CHAIRMAN OF THE JOINT CHIEFS OF STAFF INSTRUCTION

J-7 CJCSI 5120.02A
DISTRIBUTION: A, B, C, J 31 March 2007

JOINT DOCTRINE DEVELOPMENT SYSTEM

References: See Enclosure G.

1. Purpose. This instruction sets forth policy and provides detailed procedures to assist the Chairman of the Joint Chiefs of Staff (hereafter referred to as the Chairman) in implementing the responsibility to "develop and establish doctrine for all aspects of the joint employment of the Armed Forces" as directed in the references.

2. Cancellation. CJCSI 5120.02, "Joint Doctrine Development System," 30 November 2004 is canceled.

3. Applicability. The policy and procedures herein apply to the Joint Staff, Services, combatant commands, combat support agencies, and any organization involved in the development of joint doctrine.

4. Policy. This instruction establishes specific guidance for joint doctrine development through four major stages: initiation, development, approval, and maintenance. It also provides the policy and guidance for preparing and formatting, as well as distributing, joint publications.

5. Definitions. See Glossary.

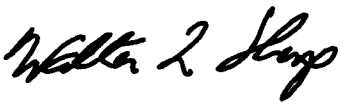
6. Responsibilities. The Director, Operational Plans and Joint Force Development, Joint Staff (J-7), is responsible for managing the joint doctrine development process outlined in this instruction.

7. Summary of Changes. This summary highlights the changes made to the CJCSI 5120.02, 4 November 2004. USJFCOM and Joint Staff doctrine sponsor (JSDS) responsibilities were revised in Enclosure B. Procedures for doctrine development and revision have been clarified. A description of the Joint

Doctrine, Education, and Training Electronic Information System (JDEIS) was added to Enclosure C. A new notional doctrine development and revision timeline has been added and the process updated to reflect the new timeline. The milestones found in the program directive (PD) have been changed and updated to reflect the new timeline. The joint publication change process has been expanded with clearer guidance on procedures for submission and comment resolution. The function of the joint test publication (JTP) was redefined to become a vehicle for field testing validated joint concepts. Detailed guidance on front-end analysis procedures, research for draft development, review comments criteria, and assessment products were added to Enclosure C. The Appendix to Enclosure D has been removed. Enclosure E has been changed to reflect the policy that the Joint Staff no longer prints joint publications. The Joint Doctrine Story, previously Enclosure F, has been removed.

8. Releasability. This instruction is approved for public release; distribution is unlimited. DOD components (to include the combatant commands), other Federal agencies, and the public may obtain copies of this instruction through the Internet from the CJCS Directives Home Page--
http://www.dtic.mil/cjcs_directives.

9. Effective Date. This instruction is effective upon receipt.



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1 thru 4	O	C-G-1 thru C-G-4	O
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ENCLOSURE A

GENERAL

1. Joint Doctrine in Perspective

a. Joint doctrine consists of fundamental principles that guide the employment of US military forces in coordinated action toward a common objective. Joint doctrine contained in joint publications also includes terms, tactics, techniques, and procedures.

b. Joint doctrine represents what is taught, believed, and advocated as what is right (i.e., what works best). Joint doctrine is written for those who:

(1) Provide strategic direction to joint forces (the Chairman and combatant commanders);

(2) Employ joint forces (combatant commanders, subordinate unified commanders, or JTF commanders);

(3) Support or are supported by joint forces (combatant commands, subunified commands, JTFs, component commands, the Services, and combat support agencies [CSAs]);

(4) Prepare forces for employment by combatant commander, subordinate unified commanders, and JTF commanders; and

(5) Train and educate those who will conduct joint operations.

c. The purpose of joint doctrine is to enhance the operational effectiveness of US forces. Joint doctrine will not establish policy. Joint policy will be reflected in other CJCSIs or CJCS manuals (CJCSMs). These instructions and manuals contain CJCS policy and guidance that do not involve the employment of forces. Although joint doctrine is neither policy nor strategy, it serves to make US policy and strategy effective in the application of US military power.

d. Only those doctrine publications approved by CJCS will be referred to as "joint publications." They are developed in coordination with the Services, combatant commands, CSAs, and the Joint Staff. Documents involving the operations of two or more Services that are approved by the relevant chiefs of Service (or their designated agent) will be referred to as "multi-Service" and will identify the participating Services (e.g., Army and Air Force doctrine; or Army,

Navy, and Air Force procedures). These documents are not JPs, but they must be consistent with approved JPs.

e. Joint doctrine is based on extant capabilities, i.e., current force structures and materiel. It incorporates time-tested principles; e.g., the principles of war, operational art, and elements of operational design for successful military action, as well as contemporary lessons that exploit US advantages against adversary vulnerabilities. Use of joint doctrine standardizes terminology, training, relationships, responsibilities, and processes among all US forces to free joint force commanders (JFCs) and their staffs to focus their efforts on solving the strategic, operational, and tactical problems confronting them.

f. Joint doctrine is authoritative guidance and will be followed except when, in the judgment of the commander, exceptional circumstances dictate otherwise. That means doctrine does not replace or alter a commander's authority and obligation to determine the proper course of action (COA) under the circumstances prevailing at the time of decision; such judgments are the responsibility of the commander, and doctrine cannot be a substitute for good judgment. Joint doctrine is not dogmatic -- the focus is on how to think about operations, not what to think about operations. Its purpose is to aid thinking, not to replace it. Yet it must be definitive enough to guide operations, while versatile enough to accommodate a wide variety of situations. Joint doctrine should foster initiative, creativity, and conditions that allow commanders the freedom to adapt to varying circumstances.

g. Joint doctrine applies to the combatant commanders, subordinate unified commanders, JTF commanders, subordinate component commanders of these commands, as well as forces assigned or attached to these commands. In developing joint doctrine, existing Service and multinational doctrine will be considered; however, joint doctrine takes precedence over individual Service doctrines, which must be consistent with joint doctrine. Joint doctrine should not include detail that is more appropriate in regulations and instructions, Service doctrine, standing operating procedures, plans, and other publications. If conflicts arise between the contents of a JP and the contents of Service publications, the JP will take precedence for the activities of joint forces unless CJCS, normally in coordination with the other members of the Joint Chiefs of Staff, has provided more current and specific guidance.

h. When the Armed Forces of the United States participate in multinational operations, US commanders should follow multinational doctrine and procedures that have been ratified by the United States. For multinational doctrine and procedures not ratified by the United States, commanders should evaluate and follow the multinational command's doctrine and procedures, where applicable and consistent with US law, policy, and doctrine.

i. In addition to guidance discussed above, joint doctrine provides:

(1) The US national position for multinational doctrine consistent with existing security procedures. Every effort will be made to ensure any proposed doctrine is not introduced directly into Allied joint publications (AJPs) without having been introduced and established in joint doctrine. Exceptions to this policy require Joint Staff/J-7 approval.

(2) A basis for multinational or interagency coordination during joint operations.

(3) The foundation for building a joint culture and a basis for joint training.

(4) Instructional material for joint professional military education (JPME).

(5) A basis for the development of joint models and simulations.

(6) Information for US Government agencies concerning the employment of US joint forces.

2. Influence of Joint Doctrine

a. Doctrine and Policy. Policy and doctrine are closely related, but they fundamentally fill separate requirements. Policy can direct, assign tasks, prescribe desired capabilities, and provide guidance for ensuring the Armed Forces of the United States is prepared to perform its assigned roles; implicitly policy can therefore create new roles and a requirement for new capabilities. Conversely, doctrine enhances the operational effectiveness of the Armed Forces by providing authoritative guidance and standardized terminology on topics of relevance to the employment of military forces.

(1) Most often, policy drives doctrine; however, on occasion, an extant capability will require policy to be created. Policy makers and doctrine developers should work interactively and in full understanding of the other arena, striving to issue harmonized policy and doctrine. It is not always clear when a void is identified whether filling it will require new (or revised) doctrine or policy (or perhaps both). As a general rule, if the need can only be adequately addressed by using such prescriptive words as "shall" and "must" then the void is in policy and policy development should precede doctrine development.

