO Inf	-	-	-	S	P	-	-	-	-	-	-	-	-	-	S	-	S	S	-	-	-	S	S	S	S	-	S	S	-

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																						P C D C O R D	A R M Y E N G R	I N F S	C I S T	I N M E T	P M E T												
318(11)	Grizzly Turret and Compartment	SSO Inf	-	-	-	P	-	-	-	-	-	-	S	-	-	-	-	S	-	S	P	S	-	-	-	-	S	S	S	S	-	S	S	S	-	-	S		
318(12)	Watermanship	SSO Fd Engr	S	-	-	S	S	-	-	-	-	-	P	-	-	-	-	S	-	S	S	-	P	-	-	-	-	S	S	S	P	S	S	S	S	-	S	Presently CFP 320(11) Pt 2	
318(15)	Leadership in Battle	CTC/G3 Tac	-	-	S	P	-	-	P	-	-	-	-	-	-	-	-	P	-	S	S	-	S	-	-	P	S	P	S	S	S	S	S	S	S	-	-	Formerly 325(1)	
318(16)	Army Fitness Manual	CPERO																																			A-PD-050-015/PT-001 and /PT-202 auth in 11eu		
318(17)	All Arms AD	SSO Arty																																					
319(1)	Engrs in Battle	SSO Fd Engr	-	S	P	P	S	-	S	S	-	-	S	-	S	S	S	S	-	S	S	P	S	S	-	S	S	S	S	S	-	S	S	S	S	-	-	S	
320(1)	Engr Offrs Aide-Memoire	SSO Fd Engr	-	-	S	S	-	-	-	-	-	-	-	S	-	-	-	-	-	-	-	P	-	-	-	S	-	S	S	S	-	S	S	S	S	-	-	S	
320(2)	Engr & Aslt Pnr Fd Pocketbook	SSO Fd Engr	-	S	S	S	S	-	S	-	-	-	S	-	P	-	-	S	-	S	S	P	-	-	-	S	-	S	S	S	-	P	S	S	S	-	-	S	
320(3) Pt 1	Engr Plan & Org of Work	SSO Fd Engr	-	-	S	S	-	-	-	-	-	-	-	-	-	-	-	S	-	S	S	-	P	-	-	S	-	-	-	-	-	-	-	-	-	-	-		
320(3) Pt 2	Computers and Calculators	SSO Fd Engr	-	-	S	S	-	-	-	-	-	-	-	-	-	-	-	-	-	-	P	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	CFSME - P		

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																								P D & R	C O O R D	A R M Y	F I N E N G R	I N F	S I S	C I S T	I M T	P M E T						
320(4)	Basic Fd Engr	SSO Fd Engr	-	-	-	-	-	-	-	S	-	S	-	-	-	-	S	-	S	-	P	-	-	-	S	S	S	-	S	-	-	-	-	-	-	For use by cadets only		
320(5)	Armd Engrs in Battle	SSO Fd Engr	-	-	S	S	S	-	-	-	-	-	-	-	-	-	S	-	S	-	P	-	-	-	S	S	S	P	S	S	S	S	-	-	-			
320(6)	Aluminum Floating Footbridge	SSO Fd Engr	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
320(7)	Fd Def and Obs	SSO Fd Engr	-	S	S	S	S	-	-	-	-	S	-	S	-	-	S	S	-	S	P	-	P	S	-	S	S	S	-	P	S	S	-	-	-		-	
320(8)	Cbt Diving	SSO Fd Engr	S	-	-	-	S	-	S	-	-	-	-	-	-	-	-	-	-	-	-	P	-	-	S	-	S	-	-	-	-	-	-	-	-		-	
320(9) Pt 1	DmIs - All Arms	SSO Fd Engr	-	-	S	S	S	-	-	-	-	P	-	P	-	-	-	-	-	S	-	S	S	-	P	-	-	-	S	S	S	-	S	S	S		-	-
320(9) Pt 2	DmIs - Engrs & Aslt Pnrs	SSO Fd Engr	-	-	S	P	S	-	-	-	-	P	-	P	-	-	-	-	-	S	-	S	S	-	P	-	-	-	S	S	-	P	S	-	-		-	
320(10) Pt 1	Mines & Booby Traps- All Arms	SSO Fd Engr	-	-	S	S	S	-	-	-	-	P	-	P	-	-	-	P	-	S	S	S	-	P	-	-	-	S	S	S	-	S	S	S	-		-	
320(10) Pt 2	Mines & Booby Traps - Engrs & Aslt Pnrs	SSO Fd Engr	-	-	S	S	S	-	-	-	-	P	-	P	-	-	-	P	-	S	S	S	-	P	-	-	-	S	-	-	P	-	-	S	-		-	
320(11) Pt 1	Bridging and Rafting Ops	SSO Fd Engr	-	-	P	P	-	-	-	-	-	-	P	-	-	S	-	S	-	S	S	-	P	-	-	-	-	P	S	S	-	S	S	S	-		S	-

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																				P D & S U R G	C A R M D Y	F I N F E N G R	I S I G S	C I N S T	P M E T									
320(11) Pt 2	Watermanship	SSO Fd Engr	S	-	S	S	-	S	-	-	-	-	-	-	S	-	-	-	S	-	-	S	-	-	S	S	P	S	S	S	-	-	-	To be replaced by 318(12)
320(12) Pt 1	Horizontal Const - Soils	SSO Fd Engr	-	-	-	-	-	-	-	-	P	-	-	-	-	-	-	P	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
320(12) Pt 2	Horizontal Const - Roads	SSO Fd Engr	-	-	S	-	-	-	-	-	P	S	-	-	-	S	S	-	P	-	-	-	-	S	-	-	-	-	-	S	-	-	-	
320(12) Pt 3	Horizontal Const - Airfields	SSO Fd Engr	-	S	-	S	-	P	-	-	-	-	P	S	-	-	P	S	-	P	-	-	-	P	S	-	-	-	-	S	-	-	S	
320(12) Pt 4	Horizontal Const - Pits and Quarries	SSO Fd Engr	-	-	-	-	-	-	-	-	P	-	-	-	-	-	-	P	-	-	-	-	-	S	-	-	-	-	-	-	-	-	1 CEU - p	
320(13)	Accn & Installations	SSO Fd Engr	-	S	-	S	-	S	-	-	-	P	S	S	-	S	S	-	S	S	-	P	-	S	-	S	S	S	S	-	S	S	S	-
321(1)	Sigs in Battle - Principles & Emp	SSO Sigs	-	-	S	S	S	-	S	-	-	-	-	P	S	S	-	S	S	-	-	-	-	S	S	S	S	S	P	S	S	-	S	
321(2)	Sigs in Bde & Bde Gp	SSO Sigs	-	-	S	S	S	-	S	-	-	-	-	P	S	S	-	S	S	-	-	-	-	S	S	S	S	S	P	S	S	-	S	
321(3)	Sigs in Corps & Div	SSO Sigs	-	-	S	S	S	S	-	-	-	-	-	P	S	S	-	S	S	-	-	-	-	S	S	S	S	S	P	-	S	-	S	
321(4)	Tac EW	SSO Sigs	-	-	S	S	S	-	S	-	-	-	-	P	P	S	-	-	S	S	-	-	S	-	S	S	S	S	P	-	S	-	S	

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CFP	TITLE	OPI	MARCOM	AIRCOM	CLFSC	CTC	CDDO	CARGEN	DUGINFO	DGMPOS	DGAFOES	DGLFAM	DGLLES	DGLT	JAG	DEIS	CIS	DLACD	DLLODR	DLLOTR	DLLOPS	DMBCC	DDBSECUR	DDAMDSURG	SSO'S										STDBZ	NBCW	REMARKS																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																														
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321(4) Suppl 1	Def EW Aide-Memoire	SSO Sigs	-	-	S	S	-	S	-	-	-	-	-	-	P	P	S	-	-	S	S	-	-	S	-	S	S	S	S	S	P	-	S	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

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OPI - Office of Primary Interest
P - Primary Source
S - Secondary Source
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ARMY DOCTRINE MATRIX

-26-

Effective: 1 January 8

CFP	TITLE	OPI	MARRCCOM	AIRCCOM	CLFCS	CDDO	CMADG	SURGEN	DGINFO	DAGPOS	DGFLES	DGST	JAGG	DGCEO	CISOP&T	DLA	DLLCD	LLOR	LLORT	DLOGOPS	DMBEC	DNSECUR	COMDA	COMDSURG	SSO'S								STDCZ	NBCH	REMARKS
																									PDD&R	CARDY	ARMED	FENGR	SIGS	INFS	INT	PMET			
322(3)	Fd Line Det Respons & Procedures	SSO Sigs	-	-	-	S	-	-	-	-	-	-	-	P	S	-	S	-	S	S	-	-	-	-	S	-	-	S	-	-	-	-	-		
322(4)	LTACS Respons & Procedures	SSO Sigs	-	-	-	-	-	-	-	-	-	-	-	P	S	-	S	-	S	S	-	-	-	-	S	-	-	S	-	-	-	-	-		
322(5)	Sig Tech Maint Det Respons & Procedures	SSO Sigs	-	-	-	-	-	-	-	-	-	S	-	P	S	-	S	-	S	S	S	S	-	-	-	S	-	-	S	-	-	-	-		
322(6)	EW Det Respons & Procedures	SSO Sigs	-	-	-	-	-	-	-	-	-	-	-	P	P	S	-	-	S	S	-	-	-	-	S	-	-	S	-	-	-	-	-		
322(7)	Comms Security	SSO Sigs																																	
322(8)	ECCM	DGCEO/SSO Sigs																																	
322(10)	Sigs Tech Maint Det - Respons & Procedures	SSO Sigs																																	
323(1)	Met Sp in Battle	SSO Met	-	S	S	S	S	-	S	-	-	-	S	-	S	S	S	-	S	P	-	-	-	-	P	S	-	P	-	-	P	-	P	S	
325(1)	Tac Lessons from WWII	DCOS CD																																	
386	Recognition Guide to Soviet Aircraft	SSO Int	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	P	-	S	P	-	S	-	-	-	-	

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OPI - Office of Primary Interest
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* - New pub to replace old title with same number

ARMY DOCTRINE MATRIX

-27-

Effective: 1 January 8

CFP	TITLE	OPI	M A I R C O M	A I R C O M	C F C S C	C T C	C M D O	S U R G I N F O	D G M O P S	D G A F E S	D G L E M	D G T T	J A G C E O	D E W	C I S O P & T	D L C D	D L O R	D L O T R	D L L O G O P S	D M E P C	D N B C C	D S E C U R	D O A	C O M D S U R G	SSO'S										S T D Z N B C W	REMARKS
																									P D & R	C D C O O R D	A R M Y	F I N F E N G R	I S I G S	C S S	I N T	P M E T				
398	Canadian Army Doctrine Bulletin	SSO CD Coord	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	P	-	-	-	-	-	-	-	-	Published 3 times per year	
399	Army Doctrine Catalogue	SSO CD Coord	-	-	-	S	-	-	-	-	S	-	-	-	-	-	S	-	-	-	S	S	S	S	S	P	S	S	S	S	S	S	S	S	Published yearly. C Dent 0 - S/Comd Chap - S/CPERO - S/SSO Secur - S/SSO Indiv Trg - S/SSO Trg Dev - S /SSO Pers Svcs - S	

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SAMPLE WRITING PLAN
THE ARMoured REGIMENT IN BATTLE

APPENDIX 1
TO ANNEX C
TO ADTB SOP

CHAPTER	TITLE	SEC	TITLE	OUTLINE CONTENT	REFERENCES AND REMARKS
1	INTRODUCTION	2	The roles of the Armoured Regiment	<ul style="list-style-type: none"> a. General b. Destruction of enemy armour c. Close combat in conjunction with infantry d. Exploitation of shock action e. Tasks in non-nuclear battle f. Tasks in nuclear battle 	<ul style="list-style-type: none"> a. References: <ul style="list-style-type: none"> (1) CFP 300, para 101 (2) CFP 301(1), Pt 3, paras 21 to 30
		3	Characteristics of the Armoured Regiment	<ul style="list-style-type: none"> a. General b. Characteristics <ul style="list-style-type: none"> (1) Fire power (2) Mobility (3) Armoured protection (4) Nuclear protection 	<ul style="list-style-type: none"> a. References: <ul style="list-style-type: none"> (1) CFP 300, para 103, 104 and 105 CFP 301(1) (2) CFP 302(1), paras 19 to 31, Pt 3, paras 1 to 10 (3) CFP 309(1)

APPENDIX 1
TO ANNEX C
TO ADTB SOP

CHAPTER	TITLE	SEC	TITLE	OUTLINE CONTENT	REFERENCES AND REMARKS
2	REGIMENTAL ORGANIZATION	1	General	<p>(5) Flexibility</p> <p>(6) Shock action</p> <p>c. Limiting factors</p> <p>a. General</p> <p>b. Fire and movement</p> <p>c. Concentration</p> <p>d. Controlled dispersion</p> <p>e. Flexibility</p> <p>f. All arms cooperation</p> <p>a. General</p> <p>b. Attachments</p> <p>c. Battle organization</p> <p>d. Composition of echelons.</p>	<p>b. Subsection 3 c will cover limitations of mechanized infantry APCs as well as those of tanks.</p> <p>a. References:</p> <p>(1) CFP 305(1), para 101</p> <p>a. References:</p> <p>(1) CFP 302(1), paras 107, 109, 111 and 112.</p> <p>(2) CFP 302(1), paras 32, 33, 34, 35 and 36; Pt 3, para 31 to 40</p> <p>a. Organization to be based on CFP 303(1) and to be illustrated by a diagram in the text. The principal weapons, vehicles and equipment will be listed.</p>
		4	Principles of Employment		

COMMENT SHEET

APPENDIX 2
TO ANNEX C
TO ADTB SOP

(document on which comments are made is identified)

SERIAL	SOURCE OF COMMENT & FILE REF	REFERENCE IN DRAFT (page, art, etc.,)	COMMENTS	OPINION OF THE AUTHOR	DECISION
(a)	(b)	(c)	(d)	(e)	(f)

APPENDIX 3
TO ANNEX C
TO ADTB SOP

FORMAT FOR LIST OF
REFERENCES AND STANDARDIZATION AGREEMENTS

1. The following publications are related to and may be used in conjunction with this manual:

- a.
- b. list CFPs first, in numerical order, then US or UK publications etc, followed by NATO APS (AAP-6, APP-6, ATP-35, etc) and ABCA QAPs.
- c.
- d.
- etc.

2. This manual conforms to the following NDHQ Directives and Instructions:

- a. CDS Policy Directives _____;
- b. NDHQ Instruction _____ (do not list NDHQ STANDARDIZATION INSTRUCTIONS as they are cancelled once the Instruction is included in the appropriate text);
- c. etc.

