



Ministry
of Defence

Writers' Handbook

January 2019 Edition



Writers' Handbook

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dated January 2019



DCDC Chief Editor

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Preface

Purpose

1. The *Writers' Handbook* has been developed to help **all** writers in the Development, Concepts and Doctrine Centre (DCDC), irrelevant of their role or team. The publications DCDC produces are sometimes the only contact we have with our intended audience and so it is vital we communicate our messages well and maintain our reputation for producing high-quality products.

Context

2. Communicating effectively is an important tool we all need to use. It may be through a presentation, an email or a publication. Whatever form it takes, it is communicating the work of DCDC. It is therefore important that DCDC has a style and brand that is recognised and consistently used across all our work. This handbook has been written to try and help build and maintain consistency in the work we do.

3. Being able to communicate effectively is not just important for our national work, but also the work we do with international partners. We have declared that we will 'put NATO [North Atlantic Treaty Organization] at the heart of Defence'¹ and so it is vital that we deliver outputs that are accessible and, therefore, understood by the whole audience. A foundation block of interoperability is using the same, agreed terminology and this handbook gives an overview of working with terminology.

Scope

4. The Publishing Team are responsible for the DCDC brand and for publishing our work. This handbook is designed to help writers of DCDC products understand how to use effective writing in their work, as well as how the Publishing Team can help along the way. It particularly looks at DCDC publications and how these are produced. This handbook does not cover the

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1 Chief of the Defence Staff/Permanent Under Secretary, July 2012.

development process of publications, there are other guides, including the *Developing Joint Doctrine Handbook*, that cover process for the different areas.

Audience

5. The *Writers' Handbook* is mainly written for those producing DCDC products. However, other writers may also find some of the information useful.

Structure

6. The handbook is divided into five chapters and two annexes. A breakdown of what is included in the publication is below.

- a. **Chapter 1 – Effective writing.** This chapter covers the main principles of plain English and aims to offer advice on how to write your publications.
- b. **Chapter 2 – Terminology.** This chapter offers a quick view of terminology and the processes you should follow when using and developing NATO and national terminology.
- c. **Chapter 3 – Writing style guide.** This chapter sets out the styles, spelling and grammar conventions DCDC uses for its publications.
- d. **Chapter 4 – Publication structure.** This chapter lays out the structure and key elements publications should include. The Publishing Team has created a macro-enabled Word template to help you format your working and study drafts, and this chapter explains how to use it.
- e. **Chapter 5 – The Publishing Team.** This chapter explains how the Publishing Team can help with producing your publications and what is involved in the different stages.
- f. **Annex A – Publications checklist.** This annex has been provided to help both writers and editors throughout the process. Although it is not an exhaustive list, it should help to make sure all elements have been considered along the way.

g. Annex B – Principles of war (the Publishing Team version). This annex is a light-hearted interpretation of the principles of war. It highlights how the Publishing Team and writers can work together to best effect.

Linkages

7. The *Writers' Handbook* is DCDC's style guide and takes precedence over other guidance if you are writing a DCDC publication. However, other useful guidance can be found in:

- Joint Service Publication (JSP) 101, *Defence Writing Guide*;
- *WriteRight!*;
- *Developing Joint Doctrine Handbook*; and
- NATO terminology guidance.

Table of changes in this edition

Page number	Change
1	Updated expected promulgation date of the new edition of JSP 101.
46	Addition of DCDC style for 'exercise'.
48	Addition of DCDC style for 'gray zone'.



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Chapter 1

s born in
This was not a gro
abled people suffer
ed by their families
g chamed by his dau
shamed
fortunately he
She ha

'The British write some of the best doctrine in the world, it is fortunate that their officers do not read it.'

Colonel (later Field Marshal) Erwin Rommel



“

Say all you have to say in the **fewest** possible words, or your reader will be sure to **skip** them; and in the **plainest** possible words or he will certainly **misunderstand** them.

”

John Ruskin
1819-1900

Chapter 1 – Effective writing

1.1. At the Development, Concepts and Doctrine Centre (DCDC), we use a plain English approach to write our publications as clearly and concisely as possible. The Ministry of Defence (MOD) is a corporate member of the Plain English Campaign,¹ committed to communicating clearly by using the plain English principles in its work. Although this section mainly refers to DCDC publications, the principles should be used in all your work, for example, emails, presentations, papers or posters.

1.2. Joint Service Publication (JSP) 101, *Defence Writing Guide*, sets the MOD's policy, rules and conventions on how we should write. Effectively, it is the MOD's 'house style'. The latest edition of JSP 101 was released in 2010² and follows the plain English principles. JSP 101's author also published a very useful guide to effective writing, *WriteRight!* – it gives advice on how to write effectively, as well as some useful grammar tips. It is worth reading both guides before you start writing, although wherever there are any differences, this handbook takes precedence. Copies of *WriteRight!* can be accessed on the DCDC Sharepoint site in the shared area. Keep a copy handy so you can refer to it throughout your writing phase.

What is effective writing?

1.3. The key to effective writing is to keep it simple. It is about using everyday language that helps people understand your message from a **single reading**. Using the plain English principles helps you do this.

1.4. You should aim to write in a way that will be easily understood by your intended audience. Use clear and straightforward language – avoid unnecessarily long words, gobbledegook and jargon. All DCDC publications

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1 The Plain English Campaign is an internationally-recognised corporate organisation and their website, www.plainenglish.co.uk offers good advice and tips.

2 Although the 2010 edition of JSP 101, *Defence Writing Guide* is currently extant, an updated version is due to be published in spring 2019. Make sure you are using the latest version.

are aimed at a general audience at the strategic level. Therefore, although some subjects are more complex than others, all publications should be understood by our audience. Being able to put complex issues across in a simple way so that all readers can understand your idea from a single reading takes skill. As Blaise Pascal wrote to his friend:

'...I would have written a shorter letter but I did not have the time'.³

Why use plain English?

1

1.5. Commanders and their staff are very busy people. You are competing for their time against all the other publications, papers and documents they have to read. Our publications need to capture all relevant information as well as being concise with short, simple messages that can be read and understood **quickly**. Research has also shown that if you write using the plain English principles, your reader is more likely to retain the information for longer.

1.6. Before you start drafting your publication, it is worth seeking further advice from DCDC's editors. They are the subject matter experts on:

- effective writing and using plain English to make text easier to read and understand;
- formatting and house style;
- using DCDC's templates with built-in macros, which makes formatting publications much easier;
- using images and diagrams (through DCDC's Graphics Manager);
- preparing text for printing; and
- terminology.

.....
³ Paraphrased from the original translation. Pascal B., *Provincial letters*, 'letter XVI', dated 4 December 1656.

Section 1 – Plain English principles

1.7. The plain English principles should be used for all forms of communication, not just reserved for our publications. Whether you are writing an email, submission, paper or poster, you want to make sure that the information is clear. The plain English principles are:

- plan your work;
- write in a style appropriate for the audience;
- write the information as clearly as possible;
- think how to best present the information; and
- check your work.

1

We will now look at each of these principles in more detail.

Section 2 – Plain English principles: plan your work

1.8. Planning your work will help you structure your publication. You will have completed a project initiation document before starting work on your publication and as part of this you will already have an agreed outline structure. This should include chapter and section titles, although this structure may change as your work develops. By planning the structure before you start work on the content, it will keep you focused on the subject and help you avoid repeating the same message and adding too much padding. When considering your structure, ask yourself the following questions about the publication.

- Why is it needed?
- What is it about (and not about)?
- What has already been written about it?
- Who is it for?
- What does the reader already know?

- What more does the reader want, or need, to know?
- When are my milestone dates?

Your answers should help give you the publication's chapter headings, section headings, side headings and so on.

Section 3 – Plain English principles: write in a style appropriate for the audience

1

1.9. Before you start writing, you need to be clear who your audience is. Putting together your distribution list now, rather than as an afterthought, will help you decide who they are. When you look at the distribution list, 'what we did last time' is not good enough. You should consider, for example, whether your publication will be used:

- for general awareness;
- by personnel directly involved in that subject as guidance;
- as a training tool for courses; or
- by other organisations, for example, other government departments, international partners, academia or others.

1.10. Once you have considered who your audience is, you can then write in a style appropriate for them. If it is a general subject, it can be written in a straightforward way. If the subject is more complex or technical, it may be appropriate to use some jargon. If this is appropriate, make sure you explain the terms so the content is understood by the whole audience, not just the specialist community.



Be clear who your audience is and then you can tailor your publication to suit their needs

Section 4 – Plain English principles: write clearly

1.11. **Decide what you want to say.** Spending time at the beginning of your project working out the structure is time well spent. It is important to work out what topics you need to cover and what you are going to say about them. A mind map or series of ‘post-it’ notes on a wall can be useful ways of organising your thoughts. If you want further advice on how you can structure your work, speak to DCDC’s editors.

1.12. **Use short sentences.** Try to keep your sentences short. You should aim for 15-20 words in a sentence. However, this is only a guide and varying your sentence length helps add variety to make your work easier to read. But, try to avoid long sentences. When you are trying to shorten sentences look for conjunctions – words such as, ‘and, but, although, if, so, because and however’. Try to only have one idea or point in each sentence. The same concept should be used for paragraphs – keep to one concept and do not have lots of long paragraphs, try to break them up. And finally, remember, one sentence is not a paragraph! Paragraphs need to be at least two sentences (and ideally more).

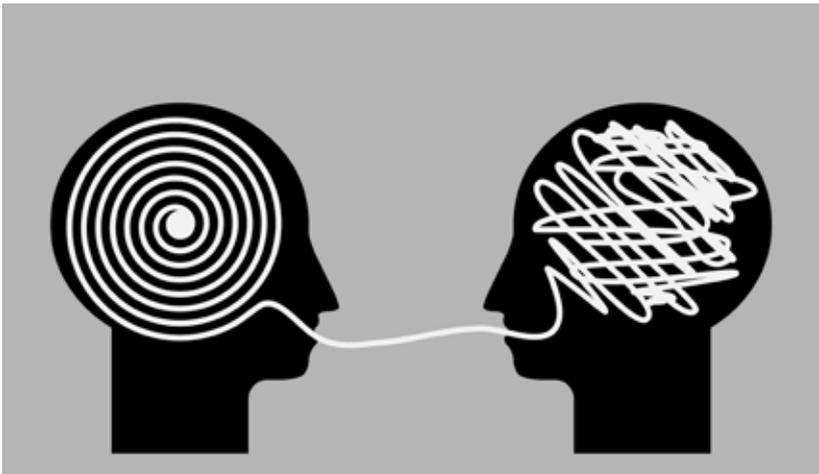
Use everyday language

1.13. When you are writing your publication, a good starting point is to write in the same way as you would if you were explaining it to someone

in a conversation. Try to use words that are familiar because they can be surprisingly good at describing complicated systems and procedures. The aim is to make your message understood by your audience. You should try to:

- use simple expressions with short words and phrases;
- avoid legalistic and pompous words; and
- use the first person (we, us, them and so on) where you can, but be clear who the first person is.

1.14. There is a misconception that we are trying to ‘dumb down’ the intellectual content of our publications. **This is not true!** We have all read text that is confusing because the author has used dense and complex academic language they incorrectly felt was appropriate for the subject. If your audience is confused by your publication, and the phrase ‘I think it means...’ is used, we have not got it right. Using such difficult language can mislead our readers into thinking that our doctrine is not current. So, you should try to use everyday language instead because it is enduring. It makes information easy to read, understand and retain, which means that our publications are quickly and easily understood.