(2) Of particular note, terminology developed within the two arenas serves different purposes. The terminology required to support the employment of forces (doctrinal terms) may not be optimal within the policy

lane, whose purpose may be, for instance, to illuminate resource or requirement documents. Development of terminology to support policy is not limited by the constraints imposed on the development of doctrinal terms.

b. Doctrine and Strategy. A primary role of joint doctrine is to provide guidance for unified action in the employment of US military power. As such, joint doctrine is inexorably linked to the development of national military strategy. In general terms, joint doctrine establishes a link between the "ends" (what must be accomplished) and the "means" (capabilities) by providing the "ways" (how) for joint forces to accomplish military strategic and operational objectives in support of national strategic objectives. Joint doctrine also provides information to senior civilian leaders responsible for the development of national security strategy as to the core competencies, capabilities, and limitations of military forces. In addition, it provides other government agencies and nongovernmental organizations an opportunity to understand better the roles, capabilities, and operating procedures used by the Armed Forces of the United States, thus facilitating coordination.

c. Joint Doctrine and Operation Planning

(1) Use of approved joint doctrine during contingency and crisis action planning facilitates both planning for and the execution of operations. Planning for joint operations is continuous across the full range of military operations using two closely related, integrated, collaborative, and adaptive processes -- the Joint Operation Planning and Execution System (JOPES) and the joint operation planning process (JOPP). JOPES and JOPP share the same basic approach and problem-solving elements, such as mission analysis and COA development. Joint doctrine provides a basis for analysis of the mission, its objectives and tasks, and developing the commander's intent and associated planning guidance. The development of the COA using decision-making processes is also based on joint doctrinal principles. JOPP provides a detailed and orderly way of translating task assignments into an operation plan or an operation order in crisis action planning. However, the COA development phase in JOPP involves both art and science and has its foundation in joint doctrine. Joint doctrine provides fundamental guidance on how operations are best conducted to accomplish the mission.

(2) Joint operation plans are developed in conformance with the criteria of adequacy, feasibility, acceptability, completeness, and compliance with joint doctrine. In accordance with (IAW) reference a, the Joint Staff/J-7 is responsible for reviewing the combatant commander's strategic concept for compliance with approved joint doctrine.

d. Doctrine and Training

(1) Joint doctrine establishes the fundamentals of joint operations and provides the guidance on how best to employ national military power to achieve strategic ends. Since it is axiomatic that we "train as we fight," it follows that joint doctrine logically provides the foundation for joint training. To that end, reference b mandates that joint training will be accomplished IAW approved joint doctrine. Joint doctrinal publications, which are not intended to be textbooks or stand-alone documents, describe common procedures and establish uniform operational methods from a common baseline, using common terminology. This baseline assists commanders and their staffs in developing standards for joint training, exercises, and operations.

(2) Reference c contains a list of tasks that identifies "what" can be performed by the Joint Staff, Services, combatant commands, and components, activities, joint organizations, and agencies responsive to CJCS in terms common to the Armed Forces. The Universal Joint Task List (UJTL) task description does not address "how" or "why" a task is performed (found in joint doctrine or other governing criteria), or "who" performs the task (found in the commander's concept of operations and joint doctrine). UJTL language and terminology must be consistent and compliant with existing joint doctrine language and terminology in accordance with reference d.

(3) Approved joint doctrine is the basis for joint training, but when it is necessary to introduce experimentation events into joint training exercises, JFCs will use care to ensure that exercise participants understand that doctrinal deviations are solely for experimentation purposes, and may not indicate that changes to doctrine and procedures are required.

e. Joint Doctrine and Military Education

(1) Joint doctrine provides the foundation for JPME at all five military educational levels. Reference e and reference f, based on the Goldwater-Nichols Act of 1986, outline the five military educational levels, and provides specific JPME requirements for each. Each JPME level has standards, career-appropriate learning areas, and objectives that may be taught within the context of the Service roles and functions. Although the standards are primarily described in qualitative terms, the JPME requirements are designed to prepare officers to operate in a joint environment and to bring a joint perspective to their planning and decision-making processes. JPME supports the sequential and progressive nature of Service career paths while systematically increasing the exposure to joint doctrine at every educational level.

(2) The Services are assigned responsibility to provide an introduction to joint doctrine at the Precommissioning and the Primary Levels. CJCS

certifies or accredits JPME programs at the Intermediate and the Senior Levels, whether at a Service- or a CJCS-sponsored school. All curricula must be joint doctrine-based. National Defense University ensures that the CAPSTONE program is thoroughly and inherently joint, and that participants understand joint doctrine and joint operational art.

(3) The Officer Professional Military Education Policy provides the mechanism for periodic review and revision of all five JPME levels to ensure that the standards and learning areas maintain linkage to joint doctrine. In addition, at the Intermediate and the Senior Levels, the CJCS tasks CDRUSJFCOM to provide a representative to assist in reviewing joint doctrine references in curricula during Process for Accreditation of Joint Education visits. The JPME process promotes a career-long, doctrinally based educational framework for all officers.

f. Doctrine and Lessons Learned

(1) A major influence on doctrine is lessons and observations from operations, exercises, and training. This review provides a standard from which to judge what works and what does not work. As a military institution, these lessons also consider changes in the threat and operational environment. This ensures JPs remain current and relevant.

(2) Relevant lessons learned are normally adopted during the routine development or maintenance of a JP; however, if urgent or significant change is required, a recommendation may be used. (See Appendix J to Enclosure C).

g. Doctrine and Concepts. There is a close and complementary relationship between concepts and doctrine. In general terms, a concept contains a notion or statement that expresses how something might be done. In military application, a joint concept describes how a JFC may plan, prepare, deploy, employ, sustain, and redeploy a joint force within the range of military operations; guides the further development and integration of the *Capstone Concept for Joint Operations* (reference g) and subordinate Joint Operating Concepts, Joint Functional Concepts, and Joint Integrating Concepts and Service concepts into a joint capability; and articulates the measurable detail needed for experimentation, assessment, and decision making. From a ways, means, and ends perspective, concepts and doctrine both describe how (the ways) a joint force uses given capabilities (means) in a generic set of circumstances to achieve a stated purpose (ends). There also is an important distinction between the two. Approved joint doctrine is authoritative, describes operations with extant capabilities, and is subject to policy, treaty, and legal constraints, while joint concepts -- whether near-term or futuristic in nature -- can explore new operational methods, organizational structures, and systems employment without the same restrictions. Joint concepts provide the basis for joint experimentation and assessment; and these concepts are refined and

validated during experiments, modeling and simulation, selected training events and exercises, and capabilities based assessment. Joint doctrine provides the basis for education, training, and execution of current joint operations.

(1) Concepts may be conceived for a variety of reasons, such as to respond to inadequacies in current joint capabilities, test new capabilities, or propose innovative solutions to military problems. Whatever the reason, concepts should embrace the overarching goal of improving joint force effectiveness. Concepts provide a venue to explore solutions to problems and emerging missions for which no doctrine exists. They also may enable consideration of alternatives to methods described in approved doctrine, based either on lessons learned from recent operations or on emerging capabilities whose military application has not yet been exploited. Futuristic concepts typically focus on new ways and means with which the joint force can meet expected future operational challenges using advanced technologies and capabilities, many of which are not yet developed. This requires concept developers to project the nature of the operating environment 8-20 years in the future and describe new approaches and advanced capabilities required to operate successfully in that environment. However, this process of forecasting the future and evaluating concepts may uncover ideas that could improve how joint forces operate today and could have an immediate impact on established doctrine.

(2) Transformation efforts put a premium on exploring and "validating" concepts through joint experimentation and assessment. Validated, value-added concepts can impact favorably on doctrine, training, and education. The results of experimentation are not sufficient to require doctrinal change. The concept must clearly demonstrate "value-added" to current joint doctrine and represent an extant capability. In other words, approved joint doctrine is the authoritative, generic baseline against which concepts and experimentation results will be compared to assess their transformational value. In addition, current combatant command operation plans provide situation-specific application of current doctrine, which can be useful in evaluating a concept. Concepts typically are not copied directly into joint doctrine, but their central themes and essential constructs may be incorporated in a number of ways.

(a) Most commonly, new ideas will be considered during the routine process of developing, assessing, and revising existing JPs. Any authorized organization can recommend such changes during this process per procedures in this instruction. These proposals will be evaluated on merit during the normal joint doctrine development process.

(b) While most concept-based changes to JPs will be incremental in nature, a validated concept might provide a substantially new and beneficial way of accomplishing a particular function or task, thereby affecting a

significant part of an existing JP or requiring a new JP. In such cases, the joint doctrine development community (JDDC) might use a JTP and associated evaluation to "field test" the concept. It is important to note the difference between the process of a "field tested" concepts-based JTP versus the experimental testing of an emergent concept. JTP field-testing is limited to the use of extant forces and capabilities. Concepts that remain dependent upon simulated forces, capabilities, or processes are not appropriate for field-testing as JTPs. The JTP evaluation directive (ED) would establish the authority and applicability of the publication. (See Enclosure C for more details.)

(c) Concepts can form the basis of recommended changes to doctrine that are submitted in accordance with reference h and reference i. These documents provide the policy and process for translating the results of concept development and joint experimentation into joint warfighting capabilities in the areas of doctrine, organization, training, materiel, leadership and education, personnel, and facilities (DOTMLPF). With Joint Requirements Oversight Council (JROC) endorsement of DOTMLPF change recommendations (DCRs) and approval by CJCS (or designated representative), conditions are met for the introduction of these doctrine recommendations to the JDDC. (See Enclosure C for more details.)

h. Doctrine and Joint Capabilities Areas (JCAs). JCAs are an integral part of the evolving capabilities-based planning process. JCAs are intended to provide a common capabilities language for use across many related DOD activities and processes. Processes identified for incorporation of JCAs include the Planning, Programming, Budgeting, and Execution process, Joint Capabilities Integration and Development System, and joint force development. Many JCAs are being described using joint doctrine and joint terminology and are already covered by joint doctrine. As capabilities described in the JCAs that affect the employment of the joint force are fielded and validated, they will be incorporated through the joint doctrine development process.

