

Doctrine Study Group

Phase 3 Report

09 OCT 08

Phase 1

(Comparative Analysis) Some Observations...

1. Organizations with a centralized doctrine oversight function, dedicated resources, and senior leadership support have robust doctrine.
2. Organizations that establish a doctrinal hierarchy directly responsible to specific elements at each level produce effective doctrine.
3. Organizations that adhere to established clear review cycles produce the most current doctrine.
4. Organizations that place the greatest value on doctrine have a direct linkage to training & standardization systems.
5. Organizations capable of capturing lessons learned, executing emergent updates, and resolving potential conflicts with other pubs, produce effective doctrine.

Phase 2

(Requirements & Functions) Some Observations...

1. **Oversight Function w/ Senior Leadership to Coordinate, Adjudicate & Enforce.**
2. **Feedback Loop / Lessons Learned System.**
3. **Doctrine Development Group.**
4. **Link to Training System.**

Phase 3

Overview of COAs

- **COA 1: Originator Oriented (current)**
- **COA 2: Mission Oriented**
- **COA 3: Staff Function Oriented**
- **COA 4: Latticed Frame**

COA 1: Originator Oriented Architecture

Our Current State

A system based upon the Coast Guard Directives System (COMDTINST M5215.6E)

- Informal as to Doctrine
- Formal as to Policy and TTPs.
- Originator based
 - Commandant
 - Area, District, Sector Commanders
 - MLC Commanders
 - Commanding Officers and Officers in Charge
- SSIC identified
- Program / Staff symbol managed

COA 1: Originator Oriented Architecture

Using the Maritime Law Enforcement Manual,
Change 4, as an example.

MLEM Change 4

Written by CG-3RPL



Concurrent
Clearance
Process
(determined by ?)



MLEM Change 4

Signed by ACO

COA 1: Originator Oriented Architecture

Our Current State

This system:

- **Uses long-standing (familiar) cataloging systems and nomenclature**
- **Requires minimal dedicated resources**
- **Complies with statutory requirements for record keeping**

COA 1: Originator Oriented Architecture

Our Current State

This system does not:

- Provide a formal process to develop the guidance element of mission execution
- Enforce a structure to coordinate and adjudicate policy, doctrine, and TTPs
- Provide a feedback loop, i.e. lessons learned system
- Link doctrine, policy or TTPs to the training system

COA 2: Mission Oriented Architecture

A system in which the 11 mission areas would publish consolidated policy, doctrine, and TTP documents within the parameters of CG wide published policy and doctrine. All of this would be anchored to our bedrock principles, values, and ethos.

COA 2 – Mission Oriented Architecture



CG Pub 1 – “The bedrock”

COA 2: Mission Oriented Architecture

This system would:

- **Formally recognize the role of doctrine in mission execution**
- **Encourage development of utilitarian documents that consolidate doctrine, policy and TTPs for each mission area**
- **Require less admin lift to implement than COAs 3 and 4**

COA 2: Mission Oriented Architecture

This system would not:

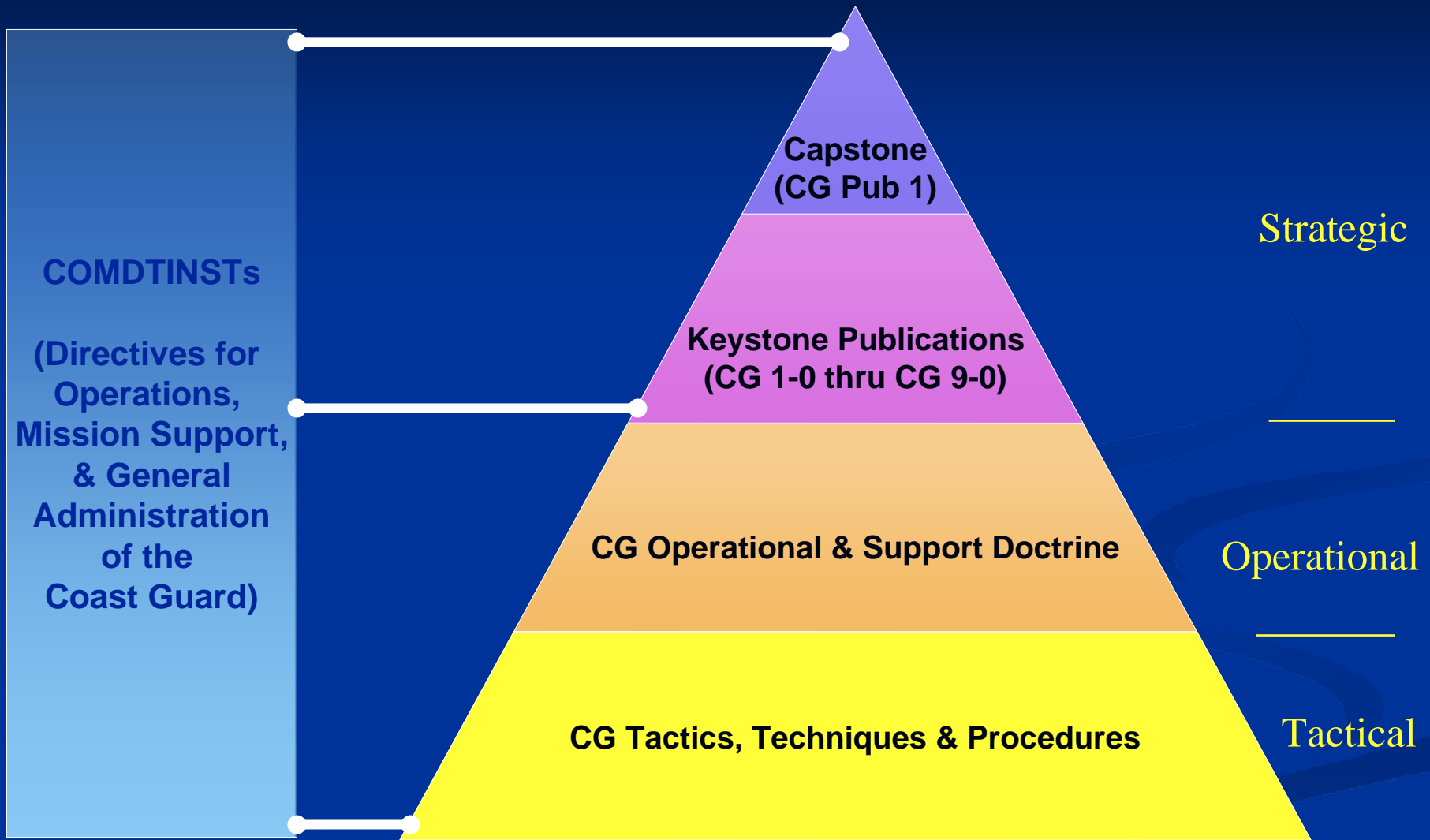
- **Provide for direct coordination or deconfliction among mission areas**
- **Help differentiate guidance from prescription**
- **Show clear lanes of authority for the modernized CG command structure**

COA 3: Staff Function Oriented Architecture

A system in which policy would be published in accordance with the directives system and chain of command.

Meanwhile, doctrine and TTPs would be published in a separate hierarchy, roughly based on the organization of the functional staffs.