3. The following international Standardization agreements have been wholly or partially incorporated into this volume:

STANAG	QSTAG	ASOC Air Std	TITLE
1001 Ed 5, Amdt 3			Standardized System of numbering days and hours relative to a given operation.
1059 Ed 4, Amdt 1			National Distinguishing letters for NATO Armed Forces.
2020 Ed 3, Amdt 7	510		Operational Situation Reports.
2036 Ed 3, Amdt 1	518		Land Minefield Laying, Marking, Recording Procedures.

APPENDICE 3
ANNEXE C
IPO CDTAT

MODÈLE DE LISTE DE DOCUMENTS DE RÉFÉRENCE
ET D'ACCORDS DE STANDARDISATION

1. Les publications qui suivent se rapportent au présent manuel et le complètent:

- a.
- b. énumérer, en premier lieu, les PFC, par ordre numérique, puis les publications des États-Unis ou du Royaume-Uni, puis les publications de l'OTAN (AAP-6, AAP-6, ATP-35, etc.) et des pays ABCA.
- c.
- d.
- etc.

2. Le présent manuel se conforme aux directives et instructions suivantes du QGDN:

- a. directives de politique _____ du CED;
- b. instruction _____ du QGDN (ne pas énumérer les INSTRUCTIONS DE STANDARDISATION du QGDN étant donné qu'elles sont annulées dès qu'elles sont ajoutées au texte approprié);
- c. etc.

3. Les accords de standardisation internationaux suivants sont donnés, en totalité ou en partie, dans le présent volume:

STANAG	QSTAG	CCSA	TITRE
1001, 5 ^e éd., mod. 3			Système normalisé pour désigner les jours et les heures relatifs à une opération ou à un exercice.
1059, 4 ^e éd., mod. 1			Lettres distinctives de nationalité à utiliser par les forces de l'OTAN.
2020, 3 ^e éd., mod. 7	510		Comptes rendus de situation opérationnelle.
2035, 3 ^e éd., mod. 1	518		Procédures en matière de pose, de repérage, de compte rendu et de balisage des champs de mines.

FEUILLE DE COMMENTAIRES

APPENDICE 2
ANNEXE C
IPO CDTAT

(Le document qui contient les commentaires est identifié)

N°	SOURCE DU COMMENTAIRE ET NUMÉRO DE DOSSIER	RÉFÉRENCE DANS L'ÉBAUCHE (page, art., etc)	COMMENTAIRES	OPINION DE L'AUTEUR	DÉCISION
(a)	(b)	(c)	(d)	(e)	(f)

APPENDICE 1
ANNEXE C
IPO CDTAT

CHAPITRE	TITRE	SECTION	TITRE	APERÇU DU CONTENU	RÉFÉRENCES ET OBSERVATIONS
2	ORGANISATION DU RÉGIMENT	4	Principes d'emploi	(6) action de choc c. Éléments limitatifs a. Généralités b. Tir et mouvement c. Concentration d. Dispersion contrôlée e. Souplesse f. Coopération toutes armes	a. Références: (1) PFC 305(1), par. 101 a. Références: (1) PFC 302(1), par. 107, 109, 111 et 112 (2) PFC 302(1), par. 32, 33, 34, 35 et 36; partie 3, par. 31 à 40
		1	Généralités	a. Généralités b. Renforcements c. Organisation de combat d. Composition des échelons	a. L'organisation correspond à celle qui est précisée dans la PFC 303(1) et doit être illustrée par un diagramme dans le texte. Les armes, les véhicules et l'équipement principaux doivent être listés.

EXEMPLE DE PLAN DE RÉDACTION

LE RÉGIMENT BLINDÉ AU COMBAT

APPENDICE 1
ANNEXE C
IPO CDTAT

CHAPITRE	TITRE	SECTION	TITRE	APERÇU DU CONTENU	RÉFÉRENCES ET OBSERVATIONS
1	INTRODUCTION	2	Rôle du régiment blindé	<ul style="list-style-type: none"> a. Généralités b. Destruction de la force blindée ennemie c. En combat rapproché avec l'infanterie d. Exploitation de l'action de choc e. Tâches en combat conventionnel f. Tâches en combat nucléaire 	<ul style="list-style-type: none"> a. Références: <ul style="list-style-type: none"> (1) PFC 300, par. 101 (2) PFC 301(1), partie 3, par. 21 à 30
		3	Caractéristiques du régiment blindé	<ul style="list-style-type: none"> a. Généralités b. Caractéristiques <ul style="list-style-type: none"> (1) puissance de feu (2) mobilité (3) protection blindée (4) protection nucléaire (5) souplesse 	<ul style="list-style-type: none"> a. Références: <ul style="list-style-type: none"> (1) PFC 300, par. 103, 104 et 105 ainsi que PFC 301(1) (2) PFC 302(1), par. 19 à 31 (3) PFC 309(1) b. La sous-section 3c portera sur les limites des TTb de l'infanterie mécanisée et des chars.

P - Source primaire

* - Publication remplacée

TABLEAUX DES PUBLICATIONS DE DOCTRINE DE L'ARMÉE DE TERRE

-30-

Entrée en vigueur: 1er janvier 198

[illegible]

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P - Source primaire

S - Source secondaire

* - Publication remplacée sans changement de numéro

TABLEAUX DES PUBLICATIONS DE DOCTRINE DE L'ARMÉE DE TERRE

-29-

Entrée en vigueur: 1er janvier 198

PFC	TITRE	BPR	C M A I R	C A I R	C E C F T C	C I C	C D O M A	C S S	D G I N F O	D G P L M S E	D G A F M	D G S A P P R	D G T	J A G	D G C E O	C R S A O P & F	D S S A C T	D P R O T	D O T I R	D O L O G	D P G M B C	D S E C U R	D A D M C H E F C	M E D	OSEM										S T D S N G N B C	REMARQUES	
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321(7) supp. 2	Call Sign System for the Army, Mechanized Infantry Division	OSEM Trans	-	-	-	S	-	-	-	-	-	-	-	-	S	-	-	-	-	-	-	-	-	-	-	-	S	S	S	S	P	S	-	-	-	-	
321(7) supp. 3	Call Sign System for the Army, Divisional Troops	OSEM Trans	-	-	-	S	-	-	-	-	-	-	-	-	S	-	-	-	-	-	-	-	-	-	-	-	-	S	S	S	S	P	S	-	-	-	-
322(1)	Sig Cen Respons & Procedures	OSEM Trans	-	-	-	S	-	-	-	-	-	-	-	-	P	S	-	S	-	S	S	-	-	-	-	-	-	S	-	-	-	S	-	-	-	-	-
322(2)	Fd Rad Det Respons & Procedures	OSEM Trans	-	-	-	S	-	-	-	-	-	-	-	-	P	S	-	S	-	S	S	-	-	-	-	-	-	S	-	-	-	S	-	-	-	-	-
322(3)	Fd Line Det Respons & Procedures	OSEM Trans	-	-	-	S	-	-	-	-	-	-	-	-	P	S	-	S	-	S	S	-	-	-	-	-	-	S	-	-	-	S	-	-	-	-	-
322(4)	LTACS Respons & Procedures	OSEM Trans	-	-	-	-	-	-	-	-	-	-	-	-	P	S	-	S	-	S	S	-	-	-	-	-	-	S	-	-	-	S	-	-	-	-	-
322(5)	Sig Tech Maint Det Respons & Procedures	OSEM Trans	-	-	-	-	-	-	-	-	-	S	-	-	P	S	-	S	-	S	S	S	S	-	-	-	-	S	-	-	-	S	-	-	-	-	-
322(6)	EW Det Respons & Procedures	OSEM Trans	-	-	-	-	-	-	-	-	-	-	-	-	P	P	S	-	-	S	S	-	-	-	-	-	-	S	-	-	-	S	-	-	-	-	-

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BPR - Bureau de première responsabilité

P - Source primaire

S - Source secondaire

* - Publication remplacée sans changement de numéro

TABLEAUX DES PUBLICATIONS DE DOCTRINE DE L'ARMÉE DE TERRE

-28-

Entrée en vigueur: 1er janvier 198

PFC	TITRE	BPR	C M A I R	C A I R	C E C F T C	C I C	C D O M A	C D S S	D G I N F O	D O L M S E	D O G A F	D G G T M	D G S T A P P R	D J A G	D G C E O	D G R S O P & F	D S S A	D P R O T S C T	D O T I R	D O B R T	D O L O	D P G M	D C N B C	D S E C C U R	D A D M	M E D C H E F C	OSEM										S T D S N	R E M A R Q U E S	
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321(1)	Sigs in Battle - Principles & Emp	OSEM Trans	-	-	S	S	S	-	S	-	-	-	-	-	P	S	S	-	S	S	-	-	-	-	-	-	S	S	S	S	S	P	S	S	-	S	S		
321(2)	Sigs in Bde & Bde Gp	OESM Trans	-	-	S	S	S	-	S	-	-	-	-	-	P	S	S	-	S	S	-	-	-	-	-	-	S	S	S	S	S	P	S	S	-	-	S		
321(3)	Sigs in Corps & Div	OSEM Trans	-	-	S	S	S	S	S	-	-	-	-	-	P	S	S	-	S	S	-	-	-	-	-	-	S	S	S	S	S	P	-	S	-	-	S		
321(4)	Tac EW	OSEM Trans	-	-	S	S	S	-	S	-	-	-	-	-	P	P	S	-	-	S	S	-	-	-	S	-	S	S	S	S	S	P	-	S	-	-	S		
321(4) supp. 1	Def EW Aide-Memoire	OSEM Trans	-	-	S	S	S	-	S	-	-	-	-	-	P	P	S	-	-	S	S	-	-	-	S	-	S	S	S	S	S	P	-	S	-	-	S		
321(6)	Sig Fd Handbook	OSEM Trans	-	-	S	S	S	-	S	-	-	-	-	-	P	S	-	S	S	-	S	S	S	S	-	-	-	S	-	-	-	-	P	-	-	-	-		
321(6)*	Sig Offrs Fd Handbook	OSEM Trans	-	-	S	S	S	-	S	-	-	-	-	-	P	S	-	S	S	-	S	S	S	S	-	-	-	S	-	-	-	-	P	-	-	-	-		
321(7)	Voice Procedures	OSEM Trans	-	-	-	-	S	-	-	-	-	-	-	-	S	-	-	-	-	-	-	-	-	-	-	-	-	S	S	S	S	P	S	-	-	-	-		
321(7) supp. 1	Call Sign System for the Army, Mechanized Brigade Group	OSEM Trans	-	-	-	-	S	-	-	-	-	-	-	-	S	-	-	-	-	-	-	-	-	-	-	-	-	S	S	S	S	P	S	-	-	-	-		

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																							P D & B C O R D	E D I T I O N D E S	A R T I C L E	I N F O	T R A N S	R E E N S	R E E N S T P E R S	M E E T								
320(1)	Engr Offrs Aide-Memoire	OSEM Génie	-	-	S	S	-	-	-	-	-	S	-	-	-	-	-	-	-	-	P	-	-	S	-	S	S	S	-	S	S	S	S	-	-	S		
320(2)	Engr & Aslt Pnr Fd Pocketbook	OSEM Génie	-	S	S	S	S	-	S	-	-	S	-	P	-	-	S	-	S	S	S	P	-	-	S	-	S	S	S	-	P	S	S	S	-	-	S	
320(3) partie 1	Planification et organisation des travaux du génie	OSEM Génie	-	-	S	S	-	-	-	-	-	-	-	-	-	-	-	S	-	S	S	-	P	-	S	-	-	-	-	-	-	-	-	-	-	-		
320(3) partie 2	Computers and Calculators	OSEM Génie	-	-	S	S	-	-	-	-	-	-	-	-	-	-	-	-	-	-	P	-	-	-	-	-	-	-	P	-	-	-	-	-	-	-	EGMFC - P	
320(4)	Basic Fd Engr	OSEM Génie	-	-	-	-	-	-	-	-	S	-	S	-	-	-	-	S	-	S	S	-	P	-	-	-	-	S	S	S	-	S	-	-	-	-		
320(5)	Armd Engrs in Battle	OSEM Génie	-	-	S	S	S	-	-	-	-	-	-	-	-	-	-	S	-	S	-	P	-	-	-	-	S	S	S	P	S	S	S	S	-	-		
320(6)	Pont flottant - aluminium	OSEM Génie																																			À l'usage exclusif des cadets	
320(7)	Fortifications de campagne et obstacle	OSEM Génie	-	S	S	S	S	-	-	-	-	S	-	S	-	-	-	-	S	S	-	P	-	P	S	-	-	S	S	S	S	-	P	S	S	-	-	
320(8)	Cbt Diving	OSEM Génie	S	-	-	-	S	-	S	-	-	-	-	-	-	-	-	-	-	-	-	-	P	-	-	S	-	S	-	-	-	-	-	-	-	-	-	On doit s'inspirer du chapitre 7 de la PF 380 pour la rédaction de cette publication
320(9) partie 1	Destruction - toutes armes	OSEM Génie	-	-	S	S	S	-	-	-	-	P	-	P	-	-	-	-	-	S	-	S	S	-	P	-	-	-	S	S	S	-	S	S	S	-	-	

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																												E D M C C O O R D	B L I N D E S	A G I T I L E	I N F	T R A N S	S C	R E N S	G E E T P E R S	M E T			
317(15)	Radar de surveillance au sol AN/PPS 15(V) 2	OSEM Blindés	-	-	-	P	-	-	-	-	-	-	P	-	-	-	S	P	S	-	S	P	S	-	-	-	-	S	S	-	-	-	-	-	-	-	-		
317(18)	Le fusil C7 de 5,56mm et la carabine C8 de 5,56mm	OSEM Inf	-	-	-	P	-	-	-	-	P	-	P	-	-	-	-	-	-	S	-	P	P	S	-	-	-	-	S	S	S	S	-	S	S	-	S		
317(19)	La mitrailleuse légère C9 de calibre 5,56mm	OSEM Inf	-	-	-	P	-	-	-	-	P	-	P	-	-	-	-	-	-	S	-	P	P	S	-	-	-	-	S	S	S	S	-	S	S	-	S		
318(1)	Exercices en campagne	OSEM Inf	-	-	-	P	-	-	-	-	-	-	-	-	-	-	-	-	-	S	-	P	S	-	S	-	-	-	S	S	S	S	-	S	S	-	-		
318(2)	Descente en rappel des hélicoptères	OSEM Inf	-	S	-	P	-	S	-	-	-	-	S	-	S	-	-	-	P	S	-	S	P	-	-	-	-	S	S	-	-	-	-	-	-	S	-		
318(3)	Soldier's Guide to the Field	DPSSCT 6	-	-	-	P	-	-	S	-	-	-	-	-	-	-	-	-	-	S	-	S	S	-	S	S	-	S	S	S	S	S	P	S	S	-	S	-	
318(4)	Guide régimentaire des conventions de Genève	DPSCCT 6	S	S	S	S	S	S	S	S	-	P	-	S	-	P	-	-	S	-	P	-	S	S	S	S	-	S	S	S	S	S	S	S	S	P	-	-	
318(5)	Conduct after Capture	DPSCCT 6	S	S	-	-	S	S	S	P	-	P	-	S	-	P	-	-	S	-	S	-	S	S	-	-	-	P	S	S	S	S	S	S	S	-	P	-	-