ENCLOSURE B

RESPONSIBILITIES

1. The Joint Doctrine Development Community. The JDDC consists of the Chairman , the Services, the combatant commands, the Joint Staff, CSAs, and the doctrine development agencies of the Services and the joint community. Voting members are those having a vote in the resolution of issues. They include the Services, combatant commands, and the Joint Staff/J-7. Nonvoting members (See Figure B-1) will have an opportunity to present comments and positions through the Joint Staff/J-7. The responsibilities of the various members are outlined below.

2. The Chairman of the Joint Chiefs of Staff. Per reference j, the Chairman has overall responsibility for developing "doctrine for the joint employment of the Armed Forces." The Chairman will approve all JPs and any modifications to development procedures, in coordination with the other members of the Joint Chiefs of Staff and the combatant commanders.

3. The Director, J-7, Joint Staff. The Director, J-7, Joint Staff (hereafter referred to as the Joint Staff/J-7), is responsible to the Chairman for the content of joint publications and for managing the joint doctrine development process as described in Enclosure C. The Joint Staff/J-7 will:

a. Advise the Chairman on all policy and guidance concerning the joint doctrine development process. Ensure joint doctrine is consistent with DOD and CJCS policy.

b. Establish a process for, and ensure the orderly processing and complete coordination of, all joint doctrine projects. This includes establishing and adjusting milestones for new projects, publication changes, and revisions.

c. Chair, as required, a joint doctrine meeting of flag officers to discuss doctrine issues.

d. Assign publication numbers.

e. Ensure validation of each project proposal IAW the procedures outlined herein.

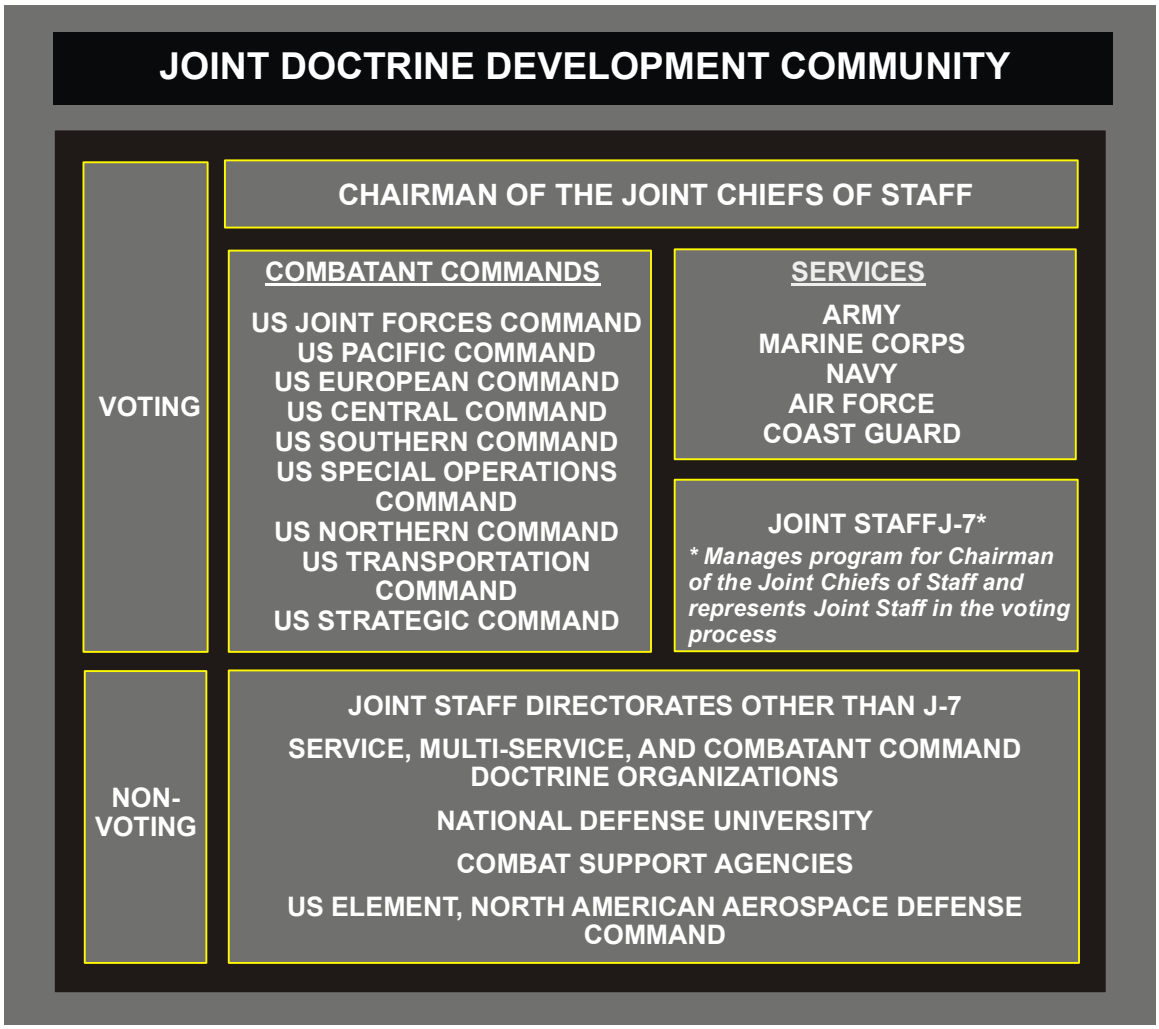


Figure B-1. Joint Doctrine Development Community

f. Assign a JSDS and a lead agent (LA) based upon recommendations of the Joint Doctrine Planning Conference (JDPC) and available subject matter expertise for each joint doctrine project.

g. Provide required training and/or instruction to newly identified JSDS and LA points of contact. Among subjects taught will be the duties of the JSDS, which include use of the standard comment resolution matrix (CRM) format (Example provided in Figures C-E-1 and C-E-2), comment adjudication requirements, and conduct of joint working groups (JWGs).

h. Coordinate and approve PDs for each joint doctrine project IAW the guidance herein and in reference k.

i. Monitor the progress of each joint doctrine project and assist the LA and the JSDS, as required, to ensure complete coordination and timely completion.

(1) Prior to a JP JWG, review the adjudicated comment matrix to ensure the LA/JSDS has met the requirements of Appendix E of Enclosure C as well as guidance provided in this instruction for JPs.

(2) Ensure adjudicated comment matrices are distributed via e-mail to the JDDC ten working days prior to the JWG.

j. In coordination with the JSDS, provide a quarterly update on the status of publications to the Director, Joint Staff.

k. At the request of LA, format first draft and subsequent versions of new and revised JPs, and post them on JDEIS to facilitate staffing.

l. Collect and adjudicate Joint Staff comments preparing the Joint Staff CRM for all publications.

m. Serve as the Joint Staff coordinating review authority (CRA) to consolidate comments from the Joint Staff directorates and the Office of the Secretary of Defense (OSD) in order to provide the Joint Staff comment matrix to the LA or JSDS.

n. In coordination with the JSDS, format the final coordination (FC) draft for staffing and the signature draft for approval.

o. Carry out JSDS responsibilities, when assigned, as described in paragraph 12 of this enclosure. If not assigned as JSDS, forward the publication to the appropriate directorate and monitor the progress of the JSDS toward project approval IAW reference k.

p. Coordinate and approve EDs for JTPs IAW procedures contained in Enclosure C.

q. Semiannually, in coordination with USJFCOM, sponsoring and chairing a JDPC to bring together representatives from the JDDC to address doctrinal issues.

r. Be responsible for the maintenance, operation, and accessibility of the CJCS Joint Electronic Library (JEL) and JDEIS. Assist in expanding JDEIS to reach its full potential to support information flow and research for the joint doctrine development process.

(1) Oversee access to the CJCS JEL and JDEIS through the NIPRNET, GCCS, and SIPRNET.

(2) Solicit additional pertinent publications and links to improve the utility of JDEIS.

(3) Ensure key doctrine elements (KDEs) are identified in each JP in order to streamline updates of key terms across publications, provide linkage of KDEs between documents, and enable metadata searches across all publications.

s. Periodically review joint doctrine to provide recommendations for possible consolidation or deletion of approved or emerging joint doctrine.

t. Upon approval of a new JP or a revision to an existing JP where new or revised principles or guidance are introduced, provide a written memo to the Joint Staff for J-7 distribution to the JDDC that identifies publications affected by the changes. Affected LAs and/or JSDSs will determine if a change to their JP is required or if it is appropriate to wait until the next revision. Assessment agents will utilize the memo in conducting formal assessments.

u. Conduct reviews of all joint, NATO, and multinational joint doctrine publications and projects for horizontal and vertical consistency and correctness with approved joint doctrine.

v. Serve as JSDS for all Allied joint and multinational doctrine.