Using everyday words will help us avoid miscommunication

Using the active voice

1.15. In Defence, we have traditionally used passive, rather than active, verbs. Active verbs keep sentences short and make writing more personal, lively and direct. Using too many passive verbs can make the text read as cold, impersonal, bureaucratic, long-winded and, potentially, confusing. However, there will still be places where using passive verbs is the right option for that particular context. An example of passive and active verbs is shown below.

Example of passive verb		
Casualty numbers	will be considered	by operational planners.
	Verb	The agent, if there is one, comes after the verb and is introduced by the word, 'by'.
Turning the passive verb into an active verb		
Operational planners	will consider	the casualty numbers.
The agent, or 'doer' comes before the verb	Verb	

1.16. Using active verbs can help make sure that actions have 'owners' rather than being ambiguous. For example, by writing 'casualty numbers will be considered' leaves it uncertain as to who should carry out that action, whereas 'medical staff must consider casualty numbers' makes the action and owner clear. By having an owner and action, it should avoid situations where no one knows who should be doing a task, or everyone assuming someone else will do it.

1.17. Authors often turn verbs into nouns, or noun phrases. In linguistics jargon these hidden verbs are called 'nominalisations'. Too many nominalisations will produce heavy and dull writing. This is because they tend to conceal an action or stop the narrative from moving, whereas verbs reveal the action and let the narrative flow. Nominalisations also tend to go with passive verbs, which is another good reason to avoid them. The following examples show that revealing the verb can also reduce padding and, therefore, the number of words.

Examples of revealing the action – turning nouns back into verbs

Instead of:		Try:
prior to payment	=	before paying
subsequent to completion	=	after completing
to bring about the introduction of	=	introduce
to perform the evaluation of	=	evaluate

1

Avoid, or minimise, using acronyms and abbreviations

1.18. In Defence, we live in world of TLAs (three letter abbreviations) and yet acronyms and abbreviations can be so easily misunderstood. If the acronyms are new to the reader, the reader will generally consciously ‘decode’ them to make sense of the sentence. This then disrupts the flow and makes reading harder than it needs to be, which could be frustrating, confusing or irritating.

1.19. As we are not writing our publications for subject matter experts, we should minimise our use of acronyms to make our publications as accessible as we can. Remember our audience includes cross-government organisations and international partners and it can be particularly difficult for them to understand text that is full of abbreviations. So, it is DCDC’s policy to not use acronyms and abbreviations unless they add value to the publication. If you do use them, they should be approved acronyms (not ones you have made up!) and they should be introduced at first use in **each** chapter. If in doubt, speak to DCDC’s editors who can advise you and also see Chapter 2, Section 4 for more information on how to use them.

‘The key test for an acronym is to ask whether it helps or hurts communication.’

Elon Musk
Entrepreneur and inventor

Grammar, punctuation and spelling

1.21. Along with Chapter 3 of this guide, *WriteRight!* also gives some useful tips on grammar, punctuation and spelling. Used correctly, punctuation is a powerful tool. Some examples are below.

Punctuation examples – a misplaced comma or hyphen can make a big difference to the meaning of the sentence

A panda walks into a café. He orders a sandwich, eats it, then draws a gun and proceeds to fire it at the other patrons.

‘Why?’ asks the confused, surviving waiter amidst the carnage, as the panda makes towards the exit. The panda produces a badly punctuated wildlife manual and tosses it over his shoulder.

‘Well, I’m a panda,’ he says, at the door. ‘Look it up.’

The waiter turns to the relevant entry in the manual and, sure enough, finds an explanation. ‘Panda. Large black-and-white bear-like mammal, native to China. Eats, shoots and leaves.’⁴

Jules finds inspiration in cooking her family, and her dog.

Jules finds inspiration in cooking, her family, and her dog.

Let’s eat, Grandma.

Let’s eat Grandma.

Working twenty four-hour shifts.

Working twenty-four hour shifts.

Working twenty-four-hour shifts.

.....
5 Lynne Truss, *Eats, Shoots and Leaves*, 2003.



Be aware that punctuation can change the meaning of your work

1

1.22. **Overusing capital letters.** In the MOD, we have grown into a habit of overusing capital letters. CAPITAL LETTERS can seem threatening and are more difficult to read than lower-case text. This is because your eye is not able to easily see the different shapes of the letters that make up the word and therefore has to work harder to read each letter individually. You should, therefore, only use capitals when it is grammatically correct to do so.

Capitals

CAPITAL LETTERS SHOUT OUT, ARE THREATENING AND MORE DIFFICULT TO READ – DO NOT USE THEM

If this is a title of a section or chapter, this should read:

Capital letters shout out, are threatening and more difficult to read – do not use them

If we want to emphasis a word or phrase, we use **bold** type rather than CAPITAL LETTERS for emphasis. We no longer underline text, this also alters the natural shape of the letters and makes it harder to read.

We still use capital letters for proper nouns. For example, we use initial capitals for:

- names of organisations – Joint Forces Command;
- ranks and titles – DCDC Editor 1 (but ‘DCDC’s editors’); and
- people’s names, place names, months and days of the week.

Section 5 – Plain English principles: presenting your information

1

1.23. How you present your information is sometimes as important as the information itself. Ask yourself what the best way is to communicate a particular idea. Rather than just using words, consider using diagrams, flow charts or images to convey a concept. Well-chosen images and simple diagrams can often tell the story better than words. Before you start on your project, speak to DCDC's Graphics Manager who will advise you on the guidelines for using diagrams and images in your publication.

1.24. **Diagrams.** 'A picture paints a thousand words' and some things are better drawn. Try to avoid using acronyms in your diagrams, but if you cannot you must add a legend. Microsoft PowerPoint is a useful program to use to design diagrams but be aware DCDC's Graphics Manager will have to redraw any diagrams you have created for the final publication to make sure they conform to DCDC's graphics style.

1.25. **Images.** A well-chosen and placed image can enhance a reader's understanding and bring the publication's subject to life. Images should add to the publication though and not just be used as 'eye candy'. A good source of images for many of the publications we produce is the Defence Imagery library.⁶ They have a large collection and the images are free for us to use. We do also



have subscriptions with other image banks, including Shutterstock, which may be more suitable for concepts and futures work particularly. DCDC's Graphics Manager can advise and help you choose suitable images.

Shutterstock can provide a good source of images for your publication

6 For more information see <http://www.defenceimagery.mod.uk>

Breaking up the text

1.26. One of the techniques we use to help readers digest the information in the publication more easily is by breaking up the text. This creates more white space on the page, giving the eye 'breathing space' and making the text more 'digestible'. The example below shows the difference this can make.

It is too easy to write long passages of text which come across to the reader as difficult and boring. This is because the writer has failed to break up the text. Use manageable chunks that are easy on the eye and can be read as small packets. Instead of writing one continuous block of text, use paragraphs and sub-paragraphs. They do not need headings, as long as their subject is clear. Think from the readers' point of view. They may have only three to four minutes, with little else to go on but your words, to make important decisions.

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Instead of writing one continuous block of text, use paragraphs and sub-paragraphs. They do not need headings, as long as their subject is clear.

Think from the readers' point of view. They may have only three to four minutes, with little else to go on but your words, to make important decisions.

1.27. **Using bullets.** Using a bullet-point list is one of the best ways of breaking down complex information into manageable chunks. Although there are many different ways of using bullet-point lists, there are two different ways that are acceptable in DCDC publications, which are shown on the next page. Bullets should be used only for lists, not multiple-sentence sections; the latter are sub-paragraphs.

Two ways we use bullet points in DCDC publications

Option 1 – A list in which each point is a complete sentence. The introductory sentence ends with a full stop and each bullet point starts with a capital letter and ends with a full stop.

The speaker made three points.

- The rainforests are being destroyed at a tremendous speed.
- Thousands of undiscovered species are disappearing for ever.
- The greed of developers and the pressure for land may deal mankind a fatal blow.

Option 2 – A list which is a continuous sentence. The introductory lead-in sentence ends with a colon and each bullet point starts with a lower case letter and ends with a semicolon, apart from the final one, which ends with a full stop. Make sure that all the bullets make sense running on from the lead-in line.

If you are the last person to leave this workshop, please make sure you:

- turn out the lights;
- lock the outside door; **and**
- hand in the key at the security desk.

Section 6 – Plain English principles: check your work

1.28. It seems an obvious point but always proofread your work when you have completed it. One good way of checking the flow of the publication is to read it out loud. You may be surprised how it can help you identify inappropriate words, long sentences and help you punctuate your text correctly as you run out of breath! Once you are happy, give it to another desk officer to read. DCDC's editors will also review your publication and because they are not subject matter experts they will be able to identify areas that are unclear. If they do not

understand it, the chances are that some of your intended audience may also experience difficulties. You then need to revise the text so that the information comes across more clearly.

Be disciplined

1.29. In the past, audience feedback has said we need to reduce the length of our publications, particularly our doctrine. Our audience does not have the time to wade through many pages of text where the message is hidden under unnecessary padding, repetition or poorly structured sentences. You should try to sequence your work so you only need to explain a concept or point once, and then refer back to it if necessary. When you are reviewing your work, you need to be disciplined by continually asking yourself the following questions.

- Have I broken up my text as much as I could?
- Is my message hidden under too much padding?
- Does this sentence add to my message?
- Do the sentences in this paragraph work together to add to that message?
- Do these paragraphs work together to give my overall message in that section?
- Do the sections work together to give the right sequence of messages in that chapter?

If your text has not added anything, or you have padded it out too much, take it out. This will reduce the number of pages and make your text flow better.

Chapter 2

ilar s
the study

ter

[tur-muh]

noun, plural

1. the system
science, art,
2. the science
arts.

Word Origin

1, from Ger

by C.G.

word

'Without terminology, clear, effective communication about subjects and contexts is impossible.'

Petra Drewer
Full Professor of Applied Linguistics

of specialized words
subject.
of terms

terminology

-nol-uh-jee]

1 'terminologies'

of terms belonging or peculiar to a
, or specialized subject; nomenclature.
of terms, as in particular sciences or

and History for 'terminology'

erman Terminologie (1786), a hybrid
Schütz of Jena, from Medieval
, expression" (see terminus
with, a speaking can

“

I think a **good definition** is like a **good poem**: beautiful and worthwhile in itself. **But** not every **subject** gets a **poem**, and not every **word** needs a **definition**.

”

Erin McKean
Lexicographer

Chapter 2 – Terminology

2.1. Terminology is an important element of our work. At times it may seem trivial, but establishing a common understanding is vital, particularly when working with other government departments and international partners. When we operate with others, we need to be clear that we all have the same understanding of a term. For example, the old joke of what happens if you ask the different Services of our Armed Forces to ‘secure a building’, the:

- Royal Navy would turn out the lights and lock the doors;
- British Army would surround the building with defensive fortifications;
- Royal Marines would assault the building, using overlapping fields of fire from all appropriate points on the perimeter; and
- Royal Air Force would take out a three-year lease with an option to buy the building.

Although a humorous example, the seriousness of consequences caused by misunderstanding the meaning of a term could, in certain circumstances, be fatal.

2.2. We must use the following processes for all our publications, not just doctrine. For concepts work that may feed into doctrine at a later stage, it is important that we develop sound terminology at that stage so it does not need to be reinvented to conform to terminological standards later on. Remember that any term used in a publication’s lexicon should refer to its source.

2.3. Following the 2012 direction by the Chief of the Defence Staff and Permanent Under Secretary to ‘put NATO [North Atlantic Treaty Organization] at the heart of Defence’, we also apply this direction for terminology. Staff officers should be aware of the following guiding principles when using terminology and

aim to use agreed terminology whenever possible. There is a hierarchy of terms and definitions we use, which are:

- *Concise Oxford English Dictionary*;
- NATOTerm; and
- Joint Doctrine Publication (JDP) 0-01.1, *UK Terminology Supplement to NATOTerm*.