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PFC	TITRE	BPR	C MAIR	C ACFFC	C CEFTT C	C ICD	C DOOMA	C SS	D GGLMO	D GPLMSE	D GGAF	D GGST M APPR	JAG	D GC EO	C RS A O P & F	D S S A CT	D RO T IR	D BRT LOG	D PG MB	D CN BC	D SECUR	D MEDICAL CHIEF C	OSEM										S TDSN GNBC	REMARQUES	
																							P D & B	E D MC	B LINDLES	A RT I L E	G EN T IE	I N F AN TS	S RC NS	R ES ST PER S	M ET				
317(7)	Canon antichar sans recul 106mm (M40A1)	OSEM Inf	-	-	-	P	-	-	-	S	-	S	-	-	-	-	S	-	S	P	S	-	-	-	-	S	-	-	-	-	-	-	-	Arme retirée de l'inventaire. Publication à supprimer	
317(8)	Roquettes explosives antichars de 66mm M72 A1, A2	OSEM Inf	-	-	-	P	-	-	-	S	-	S	-	-	-	-	S	-	S	P	S	-	-	-	-	S	-	S	S	-	S	S	-	-	À supprimer lorsque les parties 1, 2, 3 et 5 auront été rédigées
317(9)	Le mortier de 81mm	OSEM Inf	-	-	-	P	-	-	-	S	-	S	-	-	-	-	S	-	S	P	S	-	-	-	-	S	-	P	-	P	-	-	-	S	
317(9) partie 1	Mortars in Battle	OSEM Inf	-	-	-	P	-	-	-	S	-	S	-	-	-	-	S	-	S	P	S	-	-	-	-	S	-	P	S	P	-	-	-	-	
317(9) partie 2	Mortar Computers	OSEM Inf	-	-	-	P	-	-	-	S	-	S	-	-	-	-	S	-	S	P	S	-	-	-	-	S	-	P	-	P	-	-	-	-	
317(9) partie 3	Mortar Instruments	OSEM Inf	-	-	-	P	-	-	-	S	-	S	-	-	-	-	S	-	S	P	S	-	-	-	-	S	-	P	-	P	-	-	-	-	
317(9) partie 4	Heavy Mortars	OSEM Inf	-	-	-	P	-	-	-	S	-	S	-	-	-	-	S	-	S	P	S	-	-	-	-	S	-	P	-	P	-	-	-	-	
317(9) partie 5	Medium Mortars	OSEM Inf	-	-	-	P	-	-	-	S	-	S	-	-	-	-	S	-	S	P	S	-	-	-	-	S	-	P	-	P	-	-	-	-	
317(9) partie 6	Light Mortars	OSEM Inf	-	-	-	P	-	-	-	S	-	S	-	-	-	-	S	-	S	P	S	-	-	-	-	S	-	P	-	P	-	-	-	-	

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																												P D & B C	E D M C	B L I N D E S	A G E N T I E	I N F	T R A N S	S C	R E E S T	P E R S	M E T	G N B C			
316(13)	NBC - Indiv Procedures	DCNBC	-	-	-	S	-	P	-	-	-	P	S	-	-	-	-	S	S	-	S	P	S	P	P	-	-	P	S	S	S	S	S	S	S	S	S	-	P	Doivent remplacer les PFC 316(1) à 316(5)	
316(14)	NBC - Fmn & Unit Procedures	DCNBC	-	-	S	S	S	-	S	P	-	-	P	S	-	-	-	-	S	S	-	S	P	S	S	P	-	-	S	S	S	S	S	S	S	S	S	S	P		
316(15)	NBC - Training & Trg Aids	DCNBC	-	-	S	S	S	-	P	-	-	-	P	S	-	-	-	-	S	S	-	S	P	S	S	P	-	-	P	S	S	S	S	S	S	S	S	S	P		
317(1)	La mitraillette de 9mm (C1)	OSEM Inf	-	-	-	P	-	-	-	-	S	-	S	-	-	-	-	-	S	-	S	P	S	-	-	-	-	-	S	S	S	S	-	S	S	S	-	-	-		
317(2)	Rifle 7.62mm C1 and C2	OSEM Inf	-	-	-	P	-	-	-	-	S	-	S	-	-	-	-	-	S	-	S	P	S	-	-	-	-	-	S	S	S	S	-	S	S	S	-	-	-		
317(3)	Le pistolet de 9mm	OSEM Inf	-	-	-	P	-	-	-	-	P	-	P	-	-	-	-	-	S	-	S	P	S	-	-	-	-	-	S	S	S	S	-	S	S	S	-	-	-		
317(4)	La mitrailleuse de 7,62mm, C5	OSEM Inf	-	-	-	P	-	-	-	-	S	-	S	-	-	-	-	-	S	-	S	P	S	-	-	-	-	-	S	S	S	S	-	S	S	S	-	-	-		
317(5)	Grenades et pièces pyrotechniques	OSEM Inf	-	-	-	P	-	-	-	-	S	-	S	S	-	-	-	-	S	-	S	P	S	-	-	-	-	-	S	S	S	S	-	S	S	S	-	-	-		
317(6)	Lance-roquettes antichars de 87mm d'infanterie (L14A1)	OSEM Inf	-	-	-	P	-	-	-	-	S	-	S	-	-	-	-	-	S	-	S	P	S	-	-	-	-	-	S	-	S	S	-	S	S	-	-	-	-		

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																												P D & B	B L I N D E S	A R T I L	G E N F	I N F	T R A N S	S C	R E N S	M E S T	G E E T		
																												P D & B	B L I N D E S	A R T I L	G E N F	I N F	T R A N S	S C	R E N S	M E S T	G E E T		
315(5)	Psy Ops	DPSSCT 6	-	S	P	P	S	-	S	S	-	S	-	S	S	S	P	S	P	S	-	-	S	S	S	-	S	S	S	S	S	S	S	S	-	S			
315(6)	Int Interrogation	OSEM Rens	-	-	S	S	-	-	-	-	-	-	-	-	-	-	P	-	-	-	-	-	-	-	P	-	-	-	-	-	-	-	-	-	-	-			
315(7)	Fantasia Ground Forces - Org Guide	OSEM Rens																																					
316(1)	Indiv Protection	DCNBC																																					
316(2)	Unité de défense des Forces de campagne	DCNBC																																					
316(3)	Équipement	DCNBC																																					
316(4)	Defence of Static Installations	DCNBC																																					
316(11)	NBC - Concept & Wpns Effects	DCNBC	-	-	S	S	S	-	P	-	-	-	S	S	-	-	-	S	S	-	S	P	S	S	P	-	-	P	S	S	S	S	S	S	S	S	P		
316(12)	NBC - Operational Eqpt	DCNBC	-	-	-	-	S	-	P	-	-	-	P	S	-	-	-	S	S	-	S	P	S	P	P	-	-	P	S	S	S	S	S	S	S	S	-	P	
																													Doivent être remplacées par les PFC 316(11) à 316(15)										
																													Doivent remplacer les PFC 316(1) à 316(5)										

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																								P D & B C	P E D I N D E S C O R D	B L I N D E S	A R T I L E	I N F	T R A N S	S C	R E E N S	R E E N S P E R S	M E S T					
313(5)	Battlefield First Aid	Med Chef C	-	-	-	-	-	P	-	-	-	-	-	-	-	-	-	-	-	-	-	S	-	-	S	S	S	S	S	S	S	S	-	S	-	S	ESSFC - P	
313(6)	Clinical Mgmt of Battle Cas	Med Chef C	-	-	S	S	-	-	P	-	-	-	S	-	-	S	-	S	S	S	S	-	S	-	-	S	S	S	S	S	S	S	-	S	S	-	S	
313(7)	Battlefield Medical Procedures for MAs	Med Chef C	S	S	-	-	-	P	-	-	-	-	-	-	-	-	-	-	-	-	-	S	-	-	-	S	-	-	-	-	-	-	-	-	S	ESSFC - P		
313(8)	Tn of Sick and Wounded	Med Chef C	-	-	-	-	-	P	-	-	-	-	-	-	-	-	-	-	-	-	-	S	-	-	S	S	S	S	S	S	S	S	S	-	S			
314(1)	Service du génie électrique et mécanique	DGGTM	-	-	-	-	-	-	-	-	-	P	S	-	S	-	-	S	-	S	S	P	-	-	-	-	-	-	-	-	-	S	-	-	-			
314(2)	La maintenance au combat	OSEM SC	-	-	S	S	S	-	-	-	-	P	S	S	-	S	-	-	S	S	P	S	-	-	-	S	S	S	S	S	P	S	-	-	S			
314(4)	Le peloton de maintenance au combat	OSEM SC	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	S	-	-	-	S	-	P	-	-	-			
314(5) partie 1	Recovery Theory	DGGTM	-	-	-	S	-	-	-	-	-	P	S	S	-	-	-	-	-	S	S	S	-	-	-	S	S	-	S	S	-	-	-	-	-			
314(5) partie 2	Recovery Operation	DGGTM	-	-	-	S	-	-	-	-	-	P	S	S	-	-	-	-	-	S	S	S	-	-	-	S	S	-	S	S	-	P	-	-	-			

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PFC	TITRE	BPR	C M A I R	C E F F C	C I C	C D O A	C S S	D G L M S E	D G A F	D G S T	D J A G	D G C E O	D G R S	D P S S C T	D R O T	D O B R T	D O P G M	D C N B C	D S E C U R	D A D M C	M E D C H E F C	OSEM										S T D S N	R E M A R Q U E S		
																						P D & B	E D M C C O O R D	B L I N D L E S	A G E N T I E	I N F	T R A N S	S C	R E N S	G E S T	P E R S			M E E T	G N B C
312(7)	Sup in Battle	OSEM SC/Appro	-	-	S	S	S	-	S	-	-	-	-	-	S	-	-	S	-	-	-	-	S	S	S	S	S	S	-	S	-	S	S		
312(8)	Food Svcs in Battle	OSEM SC																																	
312(9)	Ammo Storage in Battle	OSEM SC/OTMC	-	-	-	-	-	P	-	-	-	-	-	-	P	S	-	-	-	S	-	-	-	-	-	-	-	-	-	-	-	-	À supprimer		
312(10)	The Laundry and Bath Platoon	OSEM SC	-	-	S	S	S	-	S	-	-	-	-	-	S	P	-	-	-	-	S	S	-	-	S	S	S	S	S	S	-	S	S		
312(11)	Pers Adm in Battle	OSEM Serv Pers																																	
312(12)	Les services dentaires au combat	Dent Chef C																														DGSD/OSEM Svc Dent - S			
312(15)	Chaplains in the Fd	Aum (CR) C	-	-	-	-	-	-	-	-	-	-	-	-	-	S	-	-	-	-	-	-	-	-	S	S	S	S	S	S	P	-	P - S		
313(1)	Med Svcs in Battle	Med Chef C	-	-	S	S	-	-	P	-	-	-	-	S	-	S	-	S	S	S	-	S	-	-	S	S	S	S	S	S	-	S	S - S		
313(2)	Med Sp in Div & Bde Gp	Med Chef C	-	-	S	S	-	-	P	-	-	-	-	S	-	S	-	S	S	S	-	S	S	-	S	S	S	S	S	S	-	S	S - S		
313(3)	Med Sp in the Corps	Med Chef C	-	-	S	S	-	-	P	-	-	-	-	S	-	-	-	-	S	S	-	S	S	-	S	S	S	S	S	S	S	-	S		

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PFC	TITRE	BPR	C M A I R	C A I R C	C C E F T C	C I C	C D O M	C D S A	C D G I N F O	D G P M O	D G L M S E	D G A F T	D G G T M	D G G T	J A G	D G C E O	D G R S	C R S A	D P R O T	D P R O T I R	D O B R T	D O L O G	D P G M	D C N B C	D S E C U R	M E D A D M C H E F C	OSEM										S T D S N G N B C	REMARQUES
																											P D & B C	P E D M C C O O R D	B L I N D E S	A R T I L E	I N F	T R A N S	S C	R E N S T	G R E E T	M E T		
309(7)	"The Counter Attack"	OSEM EDMC Coord	-	-	S	S	-	-	-	-	-	-	-	-	-	-	-	-	S	-	S	S	S	S	-	S	S	P	S	S	S	S	S	S	-	S		
310(4)	Parachutist's Manual	OSEM Inf	-	S	-	S	-	-	-	-	-	S	-	-	-	-	-	-	S	-	S	S	S	-	-	-	S	S	S	-	-	-	-	-	-	S		
311	L'administration au combat	OSEM SC	-	S	P	P	S	-	S	S	S	-	S	S	P	P	S	S	-	S	P	-	S	P	P	S	S	-	S	S	P	S	S	S	S	S		
312(1)	Le bataillon des services du groupe-brigade au combat	OSEM SC	-	-	P	P	S	-	-	S	-	S	S	S	S	S	-	S	S	S	S	-	S	P	S	S	S	-	S	S	S	S	S	S	-	S	S	
312(2)	Le groupe des services divisionnaires au combat	OSEM SC	-	-	P	P	S	-	-	S	-	S	S	S	S	S	-	S	S	S	S	-	S	P	S	S	S	-	S	S	S	S	S	S	-	S	S	
312(3)	COSCOM in Battle	OSEM SC	-	-	P	P	S	-	-	S	-	S	S	S	S	S	-	S	S	S	S	-	S	P	S	S	S	-	S	S	S	S	S	S	-	S	S	
312(4)	Fin in Battle	OSEM SC	-	-	P	P	S	-	-	-	-	P	S	S	S	S	-	-	S	-	-	-	S	-	-	-	-	S	S	S	S	S	S	-	S	P	À supprimer	
312(5)	Trg of Motorcyclists	OSEM EDMC Coord	-	-	-	S	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
312(6)	Tn in Battle	OSEM SC	-	-	S	S	S	-	-	-	-	-	-	S	P	-	-	-	-	S	-	-	S	-	-	-	-	S	S	S	S	S	S	-	S	S	S	