(1) Staff AJPs to Services, the Joint Staff, selected combatant commands, and other DOD agencies as required. (See Enclosure F.)

(2) Collate and adjudicate AJP comment matrices and forward the US position to the designated AJP custodian. Procedures for the staffing of AJPs and comments received upon review are similar to those of JPs and are further detailed in Enclosure F.

(3) Staff, prepare, and forward US ratification response for AJPs.

(4) Serve as head of delegation to the Allied Joint Operations Doctrine Working Group.

(5) Represent the US at AJP custodial meetings. If not attending, ensure US participation and the US joint position is represented in AJP custodial meetings.

(6) Assign custodian for development projects accepted by US head of delegation.

w. Oversee the maintenance of approved JPs to ensure they serve their intended purpose and provide a basis for subsequent changes and revisions.

x. Per reference l, review DCR packages submitted to the Joint Staff that contain joint concepts and doctrine-related recommendations for their potential impact on current and emerging joint doctrine.

y. Manage the workload requirements of the joint doctrine development system and schedule development to avoid large spikes in workload. Post a planning calendar on JDEIS that reflects due dates, dates for JWGs, etc.

z. Notify the Joint Staff, combatant commanders, Service Chiefs, and CSAs by Automated Message Handling System (AMHS) and joint doctrine distribution (JDD) when a new publication or revised JP has been signed. Post the signed publication to JDEIS and the JEL.

aa. Ensure that the Joint Knowledge Development and Distribution Capability (JKDDC) and Doctrine Networked Education and Training (DOCNET) courses dealing with approved joint doctrine are developed or revised in conjunction with the development or revision, to include an approved change (if required), of JPs.

ab. Enhance awareness of joint doctrine through a program designed to educate the military community and emphasize joint doctrine features using various forms of media.

ac. Publish a management plan that displays the doctrine development workload over a multiyear period and disseminate it to the JDDC. Brief every JDPC with updates to the plan.

ad. Manage the DOD terminology program IAW reference m.

4. Combatant Commands, Joint Staff Directorates, and Service Headquarters. Combatant commands, Joint Staff directorates, and Service headquarters (including the US Coast Guard) will:

a. Provide sufficient staff and resources to perform the doctrinal responsibilities in paragraphs 5 through 15 below.

b. Act as LA for specific joint doctrine projects as assigned by the Joint Staff/J-7 IAW this instruction.

c. Assist in developing all joint doctrine projects as prescribed by this instruction.

d. Participate in conferences, the JDPC, and JWGs to address joint doctrine issues.

e. Support the assessment of approved JPs, taking advantage of exercises, real-world operations, and, where appropriate, experiments to gather inputs. Respond to all request for feedback (RFF) messages.

f. Appoint a single point of contact for all joint doctrine matters.

g. Joint Staff directorates will be involved in doctrine development beginning with the development of the PD.

h. Except for Joint Staff directorates, appoint a CRA for each joint doctrine project. This may be a subordinate activity outside the immediate Service or combatant command headquarters, but must be within the chain of command. The CRA is normally the single point of contact for all joint doctrine matters. For Joint Staff directorates, the CRA function is normally performed by the assigned JSDS.

i. Except for Joint Staff directorates, send planner-level representatives in a position of authority and grade (normally O-6 level or civilian equivalent) to the JDPCs prepared to vote their command or Service positions.

j. Review, analyze, and evaluate draft JPs for accuracy and relevancy. Ensure that capabilities, roles, and, where appropriate, tactics are properly represented. Comment on horizontal and vertical consistency with other approved and emerging joint doctrine.

k. Services will review all Service and multi-Service publications for horizontal and vertical consistency with joint doctrine.

l. Ensure that validated results of experiments conducted by the respective Services and commands are nominated for incorporation as appropriate in emerging draft JPs, JP assessments, or JP revisions.

m. Staff draft JPs to subunified commands and component commands as appropriate. Consolidate comments and provide a coordinated command position.

n. Serve, when assigned, as evaluation agent (EA) of JTPs if required.

o. Commander, US Special Operations Command is tasked under 10 USC 167 to develop special operations doctrine. Such doctrine is developed IAW paragraph 6, below.

p. Serve, when assigned, as assessment agent of JPs.

5. Commander, US Joint Forces Command. CDRUSJFCOM will:

a. Assist the Chairman, the combatant commanders, and the Chiefs of the Services in their preparation for joint and multinational operations through the conceptualization, analysis, development, dissemination, assessment, evaluation, and revision of current joint and multinational doctrine.

b. Assist the Joint Staff/J-7 with the joint doctrine development process.

(1) Develop and submit recommendations for improving existing joint doctrine or initiating new joint doctrine projects.

(2) Submit recommendations for improving the joint doctrine development process.

(3) Conduct a front-end analysis (FEA) of all joint doctrine project proposals accepted by the Joint Staff/J-7, and provide an appropriate recommendation for disposition to the JDPC.

(4) Participate in the drafting of PDs for each joint doctrine project by co-hosting, with the LA, a PD JWG if required.

(5) Raise awareness of doctrinal information throughout the joint, interagency, and multinational communities through the publication and distribution of newsletters, pamphlets, handbooks, or periodicals, as appropriate.

(6) Review emerging multinational doctrine publications for consistency with US law, regulations, and approved and emerging JPs. Alert the Joint Staff/J-7 to possible contentious issues. (See Enclosure F for additional instructions.)

(7) Review and comment on all draft and proposed JPs for compliance with joint doctrine policy and for horizontal and vertical consistency with other emerging and approved joint doctrine

c. Develop procedures for and, when designated as the assessment agent, conduct JP assessments. For JPs in revision, if requested by the LA and accepted by USJFCOM, develop the revision first draft (RFD). If the LA is writing the RFD, USJFCOM will provide the LA via Joint Staff/J-7 with a formal assessment report consisting of the assessment summary, a consolidated matrix of all assessment comments indicating recommended adjudications and change recommendations where appropriate, and a proposed PD for the revision of the publication, if applicable.

d. As required, conduct liaison on doctrinal matters with the combatant commands, Service doctrine organizations, other government agencies, and multinational organizations, as appropriate.

e. Host the JDPCs as requested by the Joint Staff/J-7.

f. Forward additional pertinent publications and white papers to the Joint Staff/J-7 to be posted on the CJCS JEL and JDEIS as deemed appropriate.

g. Serve, when assigned, as EA if the optional JTP phase is included in the development process.

h. Conduct research and studies on designated doctrinal issues.

i. Develop joint concepts for employment of emerging technology and capabilities, which may become the basis for joint doctrine.

j. Analyze approved joint concepts and experimentation results to determine their potential impact on approved and emerging joint doctrine. Prepare analysis reports for the Joint Staff/J-7 that describe the nature of potential doctrine changes, identify the JPs that could be affected, and recommend changes to the JP and assessment schedule that might be required to accommodate validated concepts and procedures.

k. Conduct other actions as prescribed herein.

6. Combatant Command and Service Doctrine Organizations. Combatant command and Service doctrine organizations will:

a. Act as point of contact for specific joint doctrine development process actions as delineated by their higher headquarters.

b. Serve as primary review authority (PRA) when designated by the LA for appropriate projects.

c. Serve as CRA for all joint doctrine projects.

d. Assist in developing joint doctrine projects as prescribed herein.

e. Attend PD and draft publication development working groups.

f. Participate in conferences addressing joint doctrine issues.

g. Send an O-6 or civilian equivalent representative to the semiannual JDPCs.

h. Ensure that validated results of experiments conducted by their respective Services and commands are nominated for incorporation in emerging draft JPs, JP assessments, or JP revisions.

i. Support the Services' review, analysis, and evaluation of JPs in draft or under revision for accuracy and relevancy. Ensure that Service capabilities, roles, and, where appropriate, tactics, techniques, and procedures are properly represented. Comment on the horizontal and vertical consistency with other approved and emerging joint doctrine.

7. Combat Support Agencies. CSAs will:

a. Identify a point of contact for joint doctrine development process actions as delineated in this instruction.

b. Assist in developing joint doctrine projects as prescribed herein.

c. Attend applicable PD and draft publication development working groups.

d. Participate in conferences to address joint doctrine issues.

e. Send a representative to the semiannual JDPCs.

f. Serve as a technical review authority (TRA) as required.

g. Review, analyze, and evaluate draft JPs for accuracy and relevancy. Ensure that agency capabilities, roles, and, where appropriate, tactics are properly represented.