2.4. ***Concise Oxford English Dictionary***. This is the primary source publication for all terminology (even NATO, who also use *Le Petit Robert* for the French equivalent). Where a definition already exists in the dictionary and it is applicable to the context you are using it in, you should use it without modifying or enhancing it.⁷ If, however, the definition is not fit for purpose for your concept then move on to the next stage – NATOTerm.

2.5. **NATOTerm**. This is NATO's terminology database. In the past NATO has maintained many individual glossaries. The overarching glossary was Allied Administrative Publication (AAP)-06, *NATO Glossary of Terms and Definitions*, which contains:

- 'general terminology with a specific military meaning;
- specialist terminology that needs to be widely understood throughout NATO; as well as
- terms that are not adequately defined in the NATO Terminology Programme (NTP)'s reference dictionaries (*Concise Oxford English Dictionary* and *Le Petit Robert*), thus promoting mutual understanding and strengthening the Alliance's defence capabilities.⁸

Whilst AAP-06 does still exist, it will be phased out and we should therefore always use NATOTerm as the authoritative database. NATOTerm has also incorporated more than 20 other specialist subject glossaries, for example,

7 Make sure you are using the most up-to-date version of the hard copy – not an online version. In 2018, the most current version is the 12th Edition, published 2011.

8 Quoted from Allied Administrative Publication-06, *NATO Glossary of Terms and Definitions*.

AAP-39, *NATO Handbook of Land Operations Terminology* and Allied Medical Publication (AMedP)-13, *NATO Glossary of Medical Terms and Definitions*. NATOTerm now holds more than 10,000 terms and definitions.

2.6. **Joint Doctrine Publication 0-01.1, *UK Terminology Supplement to NATOTerm*.** If the *Concise Oxford English Dictionary* and NATOTerm do not have a definition that is fit for purpose, then check JDP 0-01.1, *UK Terminology Supplement to NATOTerm*. The United Kingdom (UK) publishes its own glossary for terms that have not been defined by NATO or the NATO definition does not suit our national needs. Because NATO terminology is agreed by the nations, there will be times when it is fit for the NATO context, but not the UK one and there are also terms that politically nations cannot agree to in NATO. However, the biggest issue can be producing all NATO terminology in two languages, English and French. Unlike translating documents where there is a degree of latitude in the words you can use to describe the content of the sentence, in terminology it must be a direct translation. There are words in both languages that do not have an equivalent in the other, making it sometimes impossible to agree on a definition without changing the meaning in one language. Therefore, where appropriate in these situations, and where we are developing new concepts, agreed UK terminology will be developed.

2



Agreed terminology ensures we all have the same understanding of a term

Section 1 – NATO terminology

2.7. For NATO terminology, the NATO Standardization Office (NSO) coordinates all activity through the NATO Terminology Programme. NATOTerm shows the status of entries as NATO Agreed, NATO Adopted, Not NATO Agreed, and NATO Cancelled. A description of these categories is shown below.

2

- 
- **NATO Agreed (green diamond).** These definitions have been through the NATO Terminology Programme and have been NATO Agreed by a tasking authority. These terms and definitions should be used wherever possible instead of UK equivalents.
 - **NATO Adopted (blue diamond).** These definitions have been produced by another body or organisation and they have been reproduced faithfully in NATOTerm. They tend to be more technical or specialist definitions. They may include definitions from the United Nations or the International Organization for Standardization, amongst others.
 - **Not NATO Agreed (yellow diamond).** These definitions have often been used in NATO publications but they have not been through the formal approval process. Some of these terms have been developed by sub-group subject matter experts and so, whilst valid in terms of content, they have not had the rigour of the NATO Terminology Office checking them for consistency, form and conformity to terminological standards.
 - **NATO Cancelled (red diamond).** These definitions are no longer valid for use, but they are kept in the database for legacy purposes. They can be useful when researching terminology, but be cautious not to use them.

2.8. If you are involved in developing (or reviewing) NATO terminology through working groups or NATO boards, you should familiarise yourself with the NATO terminology policy documents:

- PO(2015)0193, *NATO Terminology Directive*, which describes the procedures and responsibilities of the various actors; and
- AAP-77, *NATO Terminology Manual*, which explains the basic concepts of NATO terminology (based on ISO⁹ standards).

Both of these policy documents are available through the NATO NSO password-protected site,¹⁰ along with a terminology *Quick Start Guide* and the Terminology Tracking File (TTF) Tracker.

2.9. **Terminology Tracking File.** If you need to review NATO terminology, the TTF is a useful reference document to look at.¹¹ There is a TTF for each definition and the form contains the history of the definition, any discussions that have taken place and any proposals to modify or cancel it. It captures nations' responses to the proposals and is useful to see the journey of the term as there are often numerous modification proposals for one term over its lifetime.

2.10. **Proposing new NATO definitions.** If you need to propose a new definition to the NATO glossary, you should follow the guidance in the NATO terminology policy documents in paragraph 2.8. Section 3 of this chapter gives an introduction to the key information you should know about terms and definitions. The following list offers a quick overview of the steps to follow when proposing new NATO terminology. The steps include:

- checking the concept is not already covered in the reference dictionaries (*Concise Oxford English Dictionary* and *Le Petit Robert*) or other reference sources (including ISO standards and so on);

9 ISO is not an acronym. Although ISO standards are managed by the International Organization for Standardization, the word 'ISO' is actually derived from the Greek word 'isos' meaning equal.

10 Access through <https://nso.nato.int> – you can apply for a password via the site. If you are doing any work with NATO doctrine development, you will need access to the site.

11 Terminology Tracking Files can be found on the terminology page of the NATO Standardization Organization (NSO) password-protected site.

- completing a TTF with all sections filled in with as much detail as possible (term, synonyms, abbreviations, definition, notes, if required, and a clear justification for why the definition is required) and any background information that will help the NATO Terminology Office when they review the proposal; and
- submitting the TTF to the NATO Terminology Office for processing.

2.11. **Proposing modifications or cancellations of existing terminology.** When reviewing publications, it may become clear that a definition is no longer fit for purpose because the context or concept has evolved over time. When this happens it is important that you address the issue and do not try to work around it or invent a new definition alongside the agreed one. Instead, using the TTF for the current term and definition, you can start a modification entry by completing the relevant sections as described above in paragraph 2.10. The same process should be followed if you come across a term that is no longer relevant and should be removed from the NATO glossary. Although modifications can take time to process and are often seen as a frustration rather than useful process, it is important we try to keep NATO terminology fit for purpose and current so we can use it instead of UK-only terminology, where possible.

2.12. **Advice.** DCDC's Editor 2 is the UK's terminology subject matter expert and represents the UK at NATO's Military Committee Terminology Board. If you need any advice on terms and definitions that you need to review for your NATO boards or working groups, or need to submit TTFs to the NATO Terminology Office, please speak to Editor 2.

'Terminology is 'applied philosophy', in the sense that it forces you to think about the nature of a concept, that is: to think about the essence of something, about what it really is.'

Folkert Zijlstra
Head of NATO Terminology Office

Section 2 – UK terminology

2.13. Although the UK's policy is to adopt NATO terms as our own wherever possible, we will sometimes need to differ. UK-only terms are listed in JDP 0-01.1, *UK Terminology Supplement to NATO Term*.

2.14. **Adding new terms to the glossary.** The UK supplement is updated bi-annually. New terms are likely to emerge as publications are developed and these terms and definitions should be included in the publication's lexicon. Only new definitions in JDPs will be automatically added to the UK supplement because, unlike JDNs, the publication has been ratified, and the terms and definitions with it. However, new definitions proposed in JDNs may be included as a helpful reference, but they will be marked as not ratified. Other definitions that have been developed outside the publication process can also be proposed to be added to the UK supplement. The term and definition will need to be developed so it is terminologically correct (see Section 3) and then it will be circulated for ratification by the Joint Doctrine Steering Committee. Contact Editor 2 for advice if you need to do this.

2.15. **Modifying terminology.** There may be occasions when UK agreed terminology is no longer fit for purpose. When this is the case, speak to Editor 2 who will advise you on the appropriate process to follow. It is very easy to try and ignore the modification process but it is an important step to make sure all terminology is current and fit for purpose.

2.16. **Cancelling terminology.** As we try to influence NATO and develop doctrine with other nations, it is possible that UK definitions will become NATO Agreed terminology. If this is the case, the term and definition will be removed from JDP 0-01.1 when it is next revised. If a term and definition is also no longer used in current DCDC publications, it will also be removed from JDP 0-01.1 on its revision. There will be the opportunity for DCDC staff officers to review the revised JDP 0-01.1 before publication. They will be asked to check that any modifications or removals are correct as they are the subject matter experts for their areas.

Section 3 – Terms and definitions

2.17. As many staff officers will not have developed terms and definitions in previous roles, this section gives a **brief** overview of how definitions should be developed and the pitfalls to avoid. It is **not** a definitive guide, the NATO terminology guides referred to in paragraph 2.8 give much more detail on what is a very complex and involved subject. Editor 2 can also offer further advice.

2.18. **The concept.** The starting point for developing any terminology should be the concept. The concept will be connected to other concepts in a 'concept system' and you will need to understand how the concept system connects before you start to develop definitions. The concept system ranks and connects concepts in descending order from the most general to most specific. Figure 2.1 illustrates the idea of a concept system.

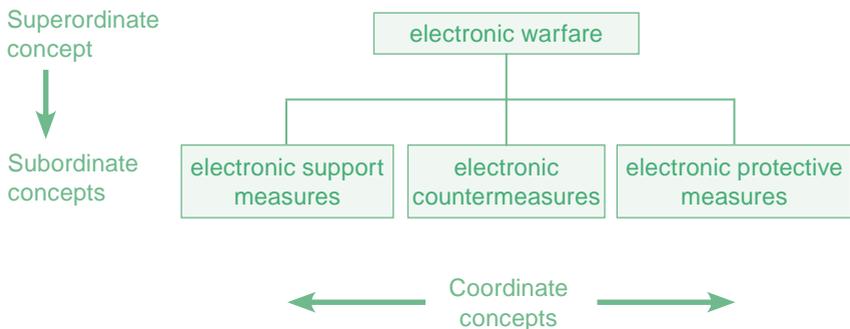


Figure 2.1 – An example of a concept system¹²

2.19. **The designation.** The designation is the label that represents a concept. It should be as precise as possible to reflect the underlying concept. A designation can take many forms, although we only deal with the first two of the following examples:

- a term;

¹² Examples have been taken from *NATO Terminology Manual*.

- an abbreviation;
- a code or formula (for example, H₂O for water);
- a symbol or icon (for example, map symbols); or
- a picture or diagram (for example, male and female door signs).

2.20. **Synonymy.** Be aware that there may be a number of designations to define the same concept. This is called synonymy. If the term you are developing has a number of synonyms, they should all be recorded as part of the entry, but labelled appropriately to help the user understand the status of the synonym. The designations should be labelled as:

- **'preferred'** for the best designation for the context that will be used as a first choice wherever possible;
- **'admitted'** for other designations that are acceptable to use but not the first choice designation; and
- **'deprecated'** for those designations that are no longer acceptable to use.

2

A terminology entry

2.21. A terminology entry is made up of a number of constituent parts, which we will cover in a bit more detail. The parts are the:

- term;
- abbreviation or acronym;
- definition;
- notes;
- example; and
- source.

An example of a terminological entry is shown on page 28.