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																					P D M B C C O O R D	B L I N D E S	A R T I L E	G E N I E	T R A N S	S C	R E N S T	M E E T P E R S		
305(7) partie 3	User Manual - Cougar Eqpt Readiness Check List	OSEM Blindés	-	-	-	P	-	-	-	-	S	-	-	-	-	-	-	-	-	-	-	-	S	-	-	-	-	-	-	Guide du conducteur: on se sert de l'ITFC C-30-576-000/MB-001
305(8)	User Manual - Lynx Hull, Suspension and Armement	OSEM Blindés	-	-	-	-	-	-	-	-	P	-	-	-	-	-	-	-	-	-	-	-	S	-	-	-	-	-	-	
305(9) partie 1	Blindés, La technique du tir des véhicules de contact blindé, généralités	OSEM Blindés	-	-	-	P	-	-	-	P	P	-	-	-	-	S	-	P	-	-	-	-	P	-	-	-	-	S	-	
305(9) partie 2	Leopard Gunnery	OSEM Blindés	-	-	-	P	-	-	-	P	P	-	-	-	-	S	-	P	-	-	-	-	S	-	-	-	-	-	-	
305(9) partie 3	Cougar Gunnery	OSEM Blindés	-	-	-	P	-	-	-	P	P	-	-	-	-	S	-	P	-	-	-	-	S	-	-	-	-	-	-	
305(10)	Bde Anti-Armour Sqdn	OSEM Blindés	-	-	P	P	P	-	-	-	-	-	-	-	S	P	-	S	S	S	S	-	S	S	S	P	S	S	-	
305(12)	Armd Range Sim Prac	OSEM Blindés	-	-	-	P	-	-	-	-	S	-	-	-	-	S	-	S	P	-	-	-	S	-	-	-	-	-	-	
305(13)	Exercices de tir au champ de tir libre	OSEM Blindés	-	-	-	P	-	-	-	-	S	S	-	-	-	S	-	S	P	-	-	-	-	P	-	-	-	-	-	
306(1)	Fd Arty Comd Con & Empl	OSEM Artill	S	-	P	P	P	S	S	-	-	-	-	-	S	S	S	S	-	S	P	S	-	-	-	S	S	S	S	S

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PFC	TITRE	BPR	C M A I R	C E C F C	C I C	C D O A	C S S	D G I N F O	D O L M S E	D G G T M	D G T A P P R	J A G E	D G E O	C R S O P & F	D P S C T	D P R O	D O T I R	D O L O G	D P G M	D C N B C	D S E C U R	D A D M C H E F C	OSEM										S T D S N	M E S T G N B C	REMARQUES																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																
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304(1) partie 2	Trg for War – Unit Training	OSEM Instr Indiv																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																	

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PFC	TITRE	BPR	C M A R	C A I R	C E C F C	C I C	C D O M	C S S	D G P L M S E	D G I N F O	O O L M S E	D G T M	D G T A P P R	J A G	D G C E O	C R S A	D P S S C T	D P R O T	D B R T	D O L O G	D P G M C	D C N B C	D S E C U R	M E D C H E F C	OSEM										S T D S N	R E M A R Q U E S																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																								
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303(4)	Données opérationnelles d'état-major	OSEM SC	P	P	S	S	S	S	-	-	P	-	P	P	P	-	-	-	S	-	-	S	S	S	-	S	P	S	-	S	P	S	-	-	S	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

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PFC	TITRE	BPR	C MARR	C EIRRC	CCEFTC	CIC	CDO MA	CDS	DGP INFO	DOL MMOSE	DGG TFM	DGS APPR	JAG	DGE EO	CRSA OP&F	DPSSCT	DPRO TR	DDBRT LOG	DPCN BOC	MED ADCHIEFC	OSEM										ST D SN GNBC	REMARQUES					
																					P D&B	E BLIND COOR D	A REN TILE	I NF	T RAN S	R EEN ST	P ERS										
302(8) partie 1	Aide aux autorités civiles - Instruction destinée aux commandants et à l'état-major	DPSSCT 6	S	S	S	P	S	-	-	S	P	-	-	S	P	S	S	S	S	S	P	-	S	S	S	S	S	S	S	S	Doit être rédigée de nouveau						
302(8) partie 2	Opérations tactiques	DPSSCT 6	S	S	S	P	S	-	-	S	P	S	-	-	S	P	S	-	P	S	S	S	S	S	P	-	S	S	S	S	S	Doit être rédigée de nouveau					
302(8) partie 3	Armes et équipements	DPSSCT 6	S	S	S	P	S	-	-	P	-	P	-	-	S	-	-	S	S	S	S	-	S	P	-	P	S	S	S	S	S	Doit être supprimée une fois terminées les autres publications de la série					
302(8) partie 4	Aide mémoire - All Members	DPSSCT 6	S	S	S	S	S	-	-	S	P	-	-	-	P	-	-	-	S	-	S	S	-	-	S	S	S	S	P	-	-	S	S	Doit être redésignée PFC 302(8), partie 3, "Aide mémoire - All Members"			
302(8) partie 5	Aide mémoire - Offrs	DPSSCT 6	S	S	S	S	S	-	-	-	S	P	-	-	-	-	-	-	P	-	-	-	-	S	S	S	S	S	P	-	-	-	S	S	Doit être redésignée PFC 302(8), partie 4, "Aide mémoire - Offrs"		
302(10)	Airborne Ops	DPSSCT 6	-	P	P	P	P	-	S	S	-	S	-	-	S	S	S	S	S	P	S	S	S	-	-	S	S	S	-	S	S	P	S	S	FOS - P		
302(11)	Airmobile Ops	DPSSCT 6	-	S	P	P	P	-	P	S	-	S	-	-	-	S	-	S	S	S	P	S	S	S	S	-	-	S	P	S	S	S	P	S	S	FOS - S	
302(12)	Fighting in Built Up Areas	DPSSCT 6	-	S	P	P	P	-	S	S	-	S	-	-	-	S	-	-	S	S	P	S	S	S	S	S	-	S	S	P	P	P	P	P	P	S	Doit être redésignée PFC 302(1), partie 1, "Ops in Built-Up Areas"

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Les personnes qui ont des problèmes de santé ou des problèmes de logement peuvent également bénéficier de ces services.

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Entrée en vigueur: 1er janvier 1988

PFC	TITRE	BPR	C M A R	C A I R	C E C F T C	C I C	C D O M A	C S S	D G I N F O	D O L M S E	D G A F	D G G T M	D G G T A P P R	J A G	D G G E O	C R S A	D P S S C T	D P R O T	D O T T I R	D O B R T	D O L O G	D P G M	D C N B C	D S B E C U R	M E D I C A D M C	OSEM										S T D S N	R E M A R Q U E S	
																										P D & B	E D M C C O O R D	B L I N D E S	A G E N T I E	I N F	T R A N S	R E N S	G E E T	P E R S	G N B C			
302(2) partie 5	Guide du soldat dans la jungle	DPSSCT 6	-	S	-	S	P	-	-	S	-	-	S	-	-	-	-	S	-	S	P	S	S	S	-	S	S	S	S	S	P	S	S	-	S	-		
302(2) partie 6	Soldier's Guide to Deserts	DPSSCT 6	-	S	-	S	P	-	-	S	-	-	S	-	-	-	-	S	-	S	P	S	S	S	-	S	S	S	P	S	S	P	S	S	-	S	-	
302(3) partie 1	Desert Ops	DPSSCT 6	-	S	P	P	P	-	-	S	-	-	S	-	S	-	S	S	-	S	S	S	S	S	-	S	S	S	P	S	S	P	S	S	-	S	S	Doit être redésignée PFC 302(1), partie 6 "Ops in Deserts"
302(3) partie 2	Guide to the Desert	DPSSCT 6	-	S	-	S	P	-	-	S	-	-	S	-	-	-	-	S	-	S	P	S	S	S	-	S	S	S	P	S	S	P	S	S	-	S	-	Doit être redésignée PFC 302(2), partie 6 "Guide du soldat dans le désert"
302(4) partie 1	Opérations dans la jungle	DPSSCT 6	-	S	P	P	P	-	-	S	-	-	S	-	S	-	S	S	-	S	S	S	S	S	-	S	S	S	S	S	P	S	S	S	-	S	S	Doit être redésignée PFC 302(1), partie 5 "Opérations dans la jungle"
302(4) partie 2	Guide to the Jungle	DPSSCT 6	-	S	-	S	P	-	-	S	-	-	S	-	-	-	-	S	-	S	P	S	S	S	-	S	S	S	S	S	P	S	S	-	S	-	Doit être redésignée PFC 302(2), partie 5 "Guide du soldat dans la jungle"	
302(5) partie 1	Opérations en montagne	DPSSCT 6	-	S	P	P	P	-	-	S	-	-	S	-	S	-	S	S	-	S	S	S	S	S	-	S	S	S	S	S	P	S	S	S	-	S	S	Doit être redésignée PFC 302(1), partie 3 "Opérations en montagne"
302(5) partie 2	Guide to the Mtns	DPSSCT 6	-	S	-	S	P	-	-	S	-	-	S	-	-	-	-	S	-	S	P	S	S	S	-	S	S	S	S	S	P	S	S	-	S	-	Doit être redésignée PFC 302(2), partie 3*, "Soldier's Guide to Mountains"	

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P - Source primaire

S - Source secondaire

* - Publication remplacée sans changement de numéro

TABLEAUX DES PUBLICATIONS DE DOCTRINE DE L'ARMÉE DE TERRE

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Entrée en vigueur: 1er janvier 1988

PFC	TITRE	BPR	C M A I R	C E C I F I C	C I C C O M A	C S S	D G I N F O	D G P L M S E	D G A F T M	D G S T A P P R	J A G	D G G E O	C S A O P & F	D P S S C T	D R O T I R	D O B R T L O G	D P G M C	D C N B C	D S E C U R	M E D I C H E F C	OSEM										S T D S N G N B C	REMARQUES			
																					P D & B	E D I C C O O R D	B L I N D L E S	A R E N I E	G E N I E	I N F	T R A N S	S C	R E E N S T	G E E T P E R S			M E E T		
302(1) partie 6	Ops in Deserts	DPSSCT 6	-	S	P	P	P	-	S	-	S	-	S	-	S	S	S	S	S	S	-	S	S	S	P	S	S	S	S	S	S	-	S	S	
302(2) partie 1	Entraînement fondamental aux opérations par temps froid	DPSSCT 6	-	S	-	-	P	-	S	-	-	S	-	S	S	-	-	-	-	P	-	S	S	S	S	S	S	P	S	S	-	-	S	-	Doit être ajouté à la PFC 303(2), partie 2* intitulée, "Soldier's Guide to the Arctic and Cold Weather"
302(2) partie 1*	Soldier's Guide to Build-Up Areas	DPSSCT 6	-	S	-	S	P	-	-	S	-	-	-	-	S	-	S	P	S	S	S	-	S	S	S	S	S	P	S	S	-	-	S	-	
302(2) partie 2	Northern Ops	DPSSCT 6	-	S	P	P	P	-	-	S	-	S	-	S	-	S	-	S	S	S	S	S	-	S	S	S	S	S	P	S	S	-	S	S	Redésignée PFC 302(1), partie 2, "Ops in Arctic and Cold Weather"
302(2) partie 2*	Soldier's Guide to the Arctic and Cold Weather	DPSSCT 6	-	S	-	S	P	-	-	S	-	-	-	-	S	-	S	P	S	S	S	-	S	S	S	S	S	P	S	S	-	-	S	-	
302(2) partie 3	Guide to the Cold	DPSSCT 6	-	S	-	S	P	-	-	S	-	-	-	-	S	-	S	S	S	S	-	S	S	S	S	S	S	P	S	S	-	-	S	-	Redésignée PFC 303(2), partie 2*, "Soldier's Guide to the Arctic and Cold Weather"
302(2) partie 3*	Guide du soldat en montagne	DPSSCT 6	-	S	-	S	P	-	-	S	-	-	-	-	S	-	S	P	S	S	S	-	S	S	S	S	S	P	S	S	-	-	S	-	
302(2) partie 4	Guide du soldat en forêts	DPSSCT 6	-	S	-	S	P	-	-	S	-	-	-	-	S	-	S	P	S	S	S	-	S	S	S	S	S	P	S	S	-	-	S	-	

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P - Source primaire

* - Publication rempla

TABLEAUX DES PUBLICATIONS DE DOCTRINE DE L'ARMÉE DE TERRE

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Entrée en vigueur: 1er janvier 1988

PFC	TITRE	BPR	C M A I R	C C E F T C	C I C	C D O O A	C S S	D G I N F O	D G P L M S E	D G A F	D G G T M	D G T	J A G	D G C E O	D G R S A O P & F	D P S S C T	D R O T I R	D B R I T	D O L O G	D P G M B C	D S E C U R	D A D M C H E F C	OSEM										S T D S N	R E M A R Q U E S			
																							P D & B C	E D I N D E S	A G E N T I E	I N F	T R A N S	S C	R E N S T	G R E E T P E R S	M E T	G N B C					
300	L'Armée de terre	DPSSCT 6	S	S	P	P	S	S	S	S	-	-	-	S	S	S	S	P	S	S	S	S	S	-	S	P	S	S	S	S	S	S	S	-	S		
301(1)	Les formations de l'armée de terre au combat	DPSSCT 6	-	S	P	P	S	S	S	-	S	-	S	S	S	S	P	S	S	S	S	S	-	S	P	S	S	S	S	S	S	S	S	-	S		
301(2)	The Battle Gp in Ops	OSEM EDMC Coord	-	-	S	P	P	-	S	-	-	-	S	-	-	S	S	S	S	S	S	S	-	-	S	P	P	P	P	P	P	P	S	S	-	S	4e GBMC - S
301(2) supp. 1	Combat Team Commanders Handbook	CIC/G3 Tac Handbook	-	-	-	S	P	-	-	-	-	-	-	-	-	-	S	S	S	S	S	S	-	-	-	S	P	S	S	P	S	S	S	-	S	S	
302(1) partie 1	Ops in Built-Up Areas	DPSSCT 6	-	S	P	P	P	-	S	-	-	-	S	-	S	-	S	S	S	S	S	S	-	-	S	S	S	S	S	P	S	S	S	-	S	S	
302(1) partie 2	Ops in Artic and Cold Weather	DPSSCT 6	-	S	P	P	P	-	S	-	-	-	S	-	S	-	S	S	S	S	S	S	-	-	S	S	S	S	S	P	S	S	S	-	S	S	
302(1) partie 3	Opérations en montagne	DPSSCT 6	-	S	P	P	P	-	S	-	S	-	S	-	S	-	S	S	S	S	S	S	-	-	S	S	S	S	S	P	S	S	S	-	S	S	
302(1) partie 4	Opérations en forêt	DPSSCT 6	-	S	P	P	P	-	S	-	S	-	S	-	S	-	S	S	S	S	S	S	-	-	S	S	S	S	S	P	S	S	S	-	S	S	
302(1) partie 5	Opérations dans la jungle	DPSSCT 6	-	S	P	P	P	-	S	-	S	-	S	-	S	-	S	S	S	S	S	S	-	-	S	S	S	S	S	P	S	S	S	-	S	S	