8. Lead Agent. Each joint doctrine project will be assigned to an LA.

a. In general, the LA is responsible for developing, coordinating, and maintaining an assigned joint publication throughout its life cycle, or until properly relieved. (Specific procedures are contained in Enclosure C.)

b. The LA is responsible for meeting milestones as identified in the PD. If unable to meet the PD milestones, the LA will coordinate a flag officer level request for milestone adjustment to be forwarded to the Director, J-7.

c. A Joint Staff directorate will be assigned as LA for each capstone and keystone publication.

d. A Service, combatant command, or Joint Staff directorate will be assigned as LA for all other joint doctrine projects.

e. The assignment of the LA is based on available expertise in the subject matter of the joint doctrine project and resources available. A recommendation for LA normally is determined by a vote from the JDPC once the project is approved. LA designation is formally assigned by the Joint Staff/J-7 in the PD.

f. Upon approval of the JP that is being developed or revised, the LA will assist the JSDS in submitting a list to Joint Staff/J-7 of existing JPs that are affected by the new or revised publication. During publication revision, LA responsibility may be reassigned by Joint Staff/J-7.

9. Primary Review Authority. The LA will assign a PRA for each joint doctrine project. The PRA must be in the chain of command of the LA to facilitate authoritative guidance.

a. The LA and the PRA may be the same in some cases.

b. In general, the PRA is the primary researcher and drafter of a JP project throughout the development phase. The PRA performs the actions and coordination necessary to develop and maintain the assigned publication under the cognizance of the LA IAW the procedures in Enclosure C.

10. Coordinating Review Authority. Each Service headquarters and combatant command assigns a CRA for each joint doctrine project.

a. The CRA for each project is normally the Service and combatant command single point of contact for all joint doctrine matters to help ensure continuity.

b. Each CRA will review, analyze, and comment on each version of a new or revised JP. Additionally, they will collate and adjudicate command responses, providing a single coordinated position for their organization for PDs, drafts and proposed JP changes. As such, the CRA is responsible for ensuring the "Source" column of their matrix reflects only their Service or combatant command name, not component names or sources.

c. Each CRA will coordinate with and assist LAs and PRAs in development of all joint doctrine projects.

d. CRAs will ensure joint doctrine products produced by their commands and/or organizations are IAW standards in this CJCSI and other applicable guidelines.

11. Technical Review Authority. A TRA is an organization that may be tasked to provide specialized technical or administrative expertise to the PRA and LA.

a. TRA support from outside the LA chain of command will be approved by the Joint Staff/J-7.

b. More than one TRA may be assigned, as appropriate.

c. TRAs normally will be designated in the PD, but may be assigned by the Joint Staff/J-7, based on the request of a CRA during the development process.

d. TRAs will review, analyze, and provide comments on draft PDs and JPs for accuracy and compliance with approved policy and current and emerging doctrine in their areas of expertise. Additionally, they should attend PD and JP JWGs as appropriate.

12. Joint Staff Doctrine Sponsor. Each joint doctrine project will be assigned a Joint Staff directorate as the JSDS via the PD. The JSDS will assist the LA or PRA **in all stages** of joint doctrine projects IAW the procedures herein.

a. The JSDS will appoint a single action officer (AO) for each JP it sponsors and notify the Joint Staff/J-7. The Joint Staff/J-7 will notify the remainder of the JDDC of any changes to this assignment. The JSDS AO will assist the LA or PRA in development of assigned joint doctrine projects IAW the procedures herein and **actively** participate in the activities associated with the development and approval stages of all joint doctrine publications under their purview. This includes participation in working groups to adjudicate comments.

b. JSDS will monitor publication development for contentious issues. When requested, they will provide access to subject matter experts (SMEs) and source documents, and otherwise facilitate resolution of contentious issues.

c. As part of the development and staffing procedures outlined in Figure C-1, the Joint Staff/J-7 will receive the first draft of the adjudicated comment matrix from the LA for approval. Once approved, the Joint Staff/J-7 will draft the FC revision, verify formatting, and forward the action to the JSDS for processing for final approval processing IAW the procedures herein and in reference k.

d. The JSDS is responsible for determining Joint Staff staffing requirements for assigned evolving and approved JPs.

e. The JSDS will ensure flag officer review of the JP at the Joint Staff level prior to staffing for signature.

13. Evaluation Agent. An EA is an organization responsible for planning, coordinating, and conducting the evaluation of a JTP.

a. The EA is assigned by the Joint Staff/J-7. USJFCOM will normally be the EA.

b. The EA identifies evaluation criteria and the medium to be used, develops a proposed evaluation directive, and coordinates related evaluation requirements with the involved commands.

c. The EA provides the required evaluation report to the Joint Staff/J-7.

14. Assessment Agent. The assessment agent (AA) is the organization responsible for conducting an assessment of an approved JP. The AA is assigned by the Joint Staff/J-7, and normally is USJFCOM. All JPs are assessed in preparation for a revision.

15. Joint Doctrine Planning Conference. Selected members of the JDDC will meet semiannually to address and vote on project proposals, discuss key joint doctrinal and operational issues, discuss potential changes to the joint doctrine development process, keep up to date on the status of the JP projects and emerging publications, and keep abreast of other initiatives of interest to the JDPC members. The JDPC provides recommendations that are approved by the Joint Staff/J-7 in the name of the Chairman. Recommendations are reached by a majority vote of the attending permanent voting members of the JDPC. The Joint Staff and the CSAs are represented by the Joint Staff/J-7. In the case of a tie vote, the Joint Staff/J-7 representative will make a recommendation for resolution.

a. The permanent voting members of the JDPC are the Service headquarters, combatant commands, and Joint Staff/J-7 (for the Joint Staff and CSAs.) The permanent voting members (planner-level, i.e., 0-6 level or civilian equivalent) must be authorized and prepared to vote their command or Service position at the JDPC. In addition, the voting members should be well versed in the joint doctrine development process. While every effort is made to disseminate issues prior to the JDPC, previously announced issues may change and new issues may surface that require discussion by all members and adjudication by the permanent voting members. The permanent voting members should be authorized to vote based upon discussions and material presented at the JDPC.

b. The other permanent (nonvoting) members of the JDPC are all other Joint Staff directorates; Service, multi-Service and combatant command doctrine organizations; the National Defense University; CSAs; and the US Element, NORAD.

c. Other interested commands or component representatives, supporting agencies, and international doctrine organizations may attend the semiannual

JDPCs. Special session (out-of-cycle) JDPC attendance will be handled on a case-by-case basis.

d. Minutes for the JDPC will be approved and distributed via the Joint Staff/J-7 JDD list and posted on the CJCS JEL and JDEIS within 3 weeks of the completion of the JDPC.

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ENCLOSURE C

JOINT DOCTRINE DEVELOPMENT PROCESS

1. General. Providing warfighters with effective and accurate doctrine is essential to the successful employment of US joint forces. Doctrine reflects proven principles and best practices but must be responsive to changes from lessons identified and validated concepts. The joint doctrine development process has evolved to meet this need through new publications, timely revisions to approved publications, and more expeditious changes to existing publications. The joint doctrine development process includes four stages: initiation, development, approval, and maintenance.

2. Development Philosophy. Joint doctrine serves to make US policy and strategy effective in the application of US military power. Remembering this important tenet assists greatly in maintaining focus throughout the joint doctrine development process. Joint doctrine continues to evolve as the Armed Forces of the United States strive to meet national security challenges. As these challenges arise, doctrinal voids may be identified that will initiate the development process. As joint doctrine is developed to address these voids, LAs and JSDSs must keep in mind that all JPs directly support the premise of "joint force employment" and must be consistent with other doctrinal publications within the organizational structure of the joint doctrine hierarchy. JPs, however, are not intended as stand-alone or single-source documents, but are to be used in conjunction with other pubs in the joint hierarchy.

3. Information Systems. JDEIS is a Web portal designed to directly support the Chairman, the Joint Staff, the combatant commanders, interagency coordination, and selected allied and coalition partners by providing a centralized location for the development, access, and distribution of joint doctrine, education, and training related information for the joint warfighting community. The JDEIS will also support the defense readiness reporting community by providing authoritative databases of joint doctrine and the UJTL tasks required for the evaluation and reporting of readiness.

4. Initiation Stage. The initiation stage of a new joint doctrine publication consists of four phases: proposal, FEA, validation, and PD development.

a. Proposal Phase. Although joint doctrine projects can be proposed by anyone, they must be formally sponsored by a Service Chief, a combatant commander, or a director of a Joint Staff directorate. This includes approved DCRs. The approving JROC Memorandum for the DCR designates a lead agent. This lead agent will prepare a proposal IAW this instruction.

(1) Proposals may be submitted at any time by memorandum to the Joint Staff/J-7. The memorandum should be in the format shown in Appendix A. Adherence to this format and early coordination with USJFCOM will facilitate staffing and review of the proposal. Four months prior to each semiannual JDPC, Joint Staff/J-7 will transmit a message to the JDDC soliciting project proposals for consideration. Developing and presenting a clear and complete proposal is essential to the initiation stage, and will help set the conditions for successful and expedient project development. A sound justification and an explicit scope are key proposal elements. Proposals will include a draft of the PD as depicted in Appendix B, a detailed concept paper, and an endorsement from the first flag officer in the chain of command forwarding the proposal. The detailed concept paper provides the basis for completing the FEA and should, at a minimum:

(a) Show how the subject meets the definition of joint doctrine.