Example of a terminological entry

Term	operation
Abbreviation	Op OP (admitted)
Definition	A sequence of coordinated actions with a defined purpose.
Notes	Notes: 1. NATO operations are military. 2. NATO operations contribute to a wider approach including non-military actions.
Examples	
Source	MCJSB, 10/04/2010

2

2.22. **Term.** A term is defined as: **verbal designation of a concept in a specific subject field.**¹³ It should consist of one or two words, but not phrases. The term should **only** use capital letters if it is a proper noun. When writing the term in the terminological entry, write it in the correct case (as you would write it in text) – for example, the word ‘operation’ above is correct rather than ‘Operation’. Underneath the term, you would also list any synonyms.

2.23. **Abbreviations.** Any acronyms or abbreviations that can be used for the term should be listed. You should include all relevant abbreviations and label them, if appropriate, with ‘admitted’ or ‘deprecated’.

2.24. **Definition.** The definition is the description of the concept that provides enough information to differentiate it from another concept. For example, a bad definition for a rifle would be ‘a weapon with a metal barrel through which bullets are fired’ – this could apply to any gun. A better definition would be ‘a gun, especially one fired from shoulder level, having a long spirally-grooved barrel

.....
13 Taken from International Standards Organization (ISO) 1087-1:2000, *Terminology work*.

to make a bullet spin and thereby increase accuracy over a long distance'.¹⁴ If the definition of the concept is self-explanatory, ask yourself if you should be developing a definition at all. Where possible, you should write an 'intensional' definition, which consists of three parts:

- a **qualifier** (required if the definition only applies in a certain subject field, for example, 'in terminology...');
- the **superordinate term** (when the term is based on a generic concept); and
- the **essential characteristics** of the concept (what makes it unique).

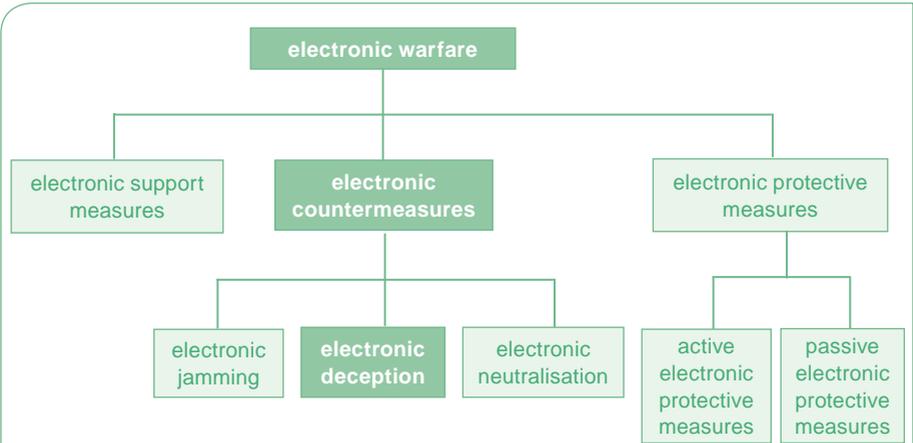


“It turns out we don’t know the definition of change.”

Using terminology guidelines will help you develop a definition that is accurate and useful to your audience

.....
14 *Concise Oxford English Dictionary*, 12th Edition, 2011.

2.25. **Linked concept definitions.** When you are defining terms that are part of a concept system (see Figure 2.1), it is important to make sure that all the definitions in the family are worded consistently. The definitions should make it possible to reconstitute the diagram. An example is shown in Figure 2.2.



2

electronic warfare

Military action to exploit the electromagnetic spectrum encompassing the search for, interception and identification of electromagnetic emissions, the employment of electromagnetic energy, including directed energy, to reduce or prevent hostile use of the electromagnetic spectrum, and actions to ensure its effective use by friendly forces.

electronic countermeasures

In electronic warfare, actions taken to prevent or reduce an enemy’s effective use of the electromagnetic spectrum through the use of electromagnetic energy.

electronic deception

In electronic countermeasures, the deliberate radiation, re-radiation, alteration, absorption or reflection of electromagnetic energy in a manner intended to confuse, distract or seduce an enemy or their electronic systems.

Figure 2.2 – An example of linked concept definitions¹⁴

.....
 15 Examples have been taken from the *NATO Terminology Manual*.

2.26. **Notes.** Notes should be used sparingly, but they should be used to give additional information about the concept that is not essential to the definition itself. The note may include a list of things that are included or not included in the concept, or explain part of the definition further. An example of how to use notes is shown below.

communication system

An assembly of equipment, methods and procedures and, if necessary, personnel, organized to accomplish information transfer functions.

Notes: 1. A communication system provides communication between its users and may embrace transmission systems, switching systems and user systems.

2. A communication system may also include storage or processing functions in support of information transfer.

C3B, 29/05/2002

2.27. **Example.** Examples are not often used, but if one is needed, put it as an example and do not incorporate it into the definition. An example of a definition which includes notes and examples is shown below.

transmission medium

The physical support used to transfer signals.

Note: the term transmission medium is often used incorrectly to mean a means of transmission.

Examples: copper cable; coaxial cable; optical fibre; free space.

C3B, 16/04/1993

2.28. **Source.** The reference source and year must be included in the entry. If the definition has come from another source (another organisation's glossary, for example) and has been reproduced faithfully (in NATO these are likely to become a NATO Adopted definition), the source should be the original document. If, however, the definition originally came from another source but it has been modified to suit the context, the source should read 'derived from: source name, date' and also include the new term approval reference (in NATO this will be the approving board; in the UK, the publication it is used in).

Top tips to remember

2.29. There are some basic rules to remember when you are developing terminology. Some top tips include:

- a definition should be concise, ideally just one sentence long;
- use active verbs where possible;
- do **not** include the term in the definition or it will become a circular definition;
- a definition should **not** contain lists as this can over-restrict the concept;
- a definition should not contain policy, doctrinal statements or descriptions of procedure; and
- avoid using gender references in your definition, use plural terms if you need them at all.

Section 4 – Acronyms and abbreviations

2.30. In Chapter 1 we said that authors should avoid using acronyms and abbreviations, wherever possible. However, this section looks at how we use them if they are needed. The terms acronym or abbreviation are often used interchangeably, but they are two different things. An acronym is a word formed from the initial letters of other words, for example, laser or AIDS.¹⁶ An abbreviation is a shortened or contracted form of the word, for example, Corp., short for Corporation or Prof., short for Professor. Some abbreviations can look like acronyms (for example, mph – miles per hour), but these are ‘initialisms’, which are still a form of abbreviation.

2.31. We try not to use acronyms in our work unless it helps the reader. With many acronyms we translate the full meaning in our brain whilst reading, which slows the reader down, particularly if it is a new subject for them. If the phrase is used extensively though, it makes sense to use the acronym to simplify the text. For example, the publication about non-combatant evacuation

.....
 16 *Concise Oxford English Dictionary*, 12th Edition, 2011.

operations (NEO) uses the term a lot, and reading NEO is easier and less distracting for the reader. If you are going to use acronyms and abbreviations, there are a few rules to follow.

- Do not use acronyms in titles – even if they have been introduced in the main text they should be written out in full in titles.
- Introduce acronyms with their first use in **each** chapter.
- There are only a few two letter acronyms and abbreviations that DCDC will use, which are: United Kingdom (UK), United Nations (UN), United States (US) and the European Union (EU).
- There are some acronyms that are better known than the term it stands for, in these cases you can introduce an acronym with a term to help the reader link the two (for example, NEO).
- Do not use full stops in abbreviations, for example, use BBC not B.B.C.
- The term should not be capitalised to emphasise the acronym or abbreviation as it used to be done in the past, so joint operations area (JOA) is correct, not Joint Operations Area (JOA).
- All diagrams should have legends with all acronyms included, even if they have been used in the main text before – this is so the diagram can be used as a standalone item (for example, for presentations) without needing further work.

2.32. If you use acronyms and abbreviations in your publication, you **must** include a lexicon at the end. All abbreviations should be agreed and included in NATOTerm or the UK MOD Glossary.¹⁷ Authors must not invent their own abbreviations. If authors do want to add a new abbreviation to the UK taxonomy, they should send their request to Editor 2 stating why it is necessary.

.....
 17 The UK MOD Glossary is available on the Defence Intranet under Tools>MOD Glossary and Abbreviation Finder.

Chapter 3



'Your brand is what other people say about you when you're not in the room.'

Jeff Bezos,
Founder and CEO of Amazon



If content
is king,
consistency
is queen

“
Success is neither magical nor mysterious. Success is the natural consequence of **consistently** applying **basic fundamentals**.

”

Jim Rohn
Entrepreneur

Chapter 3 – Writing style guide

3.1. This chapter sets out the styles, spelling and grammar conventions that we, the Development, Concepts and Doctrine Centre (DCDC), use for our publications. The chapter is laid out in alphabetical order. We use a house style to make sure our publications are produced to the same high standard and they are consistent with each other. Although the publication layouts will change depending on the type of publication, the content should be recognisable as a DCDC product. The list is not exhaustive. As a general rule we will use first use in the *Concise Oxford English Dictionary* for guidance where it is not included here. If you have any questions, see DCDC’s editors.¹⁸

A

abbreviations and acronyms

Try not to use acronyms and abbreviations, but if you do use them:

- do not use acronyms in titles;
- introduce acronyms with their first use in each chapter;
- do not use two-letter acronyms (apart from agreed ones – see paragraph 2.31);
- do not capitalise the term when introducing in the text;
- do not use full stops in abbreviations;
- all acronyms and abbreviations should be in the lexicon; and
- all diagrams should have legends.

accomplish

See ‘linked words’ on page 53.

achieve

See ‘linked words’ on page 53.

.....
 18 Many of the following entries are in line with the *UK Government Style Guide* and the *Land Doctrine Style Guide*.

active voice

Use the active rather than passive voice wherever appropriate to do so.

adviser

Not advisor, but advisory is the correct adjective.

act, act of Parliament

Lower case. Only capitalise when using the full title: for example, Armed Forces Act 2006.

adversary

NATO prefers to use adversary rather than enemy in its work. It is defined as: a party acknowledged as potentially hostile and against which the legal use of force may be envisaged. (NATOTerm)

3

aide memoire

French origin word, therefore italicised.

air force

Another nation's air force is lower case, but if you are referring to our air force, use the full title (capitalised), the Royal Air Force.

air port of disembarkation/embarkation

Lower case and air port is two words not one.

Allied joint publication

Capitalise 'Allied' but lower case 'joint publication' unless it is part of a publications title, in which case it will be title case. For example, Allied Joint Publication-01, *Allied Joint Doctrine*.

allies/allied

Generally we use lower case allies/allied, unless it is in the NATO context, in which case it is Allies/Allied, including Allied joint publications.

al-Qaeda

Not al-Qaeda' or 'al-Qaida.

America, Americans

The country is referred to as the United States (US) but its citizens are Americans.

Americanisms

Do not use American phrases unless they are direct quotes.

ampersand

Use 'and' not '&'. The only exceptions are if it is a department's logo or a company's name as it appears on the Companies House register.

anti-access and area denial (A2AD)

Lower case, anti-access is hyphenated but area denial is not.

antiterrorism

One word, no hyphen.

apostrophes

We do not use contracted words in our work (for example, use 'do not' instead of 'don't') so the only apostrophe use should be for possessive phrases, where appropriate using normal grammar rules. We do not use apostrophes for decades and centuries, for example, 1980s is correct.

armed forces

If you are discussing armed forces in general, it is lower case. If you are talking about another stated nation's armed forces or the UK Armed Forces, it is capitalised.

army

Another nation's army is lower case, but if you are referring to our army, use the full title (capitalised), the British Army.

attaché

Lower case, even as Defence attaché.

attain

See 'linked words' on page 53.