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ANNEX C
TO ATDB SOP

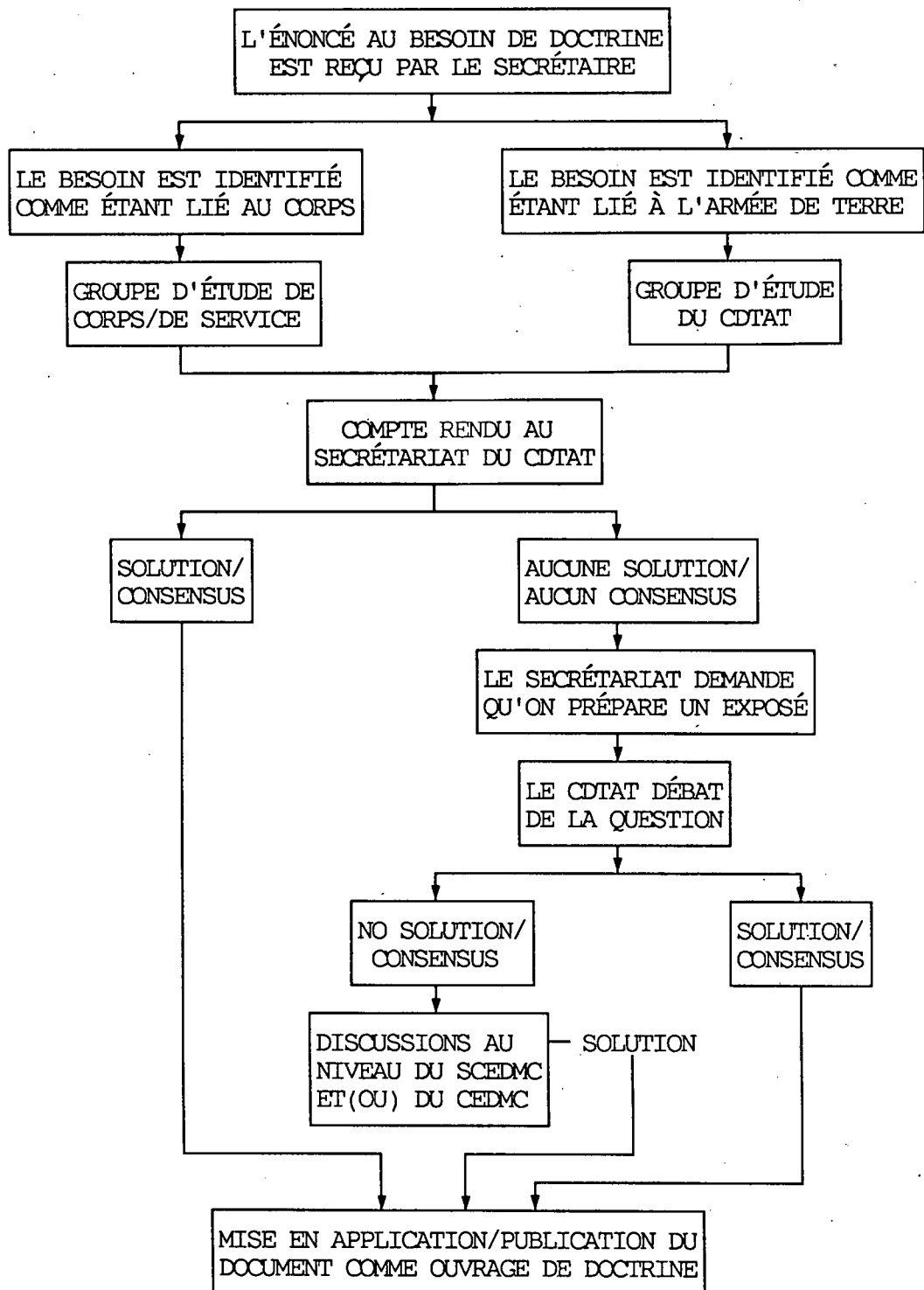
TABLEAUX DES PUBLICATIONS DE DOCTRINE DE L'ARMÉE DE TERRE

(à être lu concurremment avec PFC 399
Catalogue de la doctrine de l'Armée de terre)

ANNEXE B
IPO CDTAT

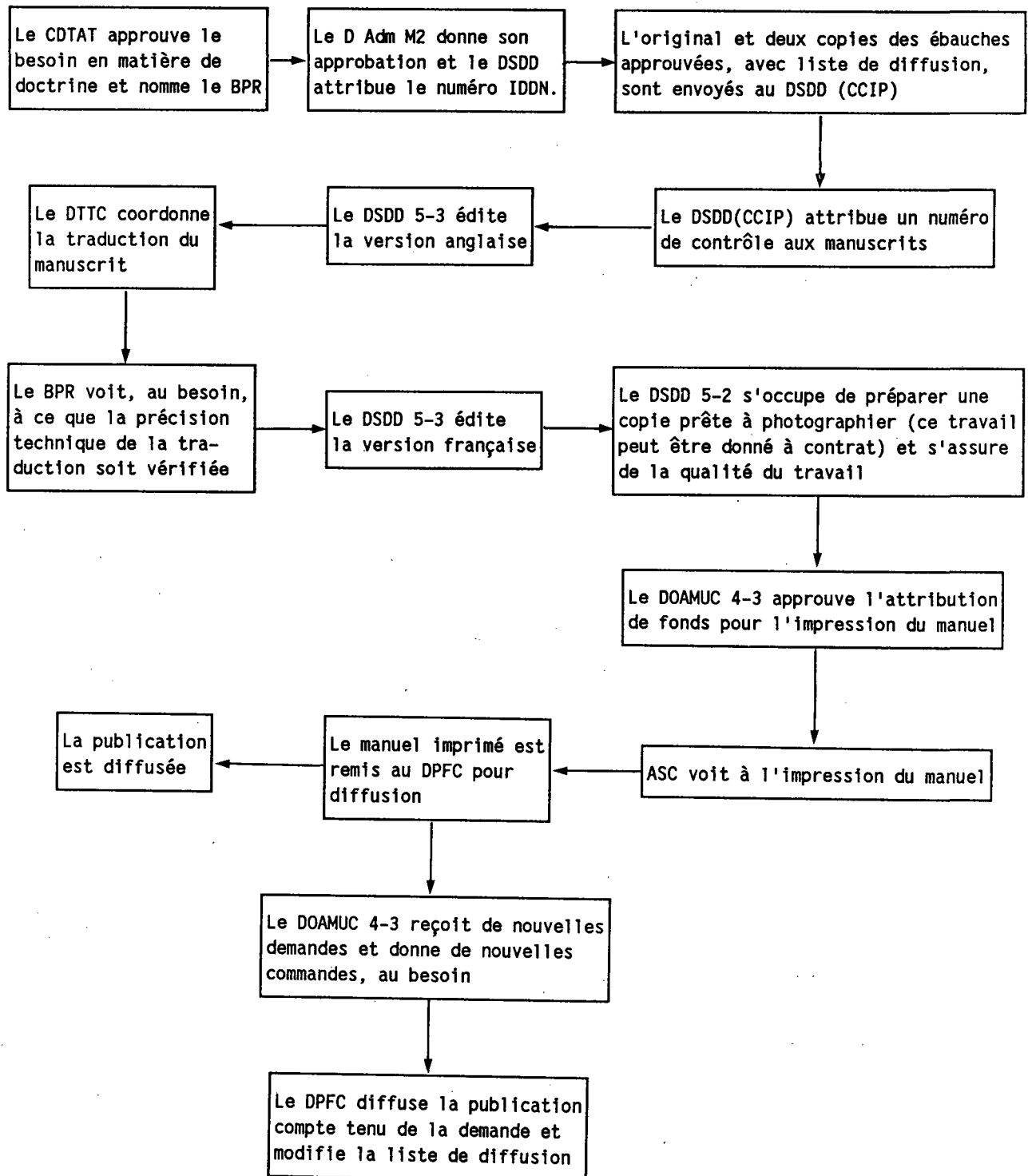
DIAGRAMME

DOCTRINE - DISCUSSIONS ET APPROBATION



ANNEXE A
IPO CDTAT

PROCESSUS DE PUBLICATION DES PFC *



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7. Responsabilité. Le CDOT ou le DCPFT est chargé d'organiser les rencontres parrainées par le Canada et d'organiser par le menu la participation canadienne aux pourparlers qui se tiennent aux États-Unis, comme il est précisé dans le mandat du 4 novembre 1986.

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permanente mixte de défense (CPMD), le Comité de coopération militaire (CCM) et le Groupe stratégique régionale Canada - États-Unis (CUSRPG). Ils complètent également les programmes des pays ABCA et de l'OTAN. Grâce à ces pourparlers, on peut en arriver à une certaine standardisation et interopérabilité, ce qui n'est pas toujours possible au cours de colloques bilatéraux et multilatéraux.

4. Organisation. La délégation des États-Unis est parrainée par le commandant général du U.S. Army Training and Doctrine Command (CG TRADOC), qui est l'agent représentant du chef de l'état-major de l'Armée des États-Unis pour ce qui est des ententes bilatérales touchant l'Armée de terre. Normalement, le sous-chef d'état-major en matière de doctrine représente le CG TRADOC comme président de la délégation des États-Unis. D'autres officiers supérieurs d'état-major lui prêtent main forte, au besoin.

5. La délégation canadienne est parrainée par le Chef - Doctrines et opérations terrestres (CDOT) qui dirige également la délégation. Voici la composition permanente de la délégation canadienne pour l'armée de terre:

- a. Le CDOT (Chef de la délégation).
- b. Le Directeur - Coordination des politiques (Forces terrestres) (DCPFT).
- c. Le Directeur - Perfectionnement des structures et des systèmes de combat terrestre (DPSSCT).
- d. Le Directeur - Besoins en ressources terrestres (DBRT).
- e. Le sous-chef d'état-major - Étude et développement des méthodes de combat (SCEM EDMC) du QG de la Force mobile.

Note: D'autres membres peuvent se joindre à chaque délégation selon les points à l'ordre du jour. En outre, en plus des membres de la délégation, des officiers des deux nations peuvent être invités à assister aux pourparlers à titre d'observateurs.

6. Modalités. Normalement, les pourparlers ont lieu une fois par année, mais, selon l'évolution des situations, cette fréquence peut varier. Les deux pays agissent comme hôtes à tour de rôle. Normalement, les rencontres consistent en trois à quatre jours d'exposés et de discussions. De plus, on peut prendre jusqu'à une journée pour visiter un établissement militaire pourvu que cette visite soit reliée directement aux points à l'étude.

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- g. voir à distribuer les manuels;
 - h. prendre les dispositions nécessaires auprès du DSDD pour que les versions finales des PFC soient publiées dans les deux langues officielles;
 - j. coordonner le travail des graphistes;
 - k. fournir des services de dactylographie au secrétariat du CDTAT;
 - m. fournir une aide technique au personnel de production du détachement de la Force mobile à Gagetown et le superviser.
3. Capacités. Le centre peut répondre aux demandes quotidiennes, à savoir la dactylographie, les collages et la composition liés à la production d'ébauches, de versions provisoires et de modificatifs de textes de doctrine. Le centre dispose de machines de traitement de textes de modèles suivants munies de disquettes magnétisées:
- a. Micom 5040;
 - b. Micom 3004.
4. Contrôle. Le contrôle et la supervision du centre de production et le contrôle technique du personnel de bureau du détachement de la FMC relèvent de l'OEM Prod Doc.
5. Mandat. Le centre de production a pour mandat, par l'intermédiaire de l'OEM Prod Doc, de répondre aux besoins de production de documents de doctrine du secrétariat du CDTAT.

307. POURPARLERS ENTRE LES ÉTATS-MAJORS DES ARMÉES DE TERRE DES ÉTATS-UNIS ET DU CANADA

- 1. Objet. Les pourparlers des état-majors des armées de terre du Canada et des États-Unis ont pour objet d'améliorer la standardisation et l'interopérabilité entre les deux armées.
- 2. Champ d'application. Les pourparlers portent sur des questions d'intérêt commun aux deux pays, notamment les concepts, la doctrine, les procédures, l'équipement et l'instruction. En plus de rencontres périodiques aux fins d'information et de discussions, les pourparlers doivent comprendre des activités secondaires comme des études bilatérales et des rencontres entre experts.
- 3. Les pourparlers se veulent un complément des activités des organismes de coopération de défense Canada-États-Unis comme la Commission

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- b. les lignes directrices relatives au style et à la forme;
- c. les installations de production;
- d. le processus d'édition;
- e. l'examen de la doctrine contenu dans les manuels;
- f. la vérification de la traduction et de la mise en forme des manuels;
- g. la modification des manuels;
- h. la diffusion des manuels.

3. Responsabilités. L'OEM Prod Doc est chargé de tenir le guide à jour et de le publier.

4. Diffusion. Le guide est distribué aux organismes précisés au par. 1 ci-dessus ainsi qu'à ceux qui sont directement intéressés à la production de la doctrine.

306. CENTRE DE PRODUCTION DE LA DOCTRINE DE L'ARMÉE DE TERRE

1. Généralités. On précise ci-après les fonctions, les capacités, les tâches et le mandat du Centre de production.

2. Fonctions. Voici les fonctions du Centre de production de la doctrine de l'armée de terre:

- a. dactylographier tous les manuscrits produits par les BPR, conformément aux directives du CDTAT, et tenir les comptes rendus de travail et de production;
- b. mettre en forme tous les manuscrits anglais et français et vérifier les traductions;
- c. donner des conseils sur les techniques de mise en page et d'impression utilisées;
- d. tenir des dossiers de travail historiques à l'égard chaque PFC;
- e. s'occuper de l'embauche sur place de contractuels en vue de l'impression d'ébauches ou de manuels provisoires;
- f. vérifier la qualité du travail d'impression donné à contrat;

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3. Publications étrangères utilisées pour information.

- a. Généralités. Il est nécessaire de garder en bibliothèque les publications étrangères à l'usage des collèges et écoles des FC, des BPR et des sources primaires et secondaires. Ces publications étrangères, bien qu'elles ne constituent pas des documents de doctrine autorisés, permettent aux organismes qui les possèdent de mieux connaître la doctrine d'autres nations.
- b. Désignation. Ces publications étrangères peuvent être récentes et non destinées à être autorisées par le CDTAT ou il peut s'agir de publications déjà autorisées mais que viennent remplacer des PFC.
- c. Contrôle. Le secrétariat, par l'entremise de l'OEM3 Coord Doc, est responsable du contrôle, de l'acquisition, de la distribution, de la traduction et de la mise à jour de ces manuels.

305. GUIDE DU PROCESSUS DE PRODUCTION DE DOCTRINE DE L'ARMÉE DE TERRE
À L'INTENTION DES AUTEURS ET DES ÉDITEURS

1. Objet. Ce guide donne aux auteurs de doctrine, aux traducteurs, aux éditeurs et aux autres membres du personnel de production de la doctrine un aperçu du processus et des méthodes de production des publications de l'armée de terre.