(b) Identify the doctrinal void that exists.

(c) List the extant capabilities that are required to support the doctrine.

(d) Pinpoint specific relevant sections of joint publications and other sources that are critical to an accurate analysis of the proposal.

(e) Describe the scope of the publication.

(f) Provide any new or unique command relationships.

(g) Illustrate supported and supporting relationships.

(h) Expose issues that are out of the norm involving logistics, intelligence, or communications.

(2) Multi-Service publications may be proposed as projects to transition into joint publications. This optional process is open to the Services following the first worldwide review of a multi-Service publication. The review should certify that the publication provides guidance that clearly applies to all components of a joint force. Multi-Service-sponsored proposals will consist of an information paper outlining the doctrinal void the multi-Service publication fills, the value-added by the publication, and recommendations for placement of the publication in the joint doctrine hierarchy; a PD based on the publication's program statement; and the post-world-wide-review draft of the multi-Service publication. The information paper and PD will address LA and JSDS assignment.

(3) The Joint Staff/J-7 will review proposals for content, rationale, and completeness. Proposals not meeting the requirements addressed above will be returned to the submitting agency with comment. Proposals approved will be forwarded to USJFCOM for FEA. Joint Staff/J-7 will allow at least 30 days for USJFCOM to conduct the FEA prior to the JDPC read-ahead package.

b. Front-End Analysis Phase. For each project proposal approved by the Joint Staff/J-7, USJFCOM will conduct an FEA and provide a recommended disposition for the proposal.

(1) USJFCOM will examine all relevant sources including international agreements; lessons learned files; extant and emerging joint, multinational, multi-Service, and Service doctrine and procedures; exercise issues and observations; related joint concepts; experimentation results; and DCR packages. They will also conduct interviews, meetings, and working groups, and research other sources as appropriate. This research should identify specific relevant sections of the publications and other sources that are critical to an accurate analysis of the proposal and to the initial development of the PD.

(2) To determine if a proposal is acceptable, the analyst must (at a minimum) ascertain whether the subject meets the definition of joint doctrine; determine if a doctrinal void actually exists (i.e., if there is an existing requirement); and if the proposed doctrine is based on extant capabilities. While these criteria are not all inclusive, they provide an example of the rigor to which joint doctrine proposals are subjected. Based on this analysis, USJFCOM will recommend one of the following options to the doctrine community at the validation phase:

(a) There is no need for the publication.

(b) There is a need to change or revise (an) existing or evolving publication(s).

(c) There is a need for a new publication.

(d) The proposal addresses an interoperability shortfall and should be nominated for possible multi-Service or other publication.

(e) The proposal addresses a shortfall in multinational doctrine and should be addressed to the appropriate multinational forum.

(3) USJFCOM may also recommend an LA in their FEA. The LA will be formally assigned in the PD.

c. Validation Phase

(1) Joint Doctrine Planning Conference. The semiannual JDPC is the preferred method for introducing project proposals. The proposal and USJFCOM FEA recommendation will be included in the JDPC read-ahead package, which is posted on the JEL/JDEIS approximately 30 days before the working party meets. All project proposals and corresponding FEA recommendations are discussed at the JDPC. JDPC voting members make a final recommendation to the Joint Staff/J-7 for decision. This recommendation is included in the minutes of the JDPC and coordinated with all voting members of the JDPC. Joint Staff/J-7 will notify the submitting command, Service headquarters, or Joint Staff directorate of the disposition of the project proposal.

(2) Out-of-Cycle Proposal. There may be an urgent requirement to validate a project proposal prior to a JDPC. In this case, the Joint Staff/J-7 will:

(a) Review the proposal packet. If approved, provide it to USJFCOM for an immediate FEA. If rejected, return to submitting agency with comment.

(b) For accepted proposals, distribute the original proposal and USJFCOM FEA recommendations to the Service headquarters and the combatant commands for immediate review and vote.

(3) The Joint Staff/J-7 decision will result in one of the following:

(a) No action required (i.e., no need for the proposed publication).

(b) Change or revise an existing or evolving publication.

(c) Develop a new publication.

(d) There is a need for a publication; however, an alternate publication, such as a multi-Service or other publication, would be more appropriate.

(4) JDPC voting members may also recommend an LA.

d. Program Directive Development Phase. The PD provides the project scope, a detailed chapter outline, milestones, references used to develop the publication, and points of contact. PD development applies to both new publications and revisions of approved JPs. (See Appendix B for an example of a PD.)

(1) For a new publication project, once approved by either the JDPC minutes or a Joint Staff/J-7 message, the LA has 30 days to announce to the JDDC the intent to convene a PD JWG or provide a preliminary coordination (PC) draft PD to the Joint Staff/J-7 for staffing.

(a) If the LA decides to host a PD JWG, this will substitute for the PC draft. The Joint Staff/J-7 will announce the PD JWG to the JDDC, and, in coordination with USJFCOM, assist the LA during the PD JWG. Notification will normally be given at least 20 working days prior to the JWG. At a minimum, attendees should include the LA, USJFCOM, the JSDS, the Service doctrine organizations, and the PRA (if identified). At their discretion, representatives from the Service headquarters, combatant commands, Joint Staff directorates, and other interested parties may also attend. The PD JWG will develop the PD FC draft and submit to the Joint Staff/J-7 for staffing. Joint Staff/J-7 will normally release the draft PD for coordination within 15 days of receipt.

(b) If the LA chooses not to convene a PD JWG, Joint Staff/J-7 will normally release the submitted draft PD for PC staffing within 15 days.

(2) For an existing JP, a draft PD is developed as part of the formal assessment process. If the Joint Staff/J-7 approves the formal assessment (IAW paragraph 6.e.[2]), the draft PD will be used to develop the PC PD as described below.

(3) The Joint Staff/J-7 will staff draft PDs with the JDDC IAW reference k. A PC version will provide 30 days for staffing and 30 days for resolving issues; an FC version will provide 30 days for staffing.

(4) Upon resolution of any contentious issues, the Joint Staff/J-7 will approve the PD milestones and officially designate the LA, JSDS, and other authorities as required. J-7 Joint Education and Doctrine Division (JEDD) will post the approved PD on JDEIS and transmit a copy to the LA for action and to the rest of the JDDC for information within 30 days of FC suspense. The PD begins the clock for development of the publication. (See Figure C-1.)

(5) If the need for additions or modifications to the project scope is discovered during JP development, these changes will first be coordinated with the Joint Staff/J-7. Significant modifications will be staffed IAW reference k with the JDDC. Minor changes will be incorporated with the Joint Staff/J-7 approval in the first draft release.

5. Development Stage. There are three types of development or revision processes for joint publications. These are normal development, the change process, and fast-track development. Additionally, the optional joint test publication is part of the development stage . However, it is dependent upon

additional evaluation before completing doctrine development. The development process starts with the approval of the PD, either for a new publication or for the revision of an approved JP. Timely development and revision of JPs is vital to the credibility and utility of joint doctrine, and important to the joint warfighter. Normally there will be a first draft and an FC version. Should the LA or JSDS feel an additional draft or FC version is required to ensure a quality product prior to a signature version, they will forward a formal request to the Joint Staff/J-7 for approval. If approved, the LA or JSDS will prepare the additional draft, and follow the normal milestones for staffing and comment resolution. The LA, the JSDS, and Joint Staff/J-7 will meet the various milestones directed in the PD. Should circumstances require an adjustment to the PD milestones, procedures to request the changes are discussed in paragraph 5.a.(4).

a. Normal Development Process. Normal development follows a 17.5-month process that starts with PD approval (see Figure C-1).

(1) First Draft Development. The LA, with the assistance of the PRA or USJFCOM, will develop a first draft of the publication based on guidance provided in the formal assessment, adjudicated matrix, PD, and the procedures contained herein. The LA will present Joint Staff/J-7 with the first draft based on the date established in the PD, which is normally 5 months after the PD is published.

(a) Early in the development of the first draft of new doctrine (or existing doctrine undergoing revision), a useful in-progress review or project management tool for the LA and the PRA is to have the writing team produce an expanded outline. This can range from something as simple as providing detailed paragraphs for each of the chapters outlined in the approved PD to a more extensive treatment providing drafts of essential subject matter or potentially contentious portions of the publication for review and concurrence by the LA, the PRA, and, as appropriate, the TRA and selected agencies. This tool helps confirm that the direction of the publication's development complies with the PD scope and target audience. It reduces time lost due to misunderstanding between the LA, the PRA, and the writing team, eases resolution of complex and contentious issues, and enhances the quality of the first draft.

(b) All draft editions of publications (including changes, revisions, and JTPs) will adhere to the formatting rules in Enclosure E. However, the executive summary and the summary of changes will only be prepared for the signature version. Line numbers will be included in all draft publications for accurate reference to change recommendations. Revised material will be presented in line-out/line-in format in all revised drafts.