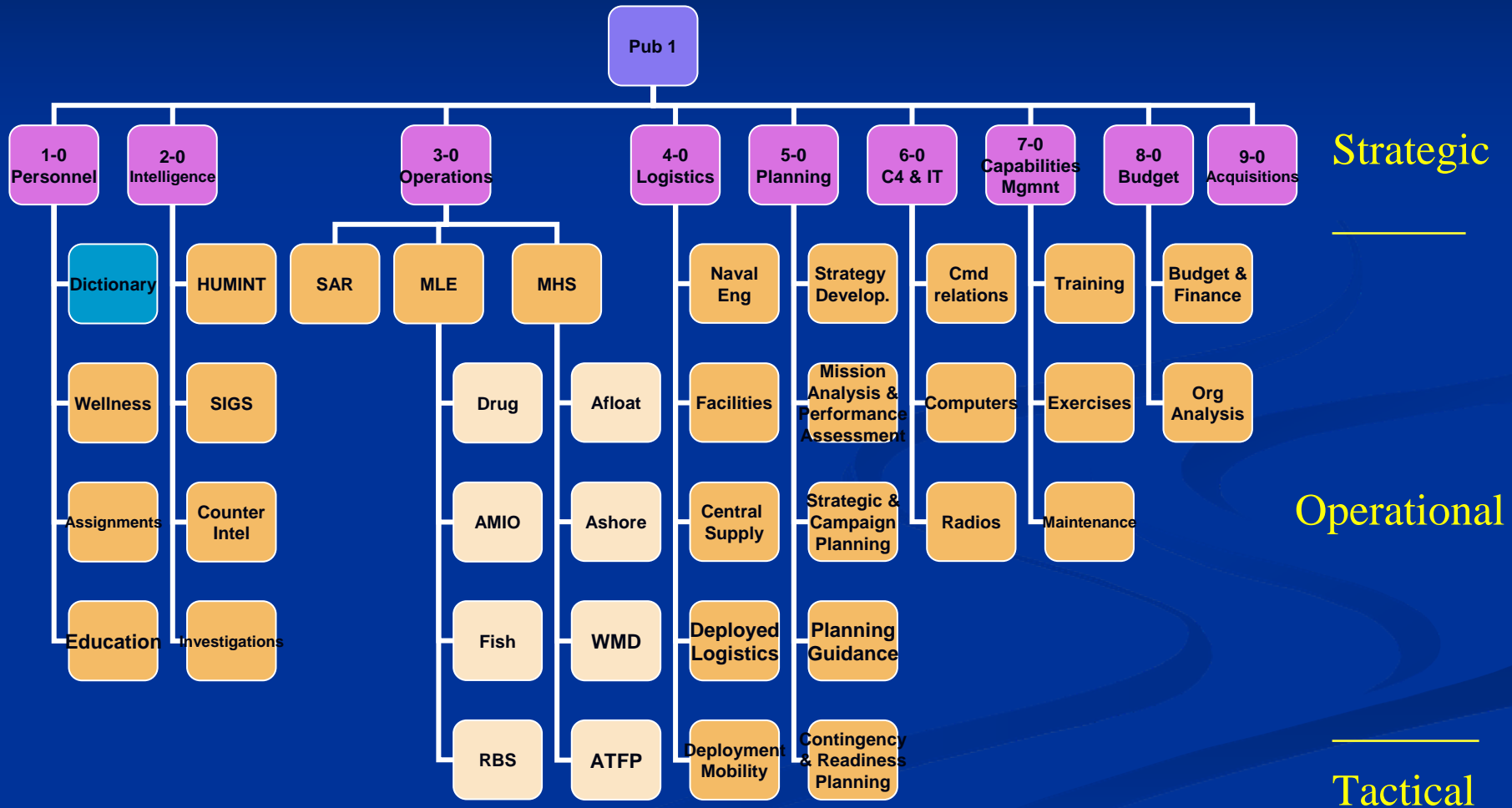
COA 3 - Policy & Doctrine Relationship



Policy Library

Doctrine Library

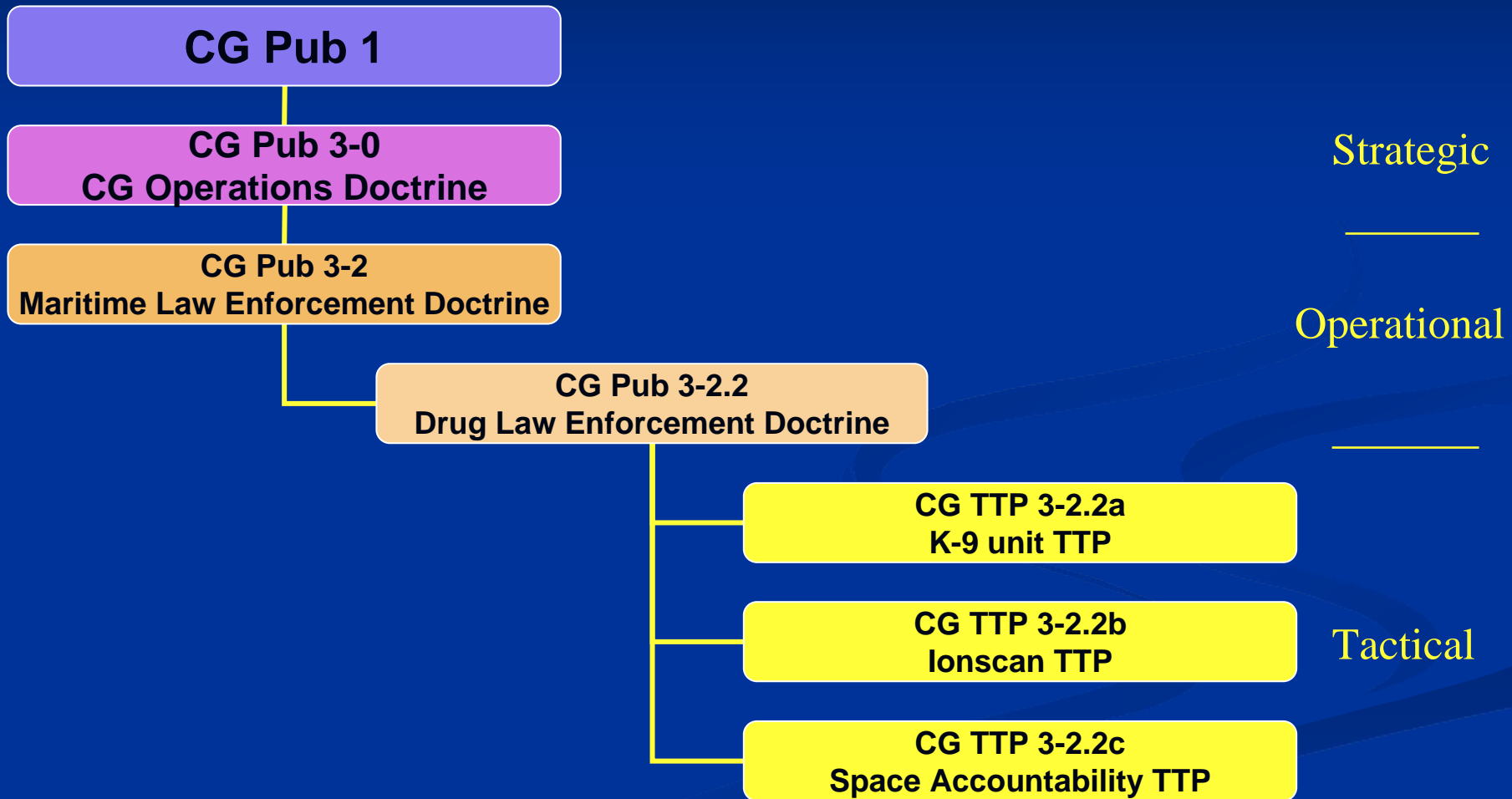
COA 3 – Staff Function Oriented Notional Doctrine Architecture



*Orange blocks only a partial sample of potential doctrinal publications

COA 3 – Notional Doctrine Library Sample

Down to TTP Level



*Numbering scheme & sample pubs
used for example only

COA 3: Staff Function Oriented Architecture

This system would:

- **Correlate directly with the Joint Chiefs of Staff publication system**
- **Identify which staff function is responsible for which doctrine**
- **Clearly separate policy directives from doctrinal guidance**

COA 3: Staff Function Oriented Architecture

This system would not:

- **Be achievable without at least some significant time commitment by staff elements**

COA 4: Latticed Frame Architecture

A system which would require publications developed along staff lines to acknowledge mission program lines, and mission publications to acknowledge all staff functions.

COA 4 – Latticed Frame Schematic

Level I
Capstone Pub

Level II
Keystone Pubs

Level III
Operational
&
Mission
Support
Doctrinal
Pubs, Policy
Directives
and TTP
Documents

Drug Interdiction
Migrant Interdiction
Other Law Enforcement
Marine Safety
Search & Rescue
Ports, Waterways & Coastal Security
Living Marine Resources
Marine Environ. Protection
Aids to Navigation
Ice Operations
Defense Readiness



*This Pub would define & guide doctrinal architecture.

COA 4: Latticed Frame Architecture

This system would:

- **Clearly separate policy directives from doctrinal guidance**
- **Require mission managers coordinate with all staff functions**

COA 4: Latticed Frame Architecture

This system would not:

- Provide a clear lane for operational doctrine which applies in multiple mission areas (e.g. Radiation detection, K9s, Rescue and Survival Systems)
- Be achievable without at least some significant time commitment by staff elements

Phase 2 (Reprise)

Essential Elements for Any COA

- Oversight Function w/ Senior Leadership to Coordinate, Adjudicate & Enforce.
- Feedback Loop / Lessons Learned System.
- Doctrine Development Group.
- Link to Training System.

Questions?