2. Contenu. Le guide comprend ce qui suit:

- a. les étapes de production d'une PFC, à savoir:
 - (1) l'identification du besoin;
 - (2) les recherches effectuées par les auteurs;
 - (3) l'élaboration d'un plan et sa distribution pour commentaires;
 - (4) la rédaction d'une première ébauche et sa distribution pour commentaires;
 - (5) la rédaction d'une ébauche revue et sa publication comme PFC;
 - (6) autorisation obtenue, la rédaction d'une version provisoire dont on se servira en attendant la publication d'une PFC bilingue.

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303. B-GL-398-000/AG-001 - BULLETIN DE DOCTRINE DE L'ARMÉE CANADIENNE

1. **Objet.** Le Bulletin de doctrine de l'armée canadienne sert à diffuser rapidement la nouvelle doctrine ou les modificatifs.
2. **Fond et forme.** Le Bulletin comprend la nouvelle doctrine approuvée, les préavis de modificatifs, les propositions de révision et de discussion et permet au lecteur d'apporter ses commentaires. Le secrétariat du CDTAT décide de la forme à donner au Bulletin.
3. **Responsabilités.** Le secrétariat est chargé de recueillir les articles, de faire traduire et de produire le Bulletin. Les BPR doivent remettre les manuscrits des articles comme le demande le secrétariat.
4. **Fréquence de parution.** Le Bulletin doit être publié après chaque réunion régulière du CDTAT. De temps à autre, des numéros spéciaux du bulletin portant sur des points de doctrine particuliers peuvent être publiés.
5. **Diffusion.** Le Bulletin est distribué par le DPFC à tous les organismes de l'armée de terre (Force régulière et Milice), aux collèges et écoles des FC, aux quartiers généraux et aux formations, ainsi qu'aux unités jusqu'au niveau, au moins, de peloton et de troupe.

304. PUBLICATIONS ÉTRANGÈRES

1. **Nouvelles publications étrangères d'emploi autorisé.** Les publications étrangères dont la consultation est autorisée par le CDTAT comme ouvrages de doctrine sont gérées de la façon décrite au sous-alinéa 4f de l'article 203.
2. **Publications étrangères pour usage interne.** Le CDTAT doit sans cesse chercher à diminuer le nombre de manuels étrangers servant de doctrine à l'armée canadienne. Pour ce faire, il procède ainsi:
 - a. le secrétaire désigne un BPR pour chaque publication;
 - b. le BPR compare chaque publication étrangère aux publications des Forces canadiennes (en versions provisoire et définitive) ou aux projets de PFC ou mentionne qu'il n'y a pas de PFC, actuelle ou envisagée, portant sur les domaines visés;
 - c. le secrétaire s'assure que les BPR examinent, chaque année, leurs publications étrangères quant à leur actualité et leur utilité et qu'ils les éliminent si elles sont remplacées par des PFC. Si la publication étrangère continue d'être utilisée, on doit la faire traduire.

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PARTIE 3 - FONCTIONS COMPLÉMENTAIRES

301. TABLEAU DES PUBLICATIONS DE DOCTRINE DE L'ARMÉE DE TERRE

1. Généralités. Le tableau des publications est donné à l'annexe D des présentes IPO. Il est également publié sous forme de document détaillé à l'usage du CDTAT et des BPR respectifs.
2. Objet. Le tableau des publications est un document interne par lequel on autorise la publication des manuels de la série 300 et on assigne les responsabilités de rédaction et d'édition.
3. Fond et forme. Comme le montre l'annexe C, le tableau comprend toutes les publications des Forces canadiennes de la série 300. Il indique les BPR ainsi que les sources primaires et secondaires jusqu'au niveau de OSEM et de directeur. Les PFC doivent être révisées tous les cinq ans.
4. Responsabilités. Le secrétaire (OEM2 Coord Doc) est chargé de tenir à jour le tableau des publications et de le publier.
5. Diffusion. Le tableau, accompagné des IPO du CDTAT, est distribué à tous les membres du CDTAT, aux BPR, aux sources primaires et secondaires et aux quartiers généraux de formation.

302. A-GL-399-000/AX-000 - CATALOGUE DE LA DOCTRINE DE L'ARMÉE CANADIENNE

1. Objet. Le document A-GL-399-000/AX-000 est un catalogue des documents de doctrine autorisés de l'armée canadienne. Il donne une liste de publication des Forces canadiennes, d'autres manuels canadiens et des publications étrangères.
2. Fond et forme. C'est le secrétariat du CDTAT qui décide sous quelle forme présenter le catalogue.
3. Responsabilités. L'OEM Prod Doc est chargé de tenir à jour le catalogue et de le publier, selon les directives du secrétariat.
4. Fréquence de parution. Le catalogue A-GL-399-000/AX-000 est publié chaque année. Des modifications manuscrites peuvent être publiées dans le Bulletin de doctrine.
5. Diffusion. Le catalogue de la doctrine de l'armée canadienne est distribué au QGDN et aux commandements, aux collèges et écoles de FC, aux formations et aux unités.

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- (4) de s'assurer que les nouveaux accords sont publiés dans les PFC appropriées.

c. Voici les responsabilités du DCPFT:

- (1) diriger l'élaboration des exposés de principe du Canada destinés aux délégations qui participent à des rencontres internationales et obtenir que le CDOT et le DGDOT approuvent ces exposés avant que les délégués quittent le Canada;
- (2) voir à ce que le secrétariat du CDTAT reçoive une copie de chaque exposé de principe approuvé (le BPR aura consulté le Secrétariat au cours de l'élaboration des exposés de principe);
- (3) remettre au secrétariat du CDTAT pour qu'il le verse au dossier le procès-verbal ou le compte rendu de chaque réunion pertinente en ayant soin de mentionner, s'il y a lieu, que ces documents ont reçu l'approbation officielle du Canada;
- (4) voir à ce que le suivi nécessaire soit assuré, s'il y a lieu.

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les exposés de principe de l'armée de terre. Enfin, le BPR peut provenir, à toutes fins utiles, de n'importe laquelle des directions du QGDN. Voici son mandat:

- (1) acheminer les nouvelles propositions d'accord aux organismes appropriés pour qu'ils les commentent (cela comprend les propositions tant nationales qu'internationales);
- (2) examiner les commentaires reçus et rédiger un exposé de la position canadienne (s'il y a désaccord important, la proposition devrait être transmise au secrétariat du CDTAT pour qu'il tranche la question);
- (3) remettre l'exposé de principe du Canada au DGDOT, par l'entremise du DCPFT, pour approbation, en suivant la marche à suivre précisée dans les IPO du CDOT touchant les programmes internationaux;
- (4) présenter l'exposé de principe du Canada à l'organisme international et participer aux négociations subséquentes;
- (5) voir à ce que les accords approuvés soient promulgués (les accords ayant trait à la doctrine doivent éventuellement figurés dans les PFC appropriées bien que les BPR puissent prendre les dispositions nécessaires à la publication d'une instruction de standardisation (STANDIN) en attendant la parution d'un document officiel);
- (6) informer le secrétariat lorsqu'un accord étranger est signé ou modifié.

b. Secrétariat. Le secrétariat est chargé:

- (1) de faire ses commentaires au BPR sur les propositions d'accords internationaux;
- (2) de suivre les négociations d'accords internationaux et de suggérer au BPR des nouveaux accords et des améliorations aux accords en vigueur;
- (3) d'étudier les accords pour lesquels le BPR a reçu des commentaires divergents et conseiller le BPR sur la position que devrait adopter l'armée de terre (ces renseignements sont également transmis au DCPFT);

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2. Politique de l'armée de terre. L'armée de terre a pour politique d'employer les abréviations approuvées par le CDTAT. Cette ligne de conduite est conforme à celle de l'ensemble des Forces canadiennes et favorise un emploi généralisé des abréviations pour des raisons d'économie de temps notamment au cours d'opérations. Cette politique est précisée à l'annexe K du chapitre 4 de la B-GL-303-002/FP-000.

3. Liste des abréviations. Le document A-AD-121-F01/JX-000 comprend toutes les abréviations autorisées dans les Forces canadiennes. Comme il renferme bon nombre de termes qui ne sont pas employés dans la correspondance des forces terrestres, notamment en situation opérationnelle, on a jugé nécessaire d'élaborer une liste distincte de tous les termes qui intéressent plus particulièrement l'armée de terre. À cette fin, le DPSSCT 6, par l'intermédiaire des sous-comités de terminologie anglaise et française, est chargé de tenir à jour la liste des abréviations de l'armée de terre approuvées, donnée à l'annexe K du chapitre 4 de la B-GL-303-002/FP-000. Les sous-comités doivent également revoir périodiquement le document A-AD-121-F01/JX-000 afin de s'assurer que les termes et les abréviations de l'armée de terre qui y figurent sont conformes à la doctrine en vigueur. Les propositions de modifications à la A-AD-121-F01/JX-000 doivent être adressées à la direction de l'administration du Ministère (D Adm M) à qui il revient de décider des abréviations à employer dans les Forces canadiennes.

206. VÉRIFICATION

On doit vérifier la précision technique des traductions en portant une attention spéciale aux questions touchant la sécurité. Cette vérification relève du BPR qui peut être aidé de l'OEM Doc Prod.

207. PROPOSITIONS ET ACCORDS INTERNATIONAUX

1. Généralités. Les accords internationaux tels que les accords de standardisation OTAN (STANAG), l'accord de standardisation quadripartie (pays ABCA) (QSTAG) et les normes du Comité de coordination de la standardisation - Air (ASCC) sont d'autres éléments importants de doctrine. Les exposés de concept des pays ABCA et de l'OTAN sont également des sources importantes de doctrine. Dans les premiers stades de la formulation des accords, l'apport de l'armée est nécessaire. Une fois les accords approuvés, il faut faire en sorte qu'ils soient publiés dans les PFC.

2. Responsabilités.

- a. BPR. Le BPR en matière d'accords internationaux est le représentant canadien membre du groupe international approprié. Le VCED a confié au CDOT la direction de toutes les délégations de l'armée de terre et l'approbation de tous

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3. L'approche terminologique du CDTAT est précisée dans la préface de la B-GL-303-002/FP-Z03, supp. 3.

4. Le sous-comité de terminologie anglaise du CDTAT est chargé d'effectuer la grande part du travail d'élaboration et de tenue à jour de la terminologie. Cela comprend la publication du vocabulaire de l'armée de terre et l'uniformisation, de concert avec le DTTC, des propositions de terminologie des forces armées canadiennes et de l'OTAN.

5. Le sous-comité de terminologie française aide le CDTAT à établir et à tenir à jour la terminologie française dont se sert à l'état-major général dans la conduite des opérations terrestres, c'est-à-dire:

- a. revoir la terminologie française établie par le DTTC et le Secrétariat d'État afin de s'assurer que les traductions répondent aux exigences de l'armée de terre;
- b. au besoin, proposer des traductions françaises de certains termes;
- c. recommander au sous-comité de terminologie anglaise:
 - (1) de modifier des termes et des définitions anglais par suite de certaines lacunes observées au cours de l'examen des termes;
 - (2) d'ajouter dans les publications de l'armée de terre la terminologie établie en français qu'on estime nécessaire d'employer dans les deux langues.
- d. rédiger des propositions de modifications à la terminologie française établie par l'OTAN (c'est-à-dire des projets de "liste de propositions" de l'OTAN). Les propositions sont acheminées au DTTC par l'entremise de l'OEM Stdsn.

205. ABRÉVIATIONS

1. Les documents autorisés comme sources de référence en ce qui concerne les abréviations à employer dans les forces terrestres sont, par ordre de priorité:

- a. Staff Duties in the Field (B-GL-303-002/FP-000, annexe K au chapitre 4) lorsqu'il sera publié;
- b. Le Manuel des abréviations des Forces canadiennes (A-AD-121-F01/JX-000);
- c. Concise Oxford Dictionary et le Petit Robert.

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- (7) l'ébauche finale est approuvée par le niveau approprié du CDTAT et remise pour traduction, édition et distribution (le secrétariat établit la liste de diffusion des PFC d'après les recommandations du BPR);
 - (8) si le processus de traduction est susceptible de retarder l'entrée en vigueur de la nouvelle doctrine et que cela risque de compromettre la sécurité et les opérations, le secrétariat peut demander au D Adm M l'autorisation de publier une version provisoire unilingue.
- f. Publications étrangères. Lorsque le CDTAT, après examen de publications étrangères, en approuve l'usage comme manuels de doctrine canadienne, on procède comme suit:
- (1) on demande l'approbation du D Adm M et un numéro IDDN;
 - (2) la publication étrangère est inscrite dans le document A-GL-399-000/AX-000 et le Secrétariat désigne un BPR;
 - (3) le mode de publication est déterminé d'après l'avis du DSDD (le Secrétariat détermine la diffusion de la publication compte tenu des recommandations du BPR);
 - (4) on envoie la publication au service de traduction ou on demande l'approbation de publier le document en version unilingue.

204. TERMINOLOGIE

1. Voici les documents de référence terminologiques autorisés:
- a. The Concise Oxford Dictionary et le Petit Robert;
 - b. Le Vocabulaire de l'armée de terre (B-GL-303-002/FP-Z03, supp. 3);
 - c. Le Glossaire OTAN (AAP-6);
 - d. Le Glossaire militaire (PFC 121(5), partie 2).
2. Il peut s'avérer nécessaire d'employer des termes qu'on ne trouve pas dans les documents de référence précités. Il s'agit le plus souvent de termes très techniques ou d'une nouvelle terminologie. Ces termes peuvent être tirés d'accords ou de publications internationaux, d'une publication militaire étrangère ou provenir d'un organisme canadien. De toute façon, la nouvelle terminologie est identifiée comme telle et définie dans le document.

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modifications et des propositions de révision et de discussion. Le bulletin sert également aux commentaires des lecteurs. Il est détaillé à la partie 3.