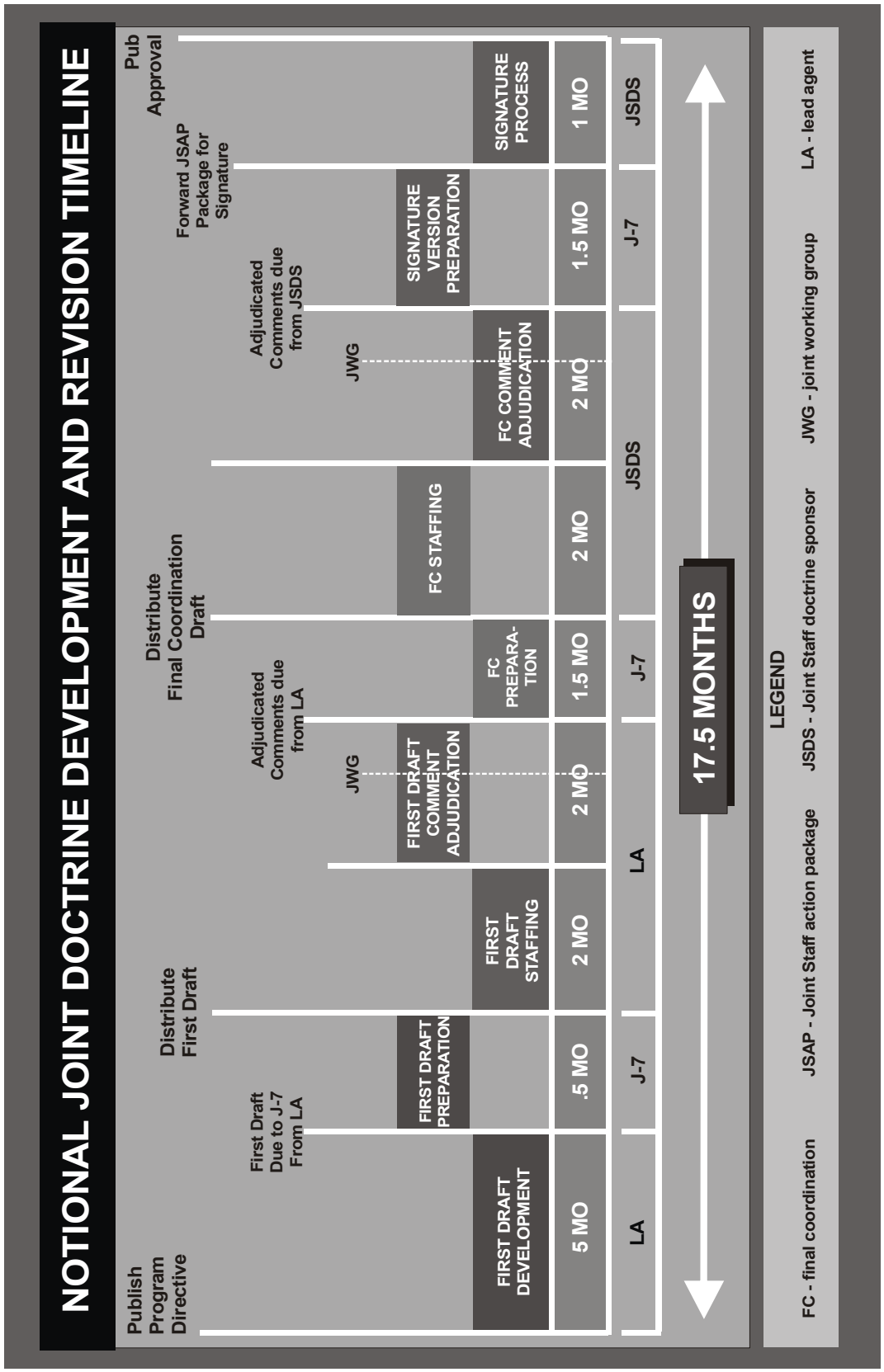


Figure C-1. Notional Joint Doctrine Development and Revision Timeline

(c) The PRA will ensure that sentences, paragraphs, and passages taken directly from previously approved publications are quoted verbatim and the reference noted. However, direct lifts from other JPs should be limited to salient information that addresses the scope of the publication.

(d) The PRA will use, to the greatest extent possible, the previously approved terminology contained in or promulgated for reference d. Stand-alone or single publication terms will be used only when absolutely necessary. Publication writers are required to examine existing JP 1-02 terminology relating to the subject matter of the publication for relevance and currency. Assistance in identifying related terms will be provided by the Joint Staff terminology office. Deletion of obsolete terminology is strongly encouraged. When existing doctrine dictates using terms and definitions that are not included in or depart from JP 1-02, all such terms will be included in the publication's glossary. They will be clearly identified as such in the glossary with the appropriate notations from Figure E-1. Upon approval of the publication (or upon approval of a change or revision), these new or modified terms also will be approved and included in the routine update of the CJCS terminology database and in the next edition of reference d, if so indicated for such action by the approving publication. Proposed modifications to terms and definitions previously approved in a joint doctrine publication will be provided through user feedback or formal assessment and addressed during the normal joint doctrine revision process for that publication. Other new or modified terms and definitions not proposed or approved in joint doctrine publications may be forwarded through the chain of command to Service or Joint Staff terminology offices for processing in accordance with reference m. When proposed terms and definitions are submitted in this manner, the Joint Staff terminology office will assess whether the term is relevant to a doctrinal publication. If the term is associated with a specific doctrinal publication, it will be forwarded to the LA for consideration in the emerging publication or revision, as applicable.

(e) Some editorial guidance relevant to the development of all JPs is contained in reference n, reference o, and reference p. However, editorial guidance presented in this instruction takes precedence.

(f) The PRA is required to supply essential photographs, figures, quotes, and vignettes relevant to the subject matter for inclusion in the publication. These items must be included in the first draft and will be submitted to the Joint Staff/J-7 for inclusion in the final publication. Photographs should be essential to the clarity and understanding of the publication.

(g) The PRA is required to review all references to ensure currency. (See Enclosure E for details.)

(h) All publications will contain a brief overview of the joint doctrine development process and hierarchy, indicating the position of the

publication in the hierarchy. This overview will be located inside the back cover.

(i) Appropriate measures for foreign release and sanitization of classified publications will be taken. Classified paragraphs must be properly marked and any classified information contained in a JP will be reviewed and considered for release on a case-by-case basis. Assistance in this determination can be obtained from the Joint Staff. Individual paragraphs that have been approved for release should be appropriately marked.

(j) The LA and PRA are encouraged to use collaboration tools and, if required, conduct coordination meetings and working groups to develop drafts for which the LA is responsible. These collaborative practices allow SMEs to confirm that there is vertical and horizontal consistency with other approved joint publications and that Service capabilities and roles are properly represented.

(k) Upon completion of the draft pub, the LA will forward an electronic version to the Joint Staff/J-7 to be placed on JDEIS and for staffing to the JDDC by the milestone listed in the PD. The first draft should be sent electronically to Joint Staff/J-7 JEDD in Microsoft Word. The text will be in single-column, single-space layout, with lines numbered vertically in the outside margin. Publication figures will be provided to the Joint Staff/J-7 electronically as separate files in common graphics format, appropriately annotated to convey location in the publication. Photos should only be included if they graphically illustrate a particular doctrinal point. Because JPs are not printed and are distributed electronically, every effort should be made to minimize the bandwidth requirements to transmit a publication. Should it be necessary to insert photographs, they will be provided in joint photographic experts group (JPEG) format with a minimum resolution of 266 dots per inch with a size of 5.75" by 3.75" for landscape photos and 3" by 4.6" for portrait photos.

(l) Joint Staff/J-7 will convert the publication to the appropriate format with photographs, quotes, vignettes, figures, and text in single-column, double-space layout. After formatting, the Joint Staff/J-7 will post the first draft on the JDEIS. The Joint Staff/J-7 will have 15 days from receipt of the first draft from the LA to prepare and disseminate the staffing package.

(m) The JDDC will have approximately 60 days to review the publication and provide comments to the LA and Joint Staff, J-7.

1. The Joint Staff, combatant commands, and the Service headquarters CRAs will submit only one consolidated comment matrix for review and adjudication. The CRA will collate and adjudicate the comment matrix to provide their organization's position. The Joint Staff/J-7 will function as the Joint

Staff CRA and consolidate comments from the Joint Staff directorates and OSD to provide the Joint Staff comment matrix.

2. Consideration should be given to using inputs from real-world operations and exercises in the development of evolving publications and the resolution of joint doctrine issues.

3. CRAs and JSDSs will review comments electronically using the standard CRM format in general comment and/or line-out/line-in formats with supporting rationale. **When suggesting additional text, specific text must be included with the comment in order for it to be incorporated**. General comments should be kept to a minimum. Line-out/line-in is the preferred method of comment for JPs. Specific line-out/line-in examples are provided in Figure C-E-1. When fully operational, the Joint Doctrine Development Tool is intended to replace the MS Word matrix format as the primary method of commenting on joint publications.