B

battlefield

One word, no hyphen.

battle group

Two words, no hyphen, in line with NATO.

battlespace

One word, no hyphen.

board

Use lower case unless it is part of a proper title. So, capitalise for the Military Committee Terminology Board, but lower case for Joint Force Development's management board.

bold

Use bold for emphasis instead of capital letters or underlining.

brackets

Use (round brackets), not [square brackets]. The only acceptable use of square brackets is for explanatory notes in reported speech:

“Thank you [Foreign Minister] Mr Smith.”

Do not use round brackets to refer to something that could either be singular or plural, like ‘Check which document(s) you need to send to the MOD.’

Always use the plural instead, as this will cover each possibility: ‘Check which documents you need to send to the MOD.’

bullet points

Use bullet points for lists and use the conventions set out in paragraph 1.27.

business plan

Lower case.

C

cabinet

The cabinet is lower case.

capital letters

At DCDC, we use the following rules for capitalisations.

- Use capital letters for proper nouns (for further advice see the editors).
- Do not use capital letters to emphasis acronyms, unless they are proper nouns. For example, captured persons (CPERS) or Chief of the Defence Staff (CDS).
- Use title case for publication titles (for example, *Joint Theatre Entry*) but use sentence case for any titles within the publication (for example, Section 1 – An introduction to capital letters).
- Capital letters are used for operation names, for example, Operation TELIC.
- Capital letters are not used for ship names, for example, HMS Dragon.
- Also see 'geography and regions' on page 48.

3

captions

All images should have a one-sentence caption underneath them with no full stop. (Also see figures on page 47 and tables on page 64.)

century

Lower case for general use, but Century for a specific one, for example, 21st Century.

chapter

Lower case, unless the chapter name. For example, 'Chapter 1 covers ...', but 'this chapter looks at ...'.

Chief of the Defence Staff (CDS)

Not Chief of Defence Staff.

Civil Service

Capitalised.

civil servants

Lower case.

coalition

Lower case in all instances, including 'the coalition'.

collocate

One word, no hyphen. Not co-locate.

colon and semicolon

There is no reason not to use colons and semicolons in your work, but use them correctly if you do.

3

a. **Colons (:)**. There are three main uses of the colon. First, between two main clauses where the second clause explains or follows on from the first. For example, 'The role of the colon is simple: to introduce.' Note there is one space after the colon and the second clause has a lower case first letter. Second, and the most popular use, a colon is used to introduce lists, (see paragraph 1.27). Finally, the colon is used to introduce a definition, quotation or direct speech.

b. **Semicolons (;)**. The semicolon is used to mark a break that is stronger than a comma but not as final as a full stop. It is used between two main clauses that balance each other and are too closely linked to be made into separate sentences. For example, 'The river runs through a sparsely wooded valley; the railway line follows it.'

command and control

Lower case and the acronym 'C2' is avoided in our publications where possible and written in full instead.

comprehensive approach

Lower case and the North Atlantic Treaty Organization's (NATO's) preferred term rather than 'integrated approach'.

command paper

Lower case.

conduct

See 'linked words' on page 53.

contractions

Do not use contractions (for example, use 'do not' rather than 'don't').

cooperate

One word, no hyphen.

coordinate/coordination

One word, no hyphen.

counter-attack

Two words, hyphenated.

counter-insurgency

Two words, hyphenated.

counter-intelligence

Two words, hyphenated.

countermeasures

One word, no hyphen.

counterterrorism

One word, no hyphen.

create

See 'linked words' on page 53.

cross-government

Two words, hyphenated. In most cases, cross-government will be the correct term rather than cross-Whitehall.

cross-Whitehall

The preferred term is cross-government, unless it is being used specifically for a particular context.

cyber attack

Two words, no hyphen.

cyberspace

One word, no hyphen.

D

3

dashes

There are two types of dashes that we use and these have different purposes. We use hyphens within words (for example, decision-making) where there is no space either side. We also use 'en dashes' (bigger than a hyphen) between words with a space either side (for example, Section 1 – Dashes).

dates

Dates should be written in full (for example, 3 March 2016). Decades should be written in figures rather than words (1990s rather than 'the nineties'). Use 'to' between dates rather than hyphens (2015 to 2017 rather than 2015-2017).

decision-making/decision-makers

Two words, hyphenated.

deconflict/deconfliction

One word, no hyphen.

defence

Lower case for general use but Defence when using it as a substitute for the Ministry of Defence.

Defence Engagement

Capitalised.

Defence lines of development (DLOD)

Only Defence is capitalised, the rest is lower case.

Defence Supply Chain

Capitalised.

definitions

Definitions should be introduced as – the term is defined as: **definition follows the colon and should be in the chapter colour.**¹⁹

department

Lower case except when using it in a title, for example, Department for Transport.

dependant

A family member.

dependent

Contingent on or determined by.

Department for International Development (DFID)

Acronym is DFID, not DfID.

descriptions

Descriptions are not authoritative, they are just a helpful explanation for the reader. They should read as normal text with no colour, speech marks or colons. So, for example, a description of this concept would be written like this.

3

E**earth**

Lower case if referring to the ground, but Earth if referring to the planet.

edition

Lower case for general use, but Edition for a specific edition.

.....
 19 At the end of your definition you must footnote your source. If it is a new proposed definition, this should be made clear in the main text, not a footnote.

effect

See 'linked words' on page 53.

e.g.

Do not use e.g., instead you could use 'for example', 'such as', 'like' or 'including', whichever works best for the context.

electromagnetic

One word, no hyphen.

emphasis

We use bold for emphasis, never underlining or block capitals which are harder to read. (The only exception for block capitals are operation names, for example, Operation TELIC).

3

end-state

Two words, hyphenated. (Also, see 'linked words' on page 53.)

enemy

The *Concise Oxford English Dictionary* defines enemy as: a person who is actively opposed or hostile to someone or something. This definition only recognises the opponent we are aware of and not the potential opponent (also see 'adversary' on page 38).

etc.

Do not use etc., instead you could use, 'for example', 'including' or 'and so on'.

European Union (EU)

Capitalised, acronym is acceptable if using it frequently, but only after it has been introduced in full.

Excel

Capitalised if you are referring to Microsoft Excel because it is a brand name.

exercice

Lower case for general use but capitalised as follows for exercise names – Exercise TITLE.

F

figures

All figures must be introduced in the main text (ideally in the paragraph before). Figures must have a caption, set out as shown: Figure X.X – Title of figure. Figures should be numbered sequentially throughout the chapter, for example, Chapter 1 includes Figure 1.1, Figure 1.2; Chapter 2 includes, Figure 2.1 and Figure 2.2. You should not label tables as figures – see ‘tables’ on page 64.

5-Eyes

Hyphenated and not Five Eyes.

focused/focusing

One ‘s’ not two.

footnotes

Footnotes are placed after punctuation. For example,²⁰ if this was your sentence.²¹ Ideally footnotes are placed at the end of the sentence, but if it is directly related to a word or phrase in the sentence, put the footnote with it to avoid confusion.

forward slash

See ‘solidus’ on page 63.

fractions

Write out and hyphenate fractions, for example, two-thirds, three-quarters.

Freedom of Information (FOI)

You can make a Freedom of Information request, but not a request under the Freedom of Information Act.

full/ful

There is just one English word ending in ‘full’ and that is full. All others end with -ful.

.....
20 Footnote comes after the comma.

21 Footnote comes after the full stop.

G

gender neutral

Be gender neutral in your work. Use plural (they, their) instead of specific (he, his, she, her) when describing general situations, for example, a commander and their staff instead of a commander and his staff.

geography and regions

Capitalise for definite geographical places, regions, area and countries (The Hague, Brazil, Wiltshire), and vague but recognised political or geographical areas (the Middle East, South Atlantic, the West).

Unless it is part of the official name (for example, South America), use lower case for compass points (east, west, north, south, south-west and so on), for example, north-east, western Europe).

3

government

Lower case unless part of an official title.

gray zone

American spelling of 'gray' because this is a United States concept that has not been endorsed in the United Kingdom (UK).

Great Britain

Refers only to England, Scotland and Wales, excluding Northern Ireland.

Although there will be times that Great Britain will be correct term (particularly for legal contexts), it is more likely you should be using UK.

H

HMS

Capitalised for HMS but title case for the name, for example, HMS Ark Royal.

host nation

Two words, no hyphen, unless it is adjectival, in which case hyphenate. For example, the host-nation legal advisers.

hurricane

Capitalise named hurricanes, for example, Hurricane Katrina, Hurricane Sandy.

hyperlinks

If you are using hyperlinks to link to source data or references, put them in the document as a footnote and check the link is valid. A short introduction should precede the link, for example, 'Further information is available at...'

hyphens

Use hyphens within words (for example, decision-making) where there is no space either side. (Also see 'dashes' on page 44.)

ibid.

Only use in footnotes and if the reference is the footnote before.

i.e.

Although i.e., is generally used to clarify a sentence, it can often cause confusion. Try not to use i.e., instead try and restructure the sentence so it is not needed or use 'meaning' or 'that is' if it is required.

in extremis

Latin word, therefore italicised.

in order to

In order to should only be used when writing orders. It can almost always be taken out without it changing the meaning.

in to or into

If you call in to complain or listen in to someone's conversation, it is two words (the 'to' generally means 'in order to'). If you go into a room or look into something, it is one word.

infrared

One word, no hyphen.

integrated approach

Lower case. This has been the UK military's preferred term rather than 'comprehensive approach' preferred by NATO. Note that the UK government does not use the term integrated approach and instead develops other terms to capture the concept, which can change regularly.

intergovernmental

One word, no hyphen.

international humanitarian law

Lower case.

Internet

Capitalised (proper noun).

3

interstate

One word, no hyphen.

-ise or -ize word endings

For national work, we use -ise endings, but for NATO work, we use -ize endings in line with their style guide. Never change a quote though, irrelevant of the spelling.

italics

We only use italics for titles (for example, Joint Doctrine Publication 0-01, *UK Defence Doctrine*) and non-English words (for example, *aide memoire*).

J

job titles

Specific job titles and ministers' role titles are capitalised, for example, Minister of State for the Armed Forces, Home Secretary, Director Development, Concepts and Doctrine Centre. However, generic job titles and ministers' role titles are lower case, for example, director, minister, chief of staff, company commander.

joint

Lower case unless part of a title. For example, the joint force but Joint Forces Command.

joint action

Lower case.

joint concept note (JCN)

Lower case for general but capitalised for specific titles, for example, Joint Concept Note 2/17, *Future of Command and Control*. Joint concept notes are numbered in the order they are released throughout the year, so 1/18 would be the first joint concept note released in 2018.

joint doctrine note (JDN)

Lower case for general but capitalised for specific titles, for example, Joint Doctrine Note 1/17, *Joint Theatre Entry*. Joint doctrine notes are numbered in the order they are released throughout the year, so 1/18 would be the first joint doctrine note released in 2018.

joint doctrine publication (JDP)

Lower case for general but capitalised for specific titles, for example, Joint Doctrine Publication 0-01, *UK Defence Doctrine*. Joint doctrine publications are numbered in line with the United Kingdom Joint Doctrine Architecture.

3

K**key**

See 'legend' on page 52.

key leader engagement

Lower case.

L

law

Lower case even when it is ‘the law’.

Law of Armed Conflict (LOAC)

Capitalised.

layout and formatting

Use the Word template that has been created for our publications and use the built-in macro styles rather than creating your own. This will make it easier for you to produce a study draft that is already formatted. When your study draft goes out on circulation you are less likely to attract comments on layout and receive more comments focused on the content. It also makes the editor's job much easier when it gets to them. If you are unsure of how the template works or you are having problems with it (it is Word after all!), ask one of the Publishing Team to help you.