- d. Modifications apportées aux PFC. La marche à suivre ci-dessous s'applique à toutes les modifications à apporter aux PFC qu'ils s'agissent de changements de nature doctrinale ou technique.
- (1) le secrétariat demande au BPR de rédiger un modificatif et en coordonne l'élaboration avec les sources primaire et secondaire;
 - (2) le modificatif est ensuite remis à l'OEM2 Coord Doc pour examen final et approbation du secrétariat, puis il est ensuite transmis au centre de production qui l'envoie au DSDD.
- e. Nouvelle PFC. Voici les étapes de préparation d'une nouvelle PFC:
- (1) on demande au D Adm M d'approuver la publication de la PFC;
 - (2) la PFC est inscrite au tableau des publications de doctrine (annexe D) et dans le document A-GL-399-000/AX-000 après quoi le secrétariat nomme un BPR et les sources primaire et secondaire;
 - (3) le BPR prépare le manuel conformément au guide de production de la doctrine de l'armée de terre à l'intention des auteurs et des éditeurs;
 - (4) chaque étape de rédaction (plan de rédaction, première ébauche, etc.) est suivie par le secrétariat qui obtient les commentaires des sources primaire et secondaire;
 - (5) le BPR recueille les commentaires reçus à chaque étape, apporte les changements qui en découlent au cours de l'étape suivante et obtient des directives du secrétariat. Des questions controversées peuvent être adressées au CDTAT pour qu'il les résolve;
 - (6) le DPSSCT 6 examine toutes les PFC avant qu'elle soient publiées sous forme provisoire ou finale afin de s'assurer que leur contenu est conforme aux documents qui font autorité en la matière;

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- g. Le point de doctrine est présenté et discuté au cours de la réunion du CDTAT. Si l'on arrive à une solution unanime, le secrétariat est alors chargé de mettre la doctrine en application;
 - h. Quant aux questions que le CDTAT ne peut résoudre, on relance le débat au sous-comité d'étude et de développement des méthodes de combat qui donne alors les directives voulues ou soumet la question au comité d'étude et de développement des méthodes de combat (CEDMC);
 - j. Le SCED détient le pouvoir d'approuver, en dernier ressort, la doctrine des FC. Le niveau approprié du CDTAT ou du CEDMC approuve la doctrine, au nom du SCED, en vue de sa mise en application.
4. Mise en application de la doctrine approuvée.
- a. Généralités. La nouvelle doctrine ou les modifications apportées à la doctrine établie, approuvées par un élément du CDTAT, peuvent être mises en application de plusieurs façons compte tenu de l'urgence du besoin de diffuser l'information. un ou l'autre des moyens suivants peut être utilisé:
 - (1) message
 - (2) bulletin de doctrine de l'armée canadienne;
 - (3) modifications apportées à des PFC;
 - (4) nouvelles PFC; et/ou
 - (5) publications étrangères d'emploi autorisé.
 - b. Urgence de la notification. Le choix du mode de diffusion de la doctrine est lié à l'urgence de communiquer l'information pour des raisons de:
 - (1) sécurité;
 - (2) ramifications internationales; ou
 - (3) manque de doctrine appropriée.
 - c. Bulletin de doctrine de l'Armée canadienne. Le bulletin de doctrine de l'armée canadienne (PFC 398) est publié au besoin avec l'autorisation du président du CDTAT. Le bulletin comprend la nouvelle doctrine approuvée, des préavis de

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- c. Les institutions d'enseignement (y compris les collèges d'état-major, l'École d'état-major, le CIC, le COAC et les écoles des services);
- d. Les formations ou les unités.

3. Discussion et approbation. Il faut mettre l'accent sur le principe précisé au paragraphe 203 et à l'annexe B pendant tout le processus de discussion et d'approbation, lequel se déroule comme il suit:

- a. Dès qu'il reçoit l'énoncé du besoin en matière de doctrine, le secrétaire détermine s'il s'agit de la doctrine de corps ou de l'armée de terre en se basant sur les définitions suivantes:
 - (1) Doctrine du corps. Il s'agit d'un besoin cerné, étudié et résolu au niveau d'un corps ou d'un service et se limitant, à toutes fins utiles, au corps ou au service.
 - (2) Doctrine de l'armée de terre. Il s'agit de tous les besoins de doctrine qui ne concernent pas exclusivement le corps.
- b. Lorsque que le point de doctrine est exclusif au corps, le Secrétariat demande à l'OSEM visé de réunir un groupe d'étude de corps, fait les recherches pertinentes et recommande des solutions au Secrétariat. Voir alinéa d ci-dessous;
- c. S'il s'agit d'un besoin propre à l'armée de terre, le Secrétariat demande aux OSEM appropriés et aux autres membres du Conseil de réunir un groupe d'étude afin d'approfondir la question et de recommander des solutions au secrétariat;
- d. Lorsque le secrétariat reçoit les recommandations du groupe d'étude, il reste à décider si le secrétariat peut approuver les recommandations ou si la question doit être solutionnée au niveau du CDTAT. Tout dépend de l'importance de la question, des effets prévisibles de la mise en application de la doctrine et de l'intérêt que le CDTAT peut accorder à la question;
- e. Une fois les recommandations approuvées, le secrétariat est chargé de les mettre en oeuvre;
- f. Les questions que le secrétariat ne peut approuver ou pour lesquelles on n'obtient pas de consensus doivent être discutées au CDTAT. Le secrétariat ordonne la préparation d'un exposé devant être présenté à une réunion du CDTAT;

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canadienne, ce terme est également utilisé pour désigner ce qui est enseigné, l'ensemble des instructions, les dogmes).

202. MODALITÉS ADMINISTRATIVES LIÉES À L'ÉLABORATION DE LA DOCTRINE

1. Les membres du CDTAT, d'après leur mandat, sont souvent appelés à commenter des projets de doctrine. Ces projets peuvent provenir de l'OTAN, des pays APCA ou d'autres organismes des FC.

2. Dans les premières étapes d'élaboration, un énoncé de doctrine peut devoir être acheminé par le réseau technique avant que l'état-major général puisse l'examiner dans sa version épurée. Le principal rôle des membres du CDTAT consiste à informer le CDTAT de tout projet de doctrine mis en branle et à s'assurer que tous connaissent la portée et la valeur de leurs commentaires.

3. Les projets subséquents doivent être étudiés par l'état-major général. Il peut s'agir en l'occurrence du DPSSCT 6, DPSSCT 4, du OCEFTC, du CECFC, selon le cas, ou de tout le CDTAT. Tout membre du CDTAT, qui reçoit un projet de doctrine doit juger s'il y a lieu ou non de le commenter davantage et doit le distribuer dès que possible aux organismes appropriés. De même, dès qu'ils reçoivent un document pour commentaires, les OSEM du QG FMC doivent s'assurer, auprès du Secrétariat du CDTAT, que le commentaire de l'état-major général est également en train d'être rédigé.

203. PROCESSUS D'APPROBATION ET DE MISE EN APPLICATION DE LA DOCTRINE

1. **Généralités.** Voici le processus de formulation de la doctrine: l'élément de CDTAT approprié, après avoir cerné et résolu les points controversés, approuve la doctrine. On trouve, à l'annexe B, un diagramme du processus d'approbation de la doctrine. Quel que soit l'élément du CDTAT qui approuve la doctrine, celle-ci est publiée et mise en application avec l'autorisation du SCED.

2. **Détermination des besoins.** Le besoin d'élaborer une nouvelle doctrine ou de modifier la doctrine actuelle peut provenir de diverses sources. Quelle que soit l'origine de ce besoin, le secrétaire du CDTAT, après en être saisi, doit mettre en branle le processus d'approbation. Voici les diverses sources d'où peut émaner un besoin de remanier la doctrine:

- a. Les forums internationaux (groupes et équipes de travail de l'OTAN, des pays ABCA et du comité de coordination de la standardisation - Air);
- b. Le sous-comité d'étude et de développement des méthodes de combat ou tout autre comité de PSSCT;

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PARTIE 2 - ÉLABORATION ET MISE EN APPLICATION DE LA DOCTRINE

201. PROCESSUS D'ÉLABORATION DE LA DOCTRINE DE L'ARMÉE DE TERRE

1. Généralités. Le processus d'élaboration de la doctrine de l'armée de terre est soumis aux sept étapes énumérées ci-dessous:

- a. Étape I. La doctrine actuelle est suivie par tous.
- b. Étape II. On cerne un besoin de remanier la doctrine en raison de l'évolution de la menace, de la modification des tâches assignées aux forces terrestres, des nouvelles technologies ou de l'évolution des concepts tactiques.
- c. Étape III. On élabore un concept répondant au besoin de modifier la doctrine.
- d. Étape IV. On évalue le projet de concept par un essai en campagne.
- e. Étape V. Le nouveau concept est approuvé par le niveau d'autorité approprié.
- f. Étape VI. Le nouveau concept approuvé est introduit à l'échelle des Forces canadiennes.
- g. Étape VII. L'introduction du concept approuvée à l'échelle des Forces terrestres est entérinée et s'avère efficace.

2. Définitions. Voici deux définitions de nature à faciliter la compréhension du processus d'élaboration de la doctrine de l'armée de terre:

- a. Concept. Notion ou énoncé d'une idée, exprimant comment quelque chose pourrait être exécuté ou mené à bien et qui peut conduire à une procédure acceptée. (AAP-6(P)) 2. Idée ou notion générale; en contexte militaire, ce qui doit être fait pour réussir au combat. Les concepts approuvés constituent la base de la doctrine. (CDTAT)
- b. Doctrine. Principes fondamentaux qui guident les forces armées dans la poursuite d'un objectif. Ces principes sont impératifs, mais leur application requiert du jugement. (AAP-6(P)) (Note CDTAT: En doctrine de l'armée de terre

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4. Administration. Toute question administrative touchant les réunions du CDTAT et les réunions des sous-comités relève du secrétariat.

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8. Source secondaire (S). Il s'agit de l'organisme qui contribue à une publication donnée (voir annexe C).

104. AUTRES ORGANISMES

1. Généralités. Un certain nombre d'organismes participent à la production de publications de doctrine. On donne à l'annexe A le diagramme du processus de publication. La fonction des organismes est décrite brièvement dans les paragraphes subséquents.

2. Directeur - Administration du Ministère (D Adm M). Cette direction du QGDN est chargée d'examiner les publications non techniques canadiennes (Programmes A et B de l'IDN). C'est au D Adm M qu'il faut demander l'autorisation de déroger au processus de publication expliqué à l'annexe A.

3. Directeur - Services de documentation et de dessin (DSDD). Cette direction est chargée de surveiller le processus de production des publications des forces canadiennes (PFC).

4. Directeur - Obtention et approvisionnement (Matériel d'usage collectif) (DOAMUC). Cette direction s'occupe de la gestion d'articles servant à la production de publication étrangères et canadiennes.

5. Dépôt des publications des Forces canadiennes (DPFC). Le DPFC est chargé de distribuer les publications.

6. Directeur - Traduction et terminologie (coordination) (DTTC). La DTTC est chargée de faire traduire les PFC avant leur publication et de coordonner l'établissement de la terminologie des Forces canadiennes.

105. FONCTIONS ADMINISTRATIVES AU CDTAT

1. Généralités. Le Secrétariat a pour fonction de préparer et de tenir les réunions du CDTAT, les réunions du sous-comité et les colloques de doctrine bilatéraux.

2. Fréquence des réunions. Le CDTAT se réunit habituellement deux ou trois fois par année. Des réunions spéciales peuvent être convoquées par le président sur les conseils du secrétariat.

3. Préparation administrative. Le Secrétariat rédige un ordre du jour et rassemble les documents appropriés pour distribution aux membres au moins 30 jours avant la réunion. Les documents de référence doivent être rédigés sur le modèle d'un exposé militaire. Le secrétariat rédige le procès-verbal de la réunion et le distribue dans les 10 jours qui suivent. Le bulletin de doctrine de l'Armée canadienne est rédigé dès que possible après chaque réunion.

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5. Sous-comité de terminologie française.

a. Responsabilités. Ce groupe, présidé par un officier francophone bilingue choisi du QG FMC, aide le CDTAT à établir et à tenir à jour la terminologie et les abréviations françaises dont se sert l'état-major général dans la conduite des opérations terrestres. À l'instar du sous-comité de terminologie anglaise, il participe à l'élaboration du vocabulaire de l'armée de terre (B-GL-303-002/FP-Z03) et d'autres publications connexes des Forces canadiennes. Cet apport est coordonné par le sous-comité de terminologie anglaise.

b. Composition.

(1) Président - Officier d'état-major (Major) nommé du QG FMC

(2) Membres - Un représentant des Blindés QG FMC
- Un représentant de l'Artillerie QG FMC
- Un représentant du Génie QG FMC
- Un représentant des Transmissions du QG FMC
- Un représentant de l'Infanterie du QG FMC
- Un représentant du Soutien au combat du QG FMC
- Officier d'échange français QG FMC
- OEM2 Coord Doc
- OEM Stdsn QG FMC
- Un traducteur du Service de traduction de Saint-Hubert
- Un terminologue du Secrétariat d'État (Ottawa)
- DTTC 3-5 QGDN
- Éditeurs QG FMC
- Un représentant du 10^e GAT

(3) Secrétaire - OEM2 Coord Doc QG FMC s'il est suffisamment bilingue, sinon on choisit un des représentants du QG FMC.

6. Bureau de première responsabilité (BPR). Il s'agit de l'organisme qui détient la première responsabilité, par le biais du Secrétariat d'État, de s'assurer que le fond et la forme d'une publication donnée (voir annexe C) sont en tous points à jour, exacts et complets tant que le document demeure en vigueur.

7. Source primaire (P). Il s'agit d'un organisme qui fournit l'apport principal ou primaire au BPR en ce qui concerne une publication donnée (voir annexe C).

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b. Composition.

- (1) Président - Il s'agit habituellement de l'OSEM ou du directeur de service approprié du QG FMC.
- (2) Membres - Les membres de corps/de service proviennent du QG FMC ou de l'extérieur, selon les besoins.

c. Terminologie. Le corps et les services peuvent mettre sur pied leurs propres sous-comités de terminologie (voir par. 4 et 5 ci-dessous) afin d'aider à formuler des recommandations au CDTAT sur des questions de terminologie anglaise ou française touchant tout particulièrement leurs sphères d'activités. Ces recommandations de nature terminologique doivent être adressées aux sous-comités de terminologie française ou anglaise pour étude.

4. Sous-comité de terminologie anglaise.

a. Responsabilité. Ce groupe présidé par le DPSSCT 6, est chargé de produire le document B-GL-303-002/FP-Z03, supp. 3, intitulé Vocabulaire de l'armée de terre, ainsi qu'une liste d'abréviations approuvées de l'armée de terre jointe en annexe au document B-GL-303-002/FP-001. Il participe également à l'établissement du Glossaire des Forces canadiennes, du Glossaire OTAN et du manuel des abréviations des Forces canadiennes. Le sous-comité étudie des questions ayant trait à la terminologie et aux abréviations et traite d'affaires courantes. Les points controversés sont adressés au CDTAT pour qu'il les solutionne.

b. Composition.

- (1) Président - DPSSCT 6-2
- (2) Membres - Tous les autres de doctrine du QG FMC
 - OEM2 Coord Doc QG FMC
 - OEM Stdsn QG FMC
 - Un représentant du 10^e GAT
 - Un représentant du CCEFTC
 - Un représentant du CECFC
 - DTTC 3-5
 - Éditeurs QG FMC
- (3) Secrétaire - DPSSCT 6-5

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- (3) Membres - OSEM Blindés QG FMC
 - OSEM Artil QG FMC
 - OSEM Génie QG FMC
 - OSEM Trans QG FMC
 - OSEM Rens QG FMC
 - OSEM Inf QG FMC
 - OSEM SC (G4) QG FMC
 - OSEM Maint QG FMC
 - OSEM Svc Pers (G1) QG FMC
 - OSEM SS Ops et Adm
 - OSEM Mét QG FMC
 - OSEM PD et B QG 10^e GAT
 - DPSSCT 4 QGDN
 - DPSSCT 6 QGDN
 - Représentant CECFC
 - CEM CCEFTC
 - OSEM Op 4^e GBMC
 - G3 Tactique CIC
 - OEM Doc Prod QG FMC
 - OEM Stdsn QG FMC
- (4) Également présents - Toute autre personne à la demande du président.
- (5) Secrétaire - OEM2 Coord Doc QG FMC.

