



Separating Policy from Procedure in Army Regulations



Purpose

- To explain some of the differences between policy that belongs in Army regulations (ARs) and procedural material that is more suited to a DA Pamphlet (DA PAM)



Objectives

- Discuss the difference between policy and procedure
- Provide specific examples of the type of information that should be moved out of ARs and DA PAMs
- Explain how APD will implement the process of requiring procedures and other materials to be moved into DA PAMs



Army Regulation (Definition)

Army regulations are the vehicles for most Armywide policy. Following is a definition from AR 25-30 (Army Publishing Program):

- Army regulations (ARs) set forth the mission, establish responsibilities and policies, delegate authority, and set objectives to ensure uniform compliance with policies. ARs also implement public law, policy guidance, and instructions from higher headquarters or other Government agencies, such as DOD or OMB (see AR 25-30).



Policy

- A **policy describes** an organizational **goal and purpose**. Policies inform and guide decision making. Policies include mission-oriented rules and requirements; they promote consistency and mitigate risk. Policies may be driven by law or regulation.
- **Policies —**
 - Explain “what” and “why”
 - Use language that is directive (“must” and “will”)
 - Are expressed in broad terms
 - Address major operational issues



Procedure

- **Procedures detail the process** for accomplishing goals, ensuring consistency. They include step-by-step descriptions of the tasks required to support and carry out organizational policies. **Procedures are subject to change and continuous improvement.**
- **Procedures—**
 - Explain “how” and “when”
 - Provide step-by-step instructions for specific tasks
 - Offer a detailed description of processes or activities
 - Are not mandatory, unless specifically prescribed by the AR



Examples of information to move to a DA PAM

- Following are some elements found in many Army regulations that should be moved to a DA Pamphlet:
 - How-to procedures
 - Figures illustrating processes
 - Tables of data and lists of data
 - Checklists
 - Appendixes of information, like criteria for equipment or the location of installations
 - Explanatory material, like samples of letters and memorandums
- Required procedures should still be moved to a DA PAM. The AR can prescribe that the procedure in the DA PAM is required.



Implementation

APD will implement the publishing reform initiative to move procedures and other informational material out of Army regulations to DA pamphlets. APD will—

- Flag material in ARs that belongs in a DA PAM in Armywide staffing comments
- Offer assistance to proponent action officers during publication development and revision
- Review ARs at submission for procedural and informational material and advise the proponent if revision is necessary

APD recommends that proponents contact their supporting legal advisor for assistance when revising and developing ARs.