3

led or lead?

In all but the present tense, the verb form is led.

legal content

Legal content can still be written in plain English. It is important that readers understand content and that we present complicated information simply. If you have to use legal jargon, write a plain English summary. Where there is a clear need for including a legal term (like *bona vacantia*), always explain it in plain English as a footnote or in the main text.

legend

All diagrams must include a legend containing any acronyms used in the diagram, even if they have already been introduced in the main text, so the diagram can be used as a stand-alone feature.

lexicon

All publications must have a lexicon including abbreviations and acronyms, and terms and definitions.

liaison officer

Lower case.

linked words

There are a number of action words linked to mission words that have been approved by NATO. Where it is appropriate, these linked words should be used in our publications. They are:

- attain – end-state;
- accomplish – mission;
- achieve – objective;
- create – effect; and
- conduct – operations.

links

See 'hyperlinks' on page 49.

lists

See 'bullet points' on page 40.

3

M

measurements

Use numerals and spell out measurements at first use before using as an abbreviation. If not used regularly, use in full throughout. When using measurements with abbreviations, do not use a space between the figure and measurement – for example, 8mm. Use Celsius for temperature, for example, 37° Celsius.

Member of Parliament

Members of Parliament (when talking about a UK politician) or MP is acceptable. If the subject is not introduced as an MP in the preceding sentences, MP should be written after their name.

memorandum of understanding

Lower case.

metaphors

Avoid using metaphors – they do not say what you actually mean and lead to slower comprehension of your content.

metres

Write in full.

mid-80s, mid-50s and so on

Hyphenated but no apostrophe.

Middle East

Capitalised.

military

Lower case.

millions

Always use million in money (and billion), for example, £138 million.

Use millions in phrases, for example, millions of people.

But do not use £0.xx million for amounts less than £1 million.

Do not abbreviate million to m.

minister

Capitalised for the full title, for example, Minister of State for the Armed Forces, or when used with a name, as a title, for example, Defence Minister Gavin Williamson CBE MP. When used without the name, shortened titles are lower case, for example, the health minister welcomed the research team.

Ministry of Defence (MOD)

Capitalised. The acronym is MOD, never MoD.

mission

See 'linked words' on page 53.

money

Use the £ symbol: £75.

Do not use decimals unless pence are included: £75.50 but not £75.00.

Write out pence in full, for example, calls will cost four pence per minute.

Currencies are lower case.

months

Capitalise the months and write in full, for example, May and September. Do not use a comma between the month and year, for example, 21 January 2018, not 21 January, 2018.

multi-agency

Two words, hyphenated.

multinational

One word.

N

N/A

Separate with a solidus with no space each side. Only use in tables.

NATOTerm

NATOTerm is one word and not italicised.

navy

Another nation's navy is lower case, but if you are referring to our navy, use the full title (capitalised), the Royal Navy.

non-governmental organisations (NGOs)

Lower case and not non-government organisations.

north

Lower case, for example, the north of England.

North Atlantic Treaty Organization (NATO)

Capitalised and always 'z' in Organization and not 's'.

north-east, north-west

Lower case, hyphenated.

numbers

Generally we write one to ten as words and 11 upwards as figures. However, there will be judgement calls to make, for example, you would not start a sentence with 20, you would use Twenty, or if you have six, 91 and 150 in the same sentence, it may be appropriate to be consistent and use 6, 91 and 150 so it does not look odd and distract the reader.

If appropriate, use figures with measurements, but be consistent.

For numbers in the thousands, add a comma for clarity, for example, 1,203.



objective

See 'linked words' on page 53.

online

One word, no hyphen.

operation

Lower case for general use but capitalised as follows for operation names – Operation TITLE. (Also see 'linked words' on page 53.)

operations security (OPSEC)

If you mean OPSEC it is operations security, not operational security.

order

Lower case unless used as a title, for example, Standing Order 14.

ordinal numbers

Use first to tenth and then 11th, 12th and so on. The ordinal indicators (st, nd, th, rd) should not be superscripted (1st not 1st).

organisations

All organisations are singular, for example, the Ministry of Defence has decided to sell assets.

other government departments

This is the preferred term rather than partners across government. However, whichever term you choose, use it consistently throughout the publication. Use in full, do not use the acronym.

op. cit.

Avoid using *op. cit.*, but, if it is necessary, use it with the authors name so the reference can be found by the reader.

overflight

One word, no hyphen.

Overseas Territories

Capitalised when talking about UK Overseas Territories.

Oxford comma

The 'Oxford comma' is an optional comma used before the word 'and' at the end of a list, for example, I like to read books, magazines, and doctrine. We do not use it unless it will help clarify the meaning of a sentence when the items in a list are not single words, for example, I like most ice cream flavours, but particularly: mint chocolate chip, rum and raisin, and white chocolate and raspberry.

You should also use an Oxford comma if it would change the meaning if you did not use it. For example, with the Oxford comma 'I dedicate this book to my parents, Helen Mirren, and Brian Blessed'. Without the Oxford comma 'I dedicate this book to my parents, Helen Mirren and Brian Blessed'.

P

page/paragraph

Lower case and write in full (not p. or para.) when referring to a reference. For example, page 6, not p. 6.

pagination

The beginning of the publication up to Chapter 1 is numbered with Roman numerals. From Chapter 1, the pages are numbered 1, 2 and so on to the end of the publication.

Parliament

Capitalised.

Parliamentary committees

'Parliamentary' is capitalised and 'committees' is lower case.

part

Lower case, unless the part name. For example, 'Part 1 covers ...', but 'this part looks at ...'.

partners across government

The preferred term is other government departments. However, whichever term you choose, use it consistently throughout the publication. Use in full, do not use the acronym.

peacebuilding

One word, no hyphen.

peacekeeping

One word, no hyphen.

peacemaking

One word, no hyphen.

per cent

Use per cent not percent. Percentage is one word. Use % with figures.

plain English

Lower case 'plain' and capitalised 'English' unless in a title, for example, the Plain English Campaign. Use plain English in your work.

police/police service

Lower case, even when referring to 'the police'. Note that police force is usually avoided.

post-war

Two words, hyphenated.

PowerPoint presentation

Capitalised because PowerPoint is a brand name.

pre-deploy

Two words, hyphenated.

predetermine

One word, no hyphen.

pre-planned

Two words, hyphenated.

preface

The preface should contain the following headings:

- purpose;
- context;
- scope;
- audience;
- structure; and
- linkages.

See Chapter 4 for more information.

Prime Minister

Capitalised. When introducing in text use, for example, Prime Minister Winston Churchill and then the Prime Minister onwards.

punctuation formatting

We use two spaces after full stops and one space after colons and semicolons. We do not use spaces around slashes, for example, and/or not and / or.

public sector

Lower case.

Q

3

The Queen

Capitalised.

quote and speech marks

We use single quote marks for everything apart from quoting direct speech. For example, The Queen said “Today is a great day” at the ceremony. Or, Clausewitz wrote that ‘The backbone of surprise is fusing speed with secrecy’. Also use single quote marks for article names and unusual terms.

R

re/re-

Use re- (with hyphen) when followed by the vowels e, for example, re-entry, re-examine.

Use re (with no hyphen) when followed by the vowels a, i, o or u, or any consonant, for example, rearrange, reorder, refer, reuse.

Exceptions (where confusion with another word would arise), for example, re-cover/recover, re-creation/recreation.

reachback

One word, no hyphen.

real time

Two words, no hyphen.

references

For doctrine and concepts publications, use the following format for references.

- For a book – Author, *Title*, Edition, date, page.
- For a journal – Author, 'Article title', *Journal title*, date, page.
- For a DCDC publication – JDP X-XX, *Title*, Edition, page, available at www.gov.uk/mod/dcdc

For futures publications, use the following format for references.

- For a book – Author [Surname, Initial.], (Date), *Title*, Edition, page.
- For a journal – Author [Surname, Initial.], *Journal title*, (Date), 'Article title', page.
- For an online article – Author [Surname, Initial.], Site name, (Date), 'Article title', available at

If there are two authors – Surname, Initial. and Surname, Initial., ...

If there are three or more authors – Surname, Initial., *et al.*, ...

resilience

Lower case.

S

safe to fail

Three words, no hyphens.

scientific names

Capitalise the first letter of the first part of the scientific name. Do not use italics.

sea port of disembarkation/embarkation

Lower case and sea port is two words not one.

seasons

All are lower case, spring, summer, autumn and winter.

Secretary of State for XXX

The Secretary of State for XXX is capitalised whether or not it is used with the holder's name because there is only one. The same rule applies for Shadow Secretaries of States. Use common sense to capitalise shortened versions of the Secretary of State titles such as Defence Secretary. The rule for ministers is different because there is more than one.

section

Lower case, unless the section name. For example, 'Section 1 covers ...', but 'this section looks at ...'.

security classifications

OFFICIAL, SECRET, TOP SECRET.

Block capitals when referring to government security classifications, otherwise lower case. If it is not clear from the context, you may need to clarify that it is a classification not a general description: 'information classified as OFFICIAL' rather than 'official information'.

semicolon

See 'colon and semicolon' on page 42.

sentence case

Sentence case is used for all titles apart from publication titles.

sentence length

Aim to use 15-20 words sentences and split long sentences to make them clearer.

service(s)

Lower case for general use but capitalised when referring to a part of the UK Armed Forces. If you are listing the Services, order in terms of age, oldest Service first, for example, Royal Navy, British Army and Royal Air Force.

Shadow Cabinet

Capitalised.

Shadow job titles

See 'Secretary of State for XXX' on page 62.

single Service

Lower case 'single', capitalised 'Service'. Not hyphenated unless adjectival, for example, single-Service commands.

solidus (also known as forward slash)

Use with no spaces each side. For example, day/night not day / night.

south, the south of England

Lower case.

south-east, south-west

Lower case, hyphenated.

spacing

See 'punctuation formatting' on page 60.

special forces

Lower case unless referring to a specific unit.

stars

Use 1*, 2* and so on if referring to a position.

starting page

All chapters and annexes to the main document (Annex A, Annex B and so on) should start on an odd numbered page. Chapter annexes (Annex 1A, Annex 2A and so on) can start on any either even or odd, but should start on a new page.

status of forces agreement

Lower case.

strategic partners

Lower case.

surface-to-air

Three words, hyphenated.

T

3

tables

All tables must be introduced in the main text (ideally in the paragraph before). Tables must have a caption, set out as shown: Table X.X – Title of table. Tables should be numbered sequentially throughout the chapter, for example, Chapter 1 includes Table 1.1, Table 1.2; Chapter 2 includes, Table 2.1 and Table 2.2.

teamwork

Lower case. One word, no hyphen.

technical terms

Although we avoid using jargon for the sake of it in our publications, if you need to use technical terms to explain the subject, then use them. You will, however, need to explain what they mean the first time you use them.

terminology

Use approved terminology when you can, and where you cannot you need to follow the terminology process detailed in Chapter 2.

temperature

Use Celsius for temperature, for example, 37° Celsius. For a range of temperatures repeat the units 30° Celsius to 35° Celsius.

that or which?

'That' defines, 'which' gives additional information (the clause often enclosed in commas). If the information is required as part of the sentence, use 'that', if it is not, use 'which'.

think tank

Two words, no hyphen.

time frame

Two words, no hyphen.

timeline

One word, no hyphen.

timescale

One word, no hyphen.

title case

Only use title case for publication titles, for example, *UK Defence Doctrine*.

titles and headings

When you introduce a paragraph heading, you **must** continue to use them until the next heading (for example, side heading or section heading). Do not use acronyms in titles.

tons or tonnes

Tonnage is measured in tons as the measurement (units of volume). Tonnes are used for measurements of units of mass.