2. Secrétariat du CDTAT.

- a. Responsabilité. Le secrétariat, chapeauté par le président du CDTAT, est chargé de mettre en oeuvre les décisions du CDTAT et d'assurer la gestion courante de la doctrine de l'armée de terre.
- b. Composition.
 - (1) Président - SCEM EDMC
 - (2) Vice-président - OSEM EDMC Coord
 - (3) Secrétaire - OEM2 Coord Doc
 - (4) O Adm - OEM3 Coord Doc

3. Comités de corps.

- a. Responsabilité. Ces comités ont pour mandat d'examiner des questions de doctrine touchant les corps et les services et d'en recommander l'approbation du CDTAT.

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IPO DU CONSEIL DE DOCTRINE ET DE TACTIQUE DE L'ARMÉE DE TERRE

PARTIE I - GÉNÉRALITÉS

101. BUT

Énoncer les instructions permanentes d'opérations (IPO) du Conseil de doctrine et de tactique de l'armée de terre (CDTAT).

102. AUTORISATION

Le CDTAT est mandaté en vertu du Guide sur le développement des ressources de combat des forces terrestres 1996-2005, du 11 octobre 1985. Cette instruction prévoit l'établissement d'un secrétariat permanent formé par le QG FMC et relevant du CDOT. Les responsabilités et la composition modifiées du CDTAT sont précisées dans les paragraphes qui suivent.

103. RESPONSABILITÉS ET COMPOSITION DES ÉLÉMENTS DU CDTAT

1. CDTAT.

a. Responsabilités. Sous la compétence du CDOT, président du sous-comité d'étude et de développement des méthodes de combat, le CDTAT est chargé:

- (1) d'élaborer et de produire la doctrine touchant les formations, les organisations interarmes et les services;
- (2) de revoir périodiquement la tactique, les procédures, les drills, etc. afin de s'assurer qu'ils sont conformes à la doctrine établie. Le Conseil reçoit des propositions de modification et y donne suite tout en s'assurant que la doctrine ne s'écarte pas des concepts établis;
- (3) de produire et de distribuer toutes les publications sur la tactique et la doctrine de l'armée de terre; de distribuer les publications étrangères appropriées lorsqu'il n'y a pas de pendant canadien;
- (4) de produire le bulletin de doctrine de l'armée canadienne.

b. Composition. Voici la composition du CDTAT:

- (1) Président - SCEM EDMC QG FMC
- (2) Président adjoint - OSEM EDMC Coord QG FMC

.../2

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3	Modèle de liste de documents de référence et d'accords de standardisation	C-3-1

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	307 Pourparlers entre les états-majors des armées de terre des États-Unis et du Canada	21

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B	Diagramme/doctrine - discussion et approbation	B-1
C	Tableau des publications de doctrine de l'armée de terre	C-1

REGISTRE DES MODIFICATIONS

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CONSEIL DE DOCTRINE ET DE TACTIQUE DE L'ARMÉE DE TERRE

INSTRUCTIONS PERMANENTES

QUATRIÈME ÉDITION MARS 1988

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- QG Secteur de l'Est
- QG Sect Centre (Milice)
- QG Sect Prairie (Milice)
- QG Sect Pacific (Milice)

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Collège de Commandement et d'État-major des forces terrestres canadiennes	- 4
Quartier général du service de l'instruction des forces canadiennes	- 5

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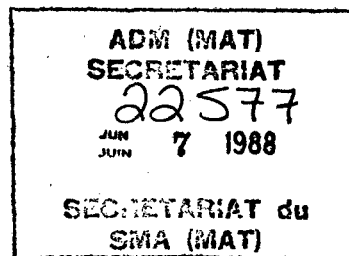
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ARMY DOCTRINE AND TACTICS BOARD
CONSEIL DE DOCTRINE ET DE TACTIQUE DE L'ARMÉE DE TERRE

FMC 1150-110/A7 (CD)

Quartier général de la
Force Mobile
St-Hubert, Québec
J3Y 5T5

le 28 mars 1988

Liste de diffusion

INSTRUCTIONS PERMANENTES D'OPÉRATIONS
CONSEIL DE DOCTRINE ET DE TACTIQUE DE L'ARMÉE DE TERRE

Références: Guide d'étude et de développement des méthodes de combat
terrestres 1996-2005 (QGDN 3189-2 (CDOT)) du 11 oct. 1985

1. Le chef - Doctrines et opérations terrestres (CDOT) est chargé par le Sous-chef de l'état-major de la Défense (SCED) de coordonner l'élaboration et la production de la doctrine de l'armée de terre. Dans le document de référence, on demande également au Conseil de doctrine et de tactique de l'armée de terre d'élaborer la doctrine. Les présentes instructions permanentes d'opérations (IPO) détaillent les responsabilités et les marches à suivre en matière de coordination, d'élaboration et de production de la doctrine de l'armée de terre.
2. Les présentes IPO ont été largement diffusées, soit aux nombreux organismes qui enseignent, appliquent et rédigent la doctrine de l'armée de terre et en coordonnent l'élaboration.
3. La présente version des IPO du CDTAT remplace la troisième édition datée du 29 novembre 1985.
4. Les demandes de renseignement ou les commentaires concernant les présentes IPO doivent être adressés au secrétaire du Conseil de doctrine et de tactique de l'armée de terre, au quartier général de la Force mobile.

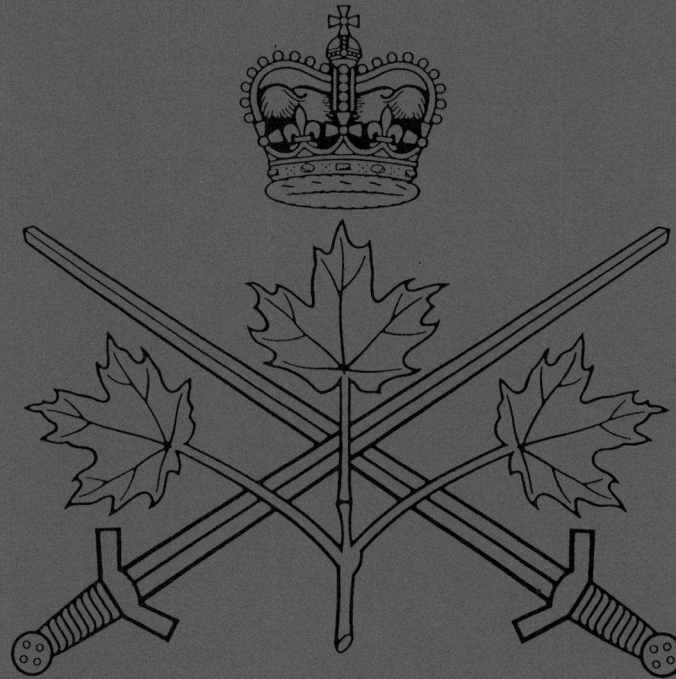
Le président
Conseil de doctrine et de tactique de l'armée de terre
Le colonel D.I. McNabb

LISTE DE DIFFUSION (Page 2)

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CONSEIL DE DOCTRINE et de TACTIQUE DE L'ARMÉE DE TERRE



INSTRUCTIONS PERMANENTES
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01 OF DE	DATE - TIME DATE - HEURE	MONTH MOIS	YEAR ANNÉE	ACTION	INFO		
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							DNBCC 411

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INFO NBC SCHOOL (UK) WINTERBORNE GUNNER

FMCHQ ST HUBERT//S02 NBC//

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SUBJ: NBC COLD WEATHER OPS

1. RECENTLY MAJ FLOWERS FROM THE NBC SCHOOL AT WINTERBORNE GUNNER SPOKE IN CANADA AT A 5 BDE STUDY SESSION ON THE ABOVE SUBJECT
2. CANADA, PARTICULARLY THE ARMY, IS WRESTLING WITH THIS PROBLEM AND ATTEMPTING TO DEVELOP WORKABLE DRILLS AND SOPS. ANY ADDITIONAL INFORMATION OR EXPERIENCES FROM OTHER COUNTRIES WOULD BE MOST WELCOME
3. IN HIS SPEECH AND SUBSEQUENT DISCUSSIONS MAJ FLOWERS MENTIONED FOUR OR FIVE TRIALS IN THE QUOTE CUCUMBER UNQUOTE SERIES AND EX FROZEN CHASE. HE ALSO SHOWED A PAMPHLET QUOTE GUIDE FOR NBC IN COLD WEATHER UNQUOTE. IT IS REQUESTED THAT YOU ATTEMPT TO ACQUIRE COPIES OF THESE DOCUMENTS PLUS ANYTHING ELSE ON THE SUBJECT WHICH MAY BE OF ASSISTANCE. SEND TO NDHQ ATTN: DNBCC 3 TEL 992-5622. YOUR COOPERATION APPRECIATED

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W.R. JOHNSTON, LCOL	DNBCC		
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Force mobile

FMC 1150-110/A21 (DOOS CD) NORMS 3-3 / SGDDN 3-3

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Quartier général de la
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St-Hubert, Québec
J3Y 5T5

MAR 23 1988

19 February 1988

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le 19 février 1988

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MINUTES OF THE 1ST ARMY NBC WORKING
GROUP MEETING 29/30 SEPTEMBER 1987

- References: A. FMC 1150-110/A21
(DOOS CD)
21 October 1987
B. FMC 3472-1 (NBCW)
13 October 1987 N 12

1. At reference A, action addresses were asked to review and comment on Annex A to reference B.

2. Based on replies received, only one suggested answer seems to need clarification and that is answer 4, page A-4 of Annex A to reference B.

3. Question 4 has been reviewed within this Headquarters and based on the fact that brigade service battalions, as opposed to brigade group service battalions, do not possess an integral laundry, bath and decontamination (LBD) platoon, answer 4 should be reworded as follows:

Liste de diffusion

PROCÈS-VERBAL DE LA PREMIÈRE
RÉUNION DU GROUPE DE TRAVAIL
LES 29/30 SEPTEMBER 1987

- Références: A. FMC 1150-110/A21
(DOOS CD)
du 21 octobre 1987
B. FMC 3472-1 (NBCW)
du 13 octobre 1987

1. Au texte cité à la référence A, on demandait aux destinataires aux fins d'exécution de revoir l'annexe A du texte de référence B et de nous faire part de leurs commentaires sur cette dernière.

2. D'après les réponses que nous avons reçues, une seule parmi les réponses suggérées semble exiger des précisions, à savoir la réponse 4 qui se trouve à la page A-4 de l'annexe A dudit texte de référence.

3. La question 4 a été revue au QG FMC et compte tenu que les bataillons des services des brigades ne possèdent pas, à l'encontre des bataillons des services des groupes-brigade, un peloton intégré de buanderie, bain et décontamination (BBD), la réponse 4 devrait se lire comme suit:

Noted PA
PA...
26 Feb 88

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Answer 4: In Corps 86, the Divisional Supply Battalion possesses five LBD platoons. LBD platoons could then be placed in location and/or in support of a brigade for decontamination only. In that case:

- a. The LBD platoon, placed in location and in support for decontamination will set itself up assisted by the formation being supported. In addition, extra equipment would be provided by the divisional support laundry, bath and decontamination platoon when required and if possible;
- b. delete "SVC BN";
- c. delete "using their own resources", insert "supported if required and possible by the divisional LBD platoon";
- d. no change; and
- e. no change.

4. Due to the fact that Answer 4 was the only point to be debated, Annex A to reference B is to be considered as NBC doctrine and will be inserted in the applicable CFP 300 series publications in due course.

Réponse 4: Dans le Corps 86, le bataillon des approvisionnements divisionnaire compte cinq pelotons BBD. Les pelotons BBD pouvaient dès lors être placés au même endroit que la brigade ou en guise de soutien à cette dernière aux fins de décontamination seulement. Dans ce cas:

- a. Le peloton BBD qui se trouve au même endroit et en soutien aux fins de décontamination, s'installe avec l'aide de la formation appuyée. De plus, des pièces d'équipement supplémentaires seraient fournies par le peloton divisionnaire de buanderie, bain et décontamination de soutien au besoin et si possible;
- b. supprimez "Bon Svc";
- c. supprimez "à l'aide de leurs propres ressources", insérez "appuyé, au besoin et si possible, par le peloton BBD divisionnaire";
- d. pas de changement;
- e. pas de changement.

4. Puisque la réponse 4 était le seul point à être débattu, on doit considérer l'annexe A du texte de référence B comme texte de doctrine en matière de GNBC qui sera inséré dans les PFC applicables de la série 300 en temps voulu.

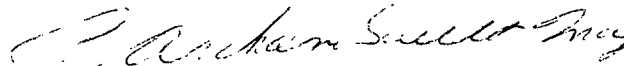
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5. In addition, the short term goal of the NBC Working Group having being met, it is felt that another meeting will not be required in Spring 1988. The long term goal which is to prepare a NBC aide-memoire is being dealt with under separate correspondance. The next NBC Working Group meeting will therefore be convened as required to study NBC queries raised by formation and higher Headquarters.

5. Qui plus est, puisque le Groupe de travail NBC a atteint le but qu'il s'était fixé à court terme, l'on estime qu'il n'y aura pas lieu de tenir une autre réunion au printemps 1988. Le but à long terme, à savoir préparer un aide-mémoire, fait l'objet d'une autre pièce de correspondance. La prochaine réunion du Groupe de travail NBC sera donc convoquée au besoin pour étudier les questions soulevées par les formations et quartiers généraux supérieurs.

Pour le commandant
Sous-chef d'état-major
Perfectionnement des méthodes de combat
Le colonel D.I. McNabb



D.I. McNabb
Colonel
Deputy Chief of Staff Combat Development
for Commander

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OEM3 Coord Éqpt

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FMC 1150-110/A21 (DOOS CD)

Mobile Command Headquarters
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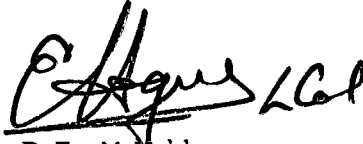
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References: A. FMC 3472-1 (NBCW) 13 October 1987 (enclosed)
B. 21st Meeting of the ADTB 14-15 October 1987

1. Subject minutes are enclosed for your action/information.
2. It is to be noted that the Terms of Reference at Annex B to reference A were approved at the last meeting of the Army Doctrine and Tactics Board (reference B).
3. Action addressees are requested to review and comment on the answers to specific NBC related questions that the working group came up with (Annex A to reference A) by 7 December 1987.
4. Comments to be forwarded to this headquarters, attention SO2 NBCW.

② Motiel.
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D.I. McNabb
Colonel
Chairman
Army Doctrine Tactics Board

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