

TRAINING NOTES



Doctrinal Manuals

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One of the major tasks of the Infantry School is to develop infantry doctrine and to disseminate it through various manuals. This is a continuing process, one that is designed to include input from the people in the field as much as possible.

To keep the field up to date on doctrine, each manual is reviewed at least every three years. The review includes looking at the content of the current manual and then considering comments from the field about the manual. It also takes into account any new equipment that has been developed since the manual was produced. A decision is then made on whether to continue to use the current manual, to update it, or to write a completely new one.

If the decision is to produce a new manual or to update a current one, the School forms a writing team that consists of a doctrine writer (who is in charge of the team), appropriate tactics instructors, a professional editor, and an illustrator. The members of the team work closely throughout the process of developing and producing the manual.

During the first phase of the process, the subject of the manual is

researched, and pertinent information is collected. Then a detailed outline is prepared and coordinated to make sure all of the important points will be covered. Finally, a preliminary draft is prepared.

The preliminary draft focuses on content; it presents ideas, concepts, principles, procedures, and doctrine in a logical sequence. (Usually there are no illustrations in this draft.) It is sent to the School's departments and directorates for their review and comments. This review is an important part of the process, because it helps to verify that the purpose and scope of the manual are adequate. The comments are incorporated into a coordinating draft, which usually includes illustrations.

This draft is sent to the field for review, so that any comments field commanders may have can be considered before a final draft is prepared. Because the coordinating draft is the most important step in developing a good manual, the School depends on these field reviews to make sure the manual will serve the purpose for which it is intended.

The comments from the field are incorporated into the final draft, which roughly resembles the final

product in format and content, including the location and description of the illustrations.

Occasionally, a manual in final draft form is distributed to the field on a limited basis. Although it is not exactly like the final printed product will be, it can be used for reference and training purposes until the final product can be printed and distributed. Meanwhile, several more production processes must be completed: The pencil dummy, the comprehensive dummy, the camera-ready mechanical, and the final printing and distribution.

The purpose of the pencil dummy is to design the publication for size, page content, and positioning of illustrations. The comprehensive dummy is prepared to resemble the final printed product in size, organization, and page layout. Typeset copy is fitted to the page, and illustrations are finished in enough detail to show how the printed manual will look. The camera-ready mechanical is prepared from the approved comprehensive dummy. Finally, the camera-ready mechanical is sent to the Training and Doctrine Command, which takes care of quality control, printing, and distribution.

This entire process is time-consuming. A new manual may take from 26 to 39 months from the outline stage to the manual's final distribution. Reducing this development time has become especially important, because how-to-fight manuals need to get to the field

quickly to keep up with the Army's force modernization efforts. Sometimes some of the steps in the process are combined to get a new or revised manual to the field earlier. Any new technological improvements in production are also used to reduce the development time.

The Infantry School has proponentcy for a number of how-to-fight manuals. The current status of these manuals is shown on the accompanying chart.

To help commanders in the field make the transition to Division 86, the Infantry School is also developing manuals for the battalion task force, the company team, and the platoon and squad. These are being developed in three phases:

- Phase I includes three H-series TOE how-to-fight manuals for use by Active Army and Reserve Component units that will still be equipped with the M113 armored personnel carrier and the M60 tank until they convert to the J-series TOE. These manuals are FM 7-7, FM 71-1 and FM 71-2.

- Phase II includes three J-series TOE (interim) how-to-fight manuals for units that are equipped with various mixtures of vehicles (M113s and Abrams tanks, or Bradley IFVs and M60 tanks) until they fully convert to the J-series. These manuals are Transition Text (TT) 7-7J, TT 71-1J, and TT 71-2J.

- Phase III includes three J-series TOE how-to-fight manuals to be used by units that are organized under the J-series TOE and equipped with the Bradley and the Abrams. The three manuals in this group are FM 7-7J, FM 71-1J, and FM 71-2J.

Input from the field is a vital part of doctrine development. Anyone who has questions or comments about a specific manual is invited to send them to the following address:

Commandant
U.S. Army Infantry School
ATTN: ATSH-B-ID
Fort Benning, GA 31905
Telephone calls are always welcome:
AUTOVON 835-7114/5783.

FM NUMBER	TITLE	STATUS
FM 7-7	(Phase I) The Mechanized Infantry Platoon/Squad (M113)	Under review. Final draft will be available in early 1983.
TT 7-7J	(Phase II) The Mechanized Infantry Platoon/Squad (M113-J Org)	Available in early 1983.
FM 7-7J	(Phase III) The Mechanized Infantry Platoon/Squad (BIFV)	Fielded as ST in late 1980. Under revision. Final draft will be available in early 1983.
FM 71-1*	(Phase I) The Tank and Mechanized Infantry Company Team	Preliminary draft fielded September 1981. Coordinating draft distributed August 1982. Final draft available in early 1983.
TT 71-1J	(Phase II) The Mechanized Infantry Company Team	Development under way. Coordinating draft distributed September 1982. Final draft available in early 1983.
FM 71-1J	(Phase III) The Tank and Mechanized Infantry Company Team	Not available until 1986.
FM 71-2*	(Phase I) The Tank and Mechanized Infantry Battalion Task Force	Not available until 1986.
TT 71-2J	(Phase II) The Mechanized Infantry Battalion Task Force	Development under way. Coordinating draft distributed July 1982. Final draft available in early 1983.
FM 71-2J	(Phase III) The Tank and Mechanized Infantry Battalion Task Force	Not available until 1986.
FM 7-8	The Infantry Platoon/Squad	Fielded as FM in December 1980. Current as is.
FM 7-10	The Infantry Rifle Company	Current as is. Was distributed as FM in April 1982.
FM 7-20	The Infantry Battalion (Inf, Abn, Air Asslt)	Final draft distributed in 1982-1983. Final print will be available in early 1984.
FM 7-85	Ranger Operations	Draft available in 1984.
FM 7-999A	Tactical Employment of Mortars	Coordinating draft in process. Available in early 1983.
FM 21-75	Combat Skills of the Soldier	Final print in late 1983.
FM 57-38	Pathfinder Operations	Final print in late 1983.
FM 90-4	Airmobile Operations	Current as is. Fielded in October 1980.
FM 90-5	Jungle Operations	Fielded in August 1982.
FM 90-8	Counter guerrilla Operations	Outline under development.
FM 90-10-1	An Infantryman's Guide to Urban Combat	Fielded in November 1982.

*Note: FM 71-1 and 71-2 are co-produced by the Infantry School and Fort Knox.

CAPTAIN TERRENCE N THOMAS is a writer of infantry doctrine at the U.S. Army Infantry School. A 1977 ROTC graduate of Widener College, he has also completed the Infantry Officer Advanced Course. He has served as a rifle platoon leader, a weapons platoon leader, a company executive officer, and a battalion S4.