21st Century

Not hyphenated unless adjectival, for example, 21st-Century problems.

twofold

One word, no hyphen.

U

UK government

Not Her Majesty's Government (HMG), unless referring to specific HMG products.

under-

Normally prefixes are one word, for example, undercover or understate. Check the *Concise Oxford English Dictionary* if you are unsure.

underlining

Do not use underlining. If you need to add emphasis, use bold instead.

3

units

See 'measurements' on page 53.

United States (US)

See 'America, Americans' on page 39.

United States or United Kingdom spelling

For national work, we use UK spelling, but for NATO work, we use US spelling in line with their style guide. Never change a quote though, irrelevant of the spelling. (Also see '-ise or -ize word endings' on page 50.)

V

versus

Latin origin word, therefore italicised.

Vice Chief of the Defence Staff (VCDS)

Not Vice Chief of Defence Staff.

vice versa

Latin origin word, therefore italicised.

W

war fighting

Two words, not hyphenated.

war game

Two words, no hyphen.

wargaming

One word, no hyphen.

weapons of mass destruction

Lower case. NATO uses weapons of mass destruction whereas the UK prefers weapons of mass effect.

weapons of mass effect

Lower case. The UK prefers to use weapons of mass effect whereas NATO uses weapons of mass destruction.

webpage

One word.

west, western Europe

Lower case for general but also see 'geography and regions' on page 48.

white paper

Lower case.

Whole Force approach

Whole and Force are capitalised, approach is lower case.

Wi-Fi

Hyphenated with capitalised 'F'.

widows and orphans

Widows and orphans should always be corrected. A widow is a very short line – usually one word, or the end of a hyphenated word – at the end of a paragraph or column. Like a widow, an orphan is a single word, part of a word or very short line, except it appears at the beginning of a column or a page.

Word document

Capitalised because Word is a brand name.

World War 1, World War 2

Capitalised.

World Wide Web

Three words (all capitalised), no hyphens.

X, Y, Z

No entries.



“We are communicating better
but we are still not out of the woods.”

Chapter 4



'We are what we repeatedly do. Excellence, then, is not an act, but a habit.'

Aristotle



“

I **build** things that I think are **exciting** from a **technology** standpoint and will **help** make life **easier**, **simpler** and **better** for people.

”

Philippe Kahn
Entrepreneur

Chapter 4 – Publication structure

4.1. To maintain consistency across the Development, Concepts and Doctrine Centre's (DCDC's) products, we use the same format for the contents of our publications. This helps our audience navigate our publications, because they will know what to expect from the design and layout and they can then concentrate on the important bit – the content. This chapter highlights the different elements a publication should include. It also explains the DCDC publication Word template and how to use it before finally offering some useful shortcuts you can use to format your work in Word.

Section 1 – Publication elements

4.2. All DCDC publications should follow a prescribed structure, but the structure may change depending on what publication you are writing. Futures Team's publications are likely to be different from the structure set out in this section, but doctrine and concept publications should follow this structure. A publication should include:

- title page;
- authorisation, copyright and distribution information page;
- foreword (when required);
- preface;
- executive summary (when required);
- contents page;
- main body chapters;
- publication annexes (when required); and
- lexicon.

The rest of this section will look at the elements in more detail.

4.3. **Title page.** All publications will have a title page. The information on the title page includes the publication name and number, publication date, signature of the authorising officer and the conditions of release. A template version of this page has been inserted into the DCDC publications Word template to help you. The signature will not be added to the publication until it has been ratified and been cleared for publication by the authorising officer. The authorising officer is usually Director DCDC, or one of the DCDC 1*s.

4.4. **Authorisation, copyright and distribution information page.** This page is an important information page that outlines our contact information, copyright information for our publications and the pictures we use, and how people can access our publications and request hard copies of our products. This page does not need to be included in your drafts; the editors will add it at the InDesign stage.

4.5. **Foreword.** Only certain publications will need a foreword, generally high-level publications, those that have been developed with other partners or publications that cover a new subject. They are usually written by external personnel who have been involved in sponsoring or developing the publication.

4.6. **Preface.** The preface is the introduction scene setter for your publication. It is an important element to explain what your publication is about and it should contain the following headings:

- **purpose** – this tells the reader why you are writing the publication (it should be no more than one paragraph);
- **context** – this should give the reader the background to the publication and/or subject matter (and an overview of any changes if it is a new edition);
- **scope** – this explains the scope of what is being covered and, equally, if there are things that are not being covered;
- **audience** – this should detail who your main audience for the publication is;

- **structure** – this gives a brief outline of how the publication has been structured; and
- **linkages** – this explains where, and in what detail, the subject is covered in other policy/publications or which other source documents should be read alongside the publication to add context to the subject.

4.7. **Executive summary.** Not all publications will have, or need, an executive summary. Where they are included, they should be kept short and not contain any additional information that is not included in the main text.

4.8. **Contents.** The contents page should include the foreword and executive summary (if applicable), preface, chapters, annexes to the publication and the lexicon. Section titles will be added to the chapter spreads and not to the main contents page. The contents page should not be included in the contents, it does not help the reader.

4.9. **Main body chapters.** The main body of the publication is made up of chapters and annexes. Each chapter will include all (or most) of the following elements.

- A **chapter spread**, which requires a picture (ideally portrait orientation) and a short introductory paragraph for the chapter.
- A **chapter quote** that should reflect the content of the chapter (it can be a quote from anyone, it does not need to be military related).
- **Diagrams**, where appropriate, to help illustrate particular concepts in the chapter (all diagrams should include a legend if you are using acronyms or abbreviations).
- **Photos**, used to add context to the subject and help break up the text on the page.
- **Vignettes**, which can be used to give examples of the subject, they can be historical or recent, but should help add context.

- **Chapter key points** – these can be copied directly from the main text or paraphrased and they should not be longer than one page.

Some chapters will also have annexes. Annexes to chapters should give additional information relevant to that chapter. Chapter annexes serve a different purpose to publication annexes.

4.10. **Publication annexes.** Annexes to the publication should contain additional information that is relevant to the whole subject, not one particular chapter. It is important to make sure that essential information is contained in the main text and not in an annex.

4.11. **Lexicon.** The lexicon is made up of two parts. The first part covers the acronyms and abbreviations used in the publication. The second part should contain terms and definitions. This includes the definitions used in the publication, but also any general terms and definitions that would help the reader understand the context of the subject further.



A well-structured publication will make it easier to communicate your message

Section 2 – The Word template for publications

4.12. To help you format your drafts, the Publishing Team have created a Word template with built-in macros. Using this template will allow you to format your text correctly and quickly – as long as you do not try and override the macros! When you open the template you should immediately save it with the name of your publication (following the correct naming convention, of course). The instructions are on the template when you open it, but to save you printing it out, the shortcut instructions are printed below.

Use Alt+l for the title (16 point, bold)

Use Alt+d for section headings (14 point, bold)

Use Alt+s for side headings (12 point, bold)

- 1.1 Use Alt+1 for Chapter 1 (12 point),
- 2.1 Use Alt+2 for Chapter 2, and Alt+3 for Chapter 3 and so on.
 - a. Use Alt+x for sub-paragraphs
 - (1) Use Alt+y for sub-sub-paragraphs - Use Ctrl+Alt+F for footnotes
 - Use Alt+b for bullets

Use Alt+g for Figure 1.x (12 point, bold)

For vignettes, copy the table below – do not use text boxes as this throws out the formatting.

Shading = 5 grey, border = 0.75, text = 12 point
--

DCDC publications use mirror margins, so this template uses two pages to ensure the headers and footers are correct. The chapter titles and page numbers should be on alternate sides.

All text is written in Arial font. The macro automatically sets the text to exactly 18 point line spacing and 18 point after the paragraph.

4.13. The template can be found in the DCDC shared area on Sharepoint. If you already have text that you want to put into the template, simply: 'select all>copy>paste special>unformatted text'. This will make sure that you do not import other formatting styles that will compete with the template's macros. Be aware that this will not bring over any footnotes so you will need to add these manually. Save your file as a Word document and you can now use the keyboard shortcuts for the macros.

4.14. **Headers and footers.** When you first save the publication, and before you start writing, you should update the document header and footer information. Because DCDC publications use mirror margins, you have to set up both the odd and even pages, but the template shows you what to do. You will need to amend the footer to reflect the publication name and study draft number. This makes sure reviewers know which version they are using. You will also need to update the chapter title in the document header. Remember to use a 'next page' section break (rather than a page break) at the end of your chapter so you can change the header for the next chapter. If you are unsure of how to do this, ask one of the editors. You should also remember to include the appropriate security classification to the header and footer, if required.



The template should make your drafting journey easier

Section 3 – Word shortcuts

4.15. **Microsoft Word shortcuts.** The following list comprises Microsoft Word shortcuts, which may be of help to you whilst you are writing your publication. The list is not exhaustive, but hopefully covers some of the most helpful ones.

- Ctrl + Z – undo last action
- Ctrl + Y – redo last action
- Ctrl + C – copy selected text/images
- Ctrl + V – paste selected images
- Ctrl + P – print the document
- Ctrl + S – save the document
- Ctrl + F – opens 'find' tab
- Ctrl + H – opens 'find and replace' tab
- Shift + F5 – returns to last point edited
- Ctrl + F6 – changes through word documents open
- Double click word – selects word
- Ctrl + click on word – selects sentence
- Triple click word – selects paragraph
- Shift + left or right arrow key – if you have selected text with your mouse and missing a few letters (saves having to reselect!)
- Shift + F3 – toggles through capitalisation
- Ctrl + shift + A – capitalises all selected text
- Ctrl + B – applies **bold** format
- Ctrl + I – applies *italic* format
- Ctrl + L – left justify
- Ctrl + R – right justify
- Ctrl + E – centre
- Ctrl + J – justify
- Ctrl + enter – inserts page break
- Shift + return – inserts half return
- Alt + ctrl + F – insert footnote

Chapter 5



Ready to get pub

'Principles and rules are intended to provide a thinking man
with a frame of reference.'

Carl von Clausewitz

A close-up photograph of a typewriter. The focus is on the carriage and the keyboard area. The word "lished" is printed in a black, serif font on the white paper. Below the paper, the mechanical components of the typewriter are visible, including a large circular metal plate and a metal lever with a white tip. The background is a solid orange color.

lished

“

The job of an **editor** in a publishing house is the **dullest**, **hardest**, most **exciting**, **exasperating** and **rewarding** of perhaps any job in the world.

”

John Hall Wheelock
Poet

Chapter 5 – The Publishing Team

Section 1 – The team

5.1. The Publishing Team will get involved in a number of steps along the way as you develop your publication. The team is made up of two editors, a communications manager, a graphics manager, a publications manager and a web editor. The Publishing Team are responsible for editing, producing, managing the distribution of, and exploiting all Development, Concepts and Doctrine Centre (DCDC) publications. They hold a stock of hard copies of our publications for internal use, which can be found in room F31.

5.2. The **editors** will copy-edit and/or proofread your documents. They will also transform them from your working Word version into the InDesign²² final product.

5.3. The **Communications Manager** is responsible for building and managing DCDC's communication channels, releasing news items on DCDC products and activities and exploiting new publications, for example, by commissioning videos or podcasts.²³

5.4. The **Graphics Manager** can help you with your graphics requirements, including creating diagrams, sourcing imagery, creating posters and so on. They will make sure that we meet any release conditions needed to use photographs from others. The Graphics Manager is also the lead for branding-related queries.

5.5. The **Publishing Manager** is responsible for managing the printing and distribution of our publications. They liaise with the contracted printers and manage the contract. The Publishing Manager can help you with any requests you have for ordering extra copies of publications for courses/presentations/visits and so on. The Publishing Manager also manages the archiving of any publications that are no longer extant.

22 Adobe InDesign is the publishing software we use to create our publications.

23 This will be a new role, so the job responsibilities will evolve.

5.6. The **Web Editor** will upload your publications onto the appropriate DCDC platforms. The Web Editor also publishes news stories following events and visits either at DCDC or ones DCDC members have participated in. They can also publish any call for papers and surveys you may want to circulate through our colleagues in Directorate of Defence Communications (DDC).

Section 2 – When we get involved

5.7. **Before you start writing.** Before you start working on your publication, please make sure you have attended an effective writing brief. These are run as part of the DCDC induction process, but if you need to start work before the next session is scheduled, then let the editors know and we can give you an individual brief. At the beginning of your project, you should also make sure that you are aware of what elements will be needed by the Publishing Team and at which stage of the process. You should consider:

- who your main audience is – this will inform the distribution list you will need to complete;
- the front cover picture – it can often take time to find the right image for your publication, you are looking for a strong image that captures the content or message;
- starting to look for chapter images and quotes (portrait pictures are better for the chapter spreads, where possible); and
- starting to look for vignettes (with associated pictures) that will help bring the subject to life and general images and quotes for your chapters.

If you need more information, speak to the Publishing Team, who will be able to advise you.

Remember that if you are a custodian for a North Atlantic Treaty Organization (NATO) Allied joint publication, the editors will need to edit the publication at the same stages as a national publication.

Study draft

5.8. When you have completed your study draft, the editors will review and edit your publication before it is sent out on circulation. They will edit your publication in Word using track changes so they can review the changes and comments with you and clarify any ambiguous areas – therefore, make sure you are around to do this or it will delay your timelines. At this stage you should have a complete study draft, which includes the lexicon.

5.9. As soon as your publication is sent out on circulation, any graphic requirements (for example, diagrams, photograph permissions) should be passed to the Graphics Manager to allow plenty of time for them to be completed before work on the ratification draft starts. Note that it is essential that all diagrams should be included in the study draft, even though they are likely to be initial, rough drafts; they are an important part of the publication. Any imagery you have already sourced can also be included in your study draft but imagery is not essential. The professionally produced DCDC-style diagrams and high-quality imagery will be added at the ratification draft stage.

5.10. **Breaking up the text.** Before you start looking for pictures and images, speak to the Graphics Manager so they can give you guidance on where to look and the information they will need from you to find the correct images for final use. As a guide, you will need one image per chapter for the chapter spread, ideally use a portrait picture for these as they will fit the space best. You will also need to have something that breaks up the page every spread or two. This could be figures, tables, quotes, vignettes or images. Although we will not know the final layout until it goes into the publishing software, if you bear the requirement in mind, you can make sure there are options to work with when you get to that stage. You will also need a strong image for the front cover. This should be a single image and not a montage. Images should be high-resolution (at least 300 dpi²⁴). Again the Graphics Manager can advise.

When you are planning your timelines, assume the editors will need two weeks to work on your publication at each stage. This is a good planning time, but the actual time required will depend on the length and complexity of your publication. Discuss your requirements with the editors before you start.

24 'dpi' means dots per inch and is a measure of spatial printing.

Ratification draft

5.11. When the editors receive your ratification draft, they carry out a two-step process. The first stage is to re-edit the publication in Word, in the same way as they edited the study draft, so they will need a clean version without track changes to start with (and you will need to be available to discuss any changes). You should have your key points for each chapter at this stage as well as a short paragraph introduction for each chapter.

5.12. The second stage is to put your publication into InDesign. It is important that you have provided all the elements needed at this stage, all the figures, pictures, text, quotes and so on. You will need to review the publication in its new form and identify 'side quotes' for the page. Once this process has been completed, your publication will be ready for ratification draft circulation.

5.13. Whilst the publication is out on circulation, you will need to finalise your distribution list with the Publishing Manager so they can get financial quotes and complete the relevant new publication paperwork. You will also need to write the release statement we will need to publish the publication online. The Web Editor will advise you of what you need to do.

5

Publishing stage

5.14. Once your publication has completed ratification draft circulation, any final tweaks made and it has been signed off by the authorising officer, we are ready to publish! Remember to factor into your timeline the time needed to sign off your publication and make sure it is booked into the authorising officer's work plan. There are two stages to the promulgation process.

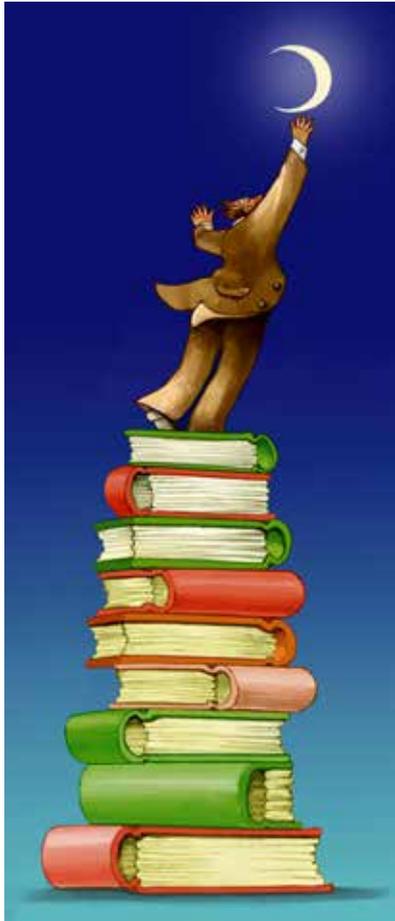
- a. **Web promulgation.** The first stage is to publish on our online platforms. The Web Editor will use your release statement to upload the publication on the Defence Intranet and the Defence Gateway, where appropriate. When your publication is on these two sites it is officially promulgated. The Web Editor will also send the publication to DDC who will publish the publication on our Gov.uk website. It will also be added to the next iteration of the DCDC Publications Disk.

b. **Hard copy production.** The hard copy production is the second step. The Publishing Manager will send the files to the printers, who will, in turn, send us a hard copy proof. You will need to review this proof and give your go ahead. The editors and Graphics Manager will also review the publication proof looking for production issues, but you will sign off the content. Once any changes have been made, they will be sent back to the printer and, if changes have been made, the Publishing Manager will request a final soft copy proof for the editors to check that any final changes have been made correctly. Once content, the editors will give the go ahead for the publication to be printed. Once printed, some hard copies will come to DCDC for internal use and the rest are sent to the storage facility in Portsmouth. From there the initial distribution you have requested via the distribution list will be completed and the rest will be held in storage ready for requests made through the Millie Online Portal.



“I’m not totally thrilled with our distribution process.”

It is important we distribute our publications to the right audience



A

“

Reading furnishes the mind only with materials of knowledge; it is thinking that makes what we read ours.

”

John Locke
Philosopher

Annex A – Publishing checklist

A.1. The following is a checklist, which is not exhaustive, to help writers and the editors. This covers the things we all need to check throughout the process of creating a publication. We need to make sure the publication:

- has been written in plain English;
- includes all amendments;
- is harmonised with other publications;
- has no spelling, punctuation, grammar or spacing errors;
- conforms to the Development, Concepts and Doctrine Centre's house style;
- is well structured;
- cites references fully and accurately (see Chapter 3);
- has the correct page size, font type, font size, headers and footers, page breaks and footnotes;
- imagery used is high-resolution (at least 300 dpi) and has been sourced correctly with any required accreditation;
- lexicon has the relevant definitions (referenced correctly);
- lexicon contains all acronyms and abbreviations used in the text; and
- contents pages have the correct titles and page numbers for chapters and sections.

Annex B – Principles of war (the Publishing Team version)

B.1. The principles of war are fundamental to the way the UK Armed Forces operate. We have put a light-hearted spin on them to highlight the best way the Publishing Team can work with you to make sure we produce the best publication possible.

Selection and maintenance of the aim. Spend time planning your publication. Consider who your audience is, what they already know, what you want to tell them and how you want to convey your message. By spending time planning the structure of your work (the chapters, sections, and so on), you will find the writing phase much easier.

Maintenance of morale. Chocolate works best (and there is normally some in our office if you need a boost)! However, apart from that, planning and communication are key. We know that plans will change, but by giving us as much notice as you can and by keeping us updated, we can try and manage your work alongside other work priorities.

Offensive action. Being proactive throughout the process will help us all. For example, at the beginning of the project you should have an idea of who your target audience is – this will help you when you need to complete the distribution list. Start thinking about images and quotes for each chapter whilst you are drafting the working and study draft, they should be an integral part of your publication and help tell the story. They should not be an afterthought.

Security. Aim for the lowest classification. Ideally all our publications will be OFFICIAL and available to everyone. There will be the odd publication that will need to be OFFICIAL SENSITIVE, but we should keep these to a minimum.

Surprise. A tactic best used on others rather than ourselves! In an ideal world there would be no surprises when producing publications, but this is unlikely to be the case. Many things can be the cause of surprise (for example, policy documents being developed so a publication is placed on hold until it has been produced, or a change in key personnel internally or externally), but communication is the best way of combating it.

Concentration of force. Make sure the right people have seen your publication at the right stages – this includes internally. Ideally, critical and substantive comments would only be submitted at the study draft stage, leaving the ratification draft to attract only editorial and factual error returns. In reality this is not the case and any substantial changes at the ratification draft will require the publication to be recirculated as a ratification draft 2. However, by making sure your publication has been widely commented on at the earliest appropriate stage, we can try and minimise the problem.

Economy of effort. There are a number of steps you can take to make the writing and editing phases of your publication easier. You can make the drafting process easier by:

- attending the effective writing brief before you start – it will give you guidance on the DCDC house style;
- using the Word templates and shortcuts (rather than making up your own styles);
- reading this publication, which gives more guidance on using plain English; and
- asking us early if you have a query, rather than leaving it and potentially compounding the issue.

Flexibility. Our team is flexible in our approach. We need to have an initial plan, but, because plans often go awry, we need to be flexible and work with you to reschedule your publication. We would also appreciate flexibility on your side as we often have multiple projects to prioritise.

Cooperation. Our team is here to help and we all have the same aim – to produce the best quality publication we can. We may have a lot of queries and suggestions to go through with you when we have edited your work, but it is a two-way conversation when we work through them with you.

Sustainability. Our team is predominately powered by sugar and caffeine. Lacking those, we can be sustained by your positive approach to your work. Your proactivity, foresight and planning are all required to sustain this process and we will aim to help you wherever we can.

“

“I just read them for fun.”

“Dictionaries?”

“Yes.”

“That doesn’t sound like fun. That sounds awful.”

“Awful used to mean ‘full of awe.’ The same meaning as awesome. I learned that from a dictionary.”

He blinked.

“See?” She said. “Fun.”

”

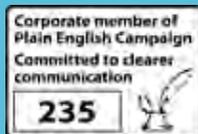
Max Berry
Lexicon

Lexicon

This lexicon lists acronyms and abbreviations used in this handbook.

Part 1 – Acronyms and abbreviations

AAP	Allied administrative publication
AJP	Allied joint publication
AMedP	Allied medical publication
CDS	Chief of the Defence Staff
CPERS	captured persons
DCDC	Development, Concepts and Doctrine Centre
DDC	Directorate of Defence Communications
EU	European Union
JDP	joint doctrine publication
JOA	joint operations area
JSP	joint Service publication
MOD	Ministry of Defence
NATO	North Atlantic Treaty Organization
NEO	non-combatant evacuation operation
NSO	NATO Standardization Office
NTP	NATO Terminology Programme
TTF	Terminology Tracking File
UK	United Kingdom
UN	United Nations
US	United States



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