4. The review comments will be arranged in four distinct categories:

a. Critical Review Comments. Critical review comments express the reviewer's intent to non-concur with the draft if the concern is not satisfactorily resolved. Some considerations for categorizing critical comments include:

(1) Draft joint doctrine is inconsistent with approved joint doctrine.

(2) US law and/or international law, including the law of armed conflict, is potentially violated by implementation of all or part of the draft joint doctrine.

(3) The draft joint doctrine contains flaws that might contribute to confusion, potential fratricide, and/or unacceptable employment of military forces.

(4) The draft joint doctrine contains (an) operationally significant void(s) that must be addressed.

(5) The draft joint doctrine contains inconsistencies or omissions when compared to policy or approved joint doctrine to the extent that a comment is warranted for clarification or accuracy.

b. Major Review Comments. Major review comments highlight important issues that must be addressed directly with the LA. This dialogue should begin while the LA adjudicates, and will carry through the JWG, if

required. The provider must have the opportunity to review the LA rationale for rejecting the comment and upgrade the comment to critical if warranted. It is also important to note that while the LA and submitter of the comment may come to a compromise and accept modified language the final text will still be determined by consensus of the JWG, if convened. This holds true for each adjudicated comment, even when a JWG is not convened (see Appendix F). Some considerations for categorizing major comments include:

(1) The "thrust" of the document is of concern.

(2) The draft joint doctrine contains a general area or areas of concern.

(3) The draft joint doctrine contains specific entries on a subject area or areas that, taken together, constitute a concern.

c. Substantive Review Comments. Substantive review comments are provided because sections in the document appear to be or are incorrect, incomplete, misleading, or confusing. Some considerations for categorizing substantive comments include:

(1) The draft joint doctrine contains factual inaccuracies; voids; or inconsistencies with, or needless duplication of, existing, approved joint doctrine that should be addressed for clarity and/or accuracy.

(2) Approved joint doctrine contains a "better solution" that should be offered as a model for the draft joint doctrine.

(3) The draft publication contains flaws in approach, organization, or philosophy that, if modified, would significantly improve the utility and/or accuracy of the doctrine.

d. Administrative Review Comments. Administrative review comments correct inconsistencies between different sections, typographical errors, or grammatical and editorial errors. These administrative review comments are optional for all reviewers and will be submitted only at FC.

5. Rationale. The rationale for critical, major, and substantive comments should include objective evidence, historical precedent, conflicts with existing joint doctrine, lessons learned, or validated concepts. **Comments without rationale or substantiation may be rejected without comments or "noted" by the LA or JSDS.**

(n) The LA consolidates the review comments into one matrix, and adjudicates each comment (including the rationale for rejection or modification of critical and major comments). Specific guidance on the review process and adjudication of comment matrices can be found in Appendix E to this enclosure.

The LA will normally complete the comment matrix adjudication within 30 days of the Joint Staff action package (JSAP) suspense date and forward the adjudicated matrix to J-7. J-7 will review the matrix and, after determining it is in the proper format, forward it to the JDDC for review prior to a JWG, or to allow the JDDC to comment on the adjudication. The LA may call for a JWG to discuss the adjudications and come to consensus on the content. Should a JWG be required the LA will forward to Joint Staff/J-7 the adjudicated matrix at least 2 weeks prior to the JWG. The Joint Staff/J-7 will then ensure distribution to the JDDC at least 10 working days prior to the scheduled JWG. Following the JWG, the LA will complete the adjudication of the matrix and forward the matrix to Joint Staff/J-7 and the JSDS with unresolved issues identified. Delivery is usually 60 days after the staffing suspense date. In addition, the LA should provide to the JSDS the following:

1. Identification of any unresolved issues.

2. Identification of, and justification for, the differences between the proposed publication and existing joint, multinational, and Service doctrine.

(2) Final Coordination Draft. The Joint Staff/J-7 will use the consolidated adjudicated comment matrix from the previous draft to develop the FC draft. The Joint Staff/J-7 will normally produce the FC draft within 30 days, and, with the JSDS, have the FC ready for staffing 15 days after completion of the FC draft preparation. The FC will be properly formatted, with photographs, quotes, vignettes, figures, and text in single-column, single-space layout, and with lines numbered for easy reference. The FC version also will contain vertical lines in the outside margin identifying changes from the first draft edition. Revised material will be presented in line-out/line-in format.

(a) The only exception to a line-out/line-in version of an FC is when a JWG recommends that a clean copy would make the FC version easier to read. Sometimes, due to the volume of corrections and movement of major portions of the text within a JP, a JWG may recommend that a clean copy is a better option for staffing than a line-out/line-in version of the FC. When a JWG makes this recommendation, the Joint Staff/J-7 will review and normally approve the recommendation. When a clean copy of the FC is staffed vice the line-out/line-in version, only the clean copy of the FC version is posted to JDEIS; the J-7 will maintain the line-out/line-in version for record purposes. This will prevent comments that reference the wrong version of the FC.

(b) FC staffing will be at the planner/O-6 level using guidance herein and in reference k. The FC draft will be staffed via the JSAP system and via JDD. Additionally, the FC draft and the adjudicated matrix from the previous draft will be posted on the JDEIS. Each Service, combatant command, CSA, and Joint Staff directorate will be tasked to review and provide

comments to the JSDS within 60 days. The JSDS will include in the JSAP the tentative date for the FC JWG, normally 6-weeks after the staffing suspense date. The JSDS will contact organizations that fail to respond by the suspense date to ascertain the organization's concur/non-concur with the document.

(c) The JSDS receives and consolidates the FC draft comments into one matrix, adjudicates each comment (including the rationale for rejection or modification of critical and major comments), and forwards the matrix to Joint Staff/J-7. The JSDS will normally complete the adjudication within 30 days from the staffing suspense date. Joint Staff/J-7 reviews the comment matrix and, after determining it is in proper format, disseminates the matrix to the JDDC. The Joint Staff/J-7 will post the adjudicated comment matrix on JDEIS and distribute the matrix a minimum of two weeks prior to the JWG

(d) Upon review of the FC matrix of adjudicated comments, each Service and combatant command will identify those comments worthy of further discussion at a JWG.

(e) The JSDS will convene a JWG to discuss the recommended adjudications and attempt to come to consensus on any contentious issues. The JWG is a planner/O-6 level meeting. Services and combatant commands will ensure that their representative speaks for the organization. The JWG is tasked to resolve all issues and present a final adjudicated comment matrix that will form the basis of the signature version of the draft JP. Specific language, developed and agreed upon by the JWG to address key issues, will be used by the Joint Staff/J-7 in the signature version. The intent of the JWG is to have no further staffing of the JP. However, in certain circumstances where major text changes are considered and accepted, the JSDS may request an additional staffing from Joint Staff/J-7. The JSDS will submit the request for additional staffing via a memorandum to the Joint Staff/J-7. If this request is granted, the JP will be put out for staffing to the JDDC, with milestones established by the Joint Staff/J-7. Organizations not attending the JWG are assumed to concur with the JWG decisions. Any unresolved issue will require a flag officer non-concurrence with the publication. Resolution will be IAW reference k. The final adjudicated FC draft comment matrix from the JWG will be forwarded to the Joint Staff/J-7 by the JSDS within two weeks of adjournment of the JWG.

(f) Once the FC JWG has resolved critical and major issues in the FC matrix, only CJCS may approve changes to the decisions reached during the FC JWG (unless a Tank is initiated and resolved prior to a JCS Tank). All Joint Staff directors should ensure that their comments are addressed during the staffing of the JP.

(3) Elevating Contentious Issues

(a) It is very important that the LA and the JSDS elevate contentious issues to appropriate decision-making authorities as early as practical in the development stage. When issues arise that are not resolved at the various working groups, the JSDS will be alerted to commence such action as may be appropriate IAW reference k. The JSDS should be prepared to take unresolved issues to the planner/O-6 level and/or Tank level for resolution, if appropriate.

(b) **It is incumbent upon all members of the JDDC to identify and raise critical concerns in the development stage and not during the approval stage, unless extenuating circumstances exist.**

(c) Upon resolution of the contentious issues associated with the FC version of the publication, resolutions will be provided to the JDDC.

(4) Milestones

(a) Milestones for the development or revision of a publication are established by the Joint Staff/J-7 in the PD. The LA is responsible for meeting established milestones through the comment resolution of the first draft. The JSDS is responsible for meeting the milestones for the FC draft through preparation of the JP for signature. Once any milestone (as prescribed by the PD) is 30 days overdue the responsible agent will prepare a letter to the Joint Staff/J-7 requesting an adjustment and prescribing a "way ahead" for the publication. The memorandum will be sent from the first flag officer in the LA/JSDS chain.

(b) Joint Staff/J-7 will review the memorandum and, if approved, adjust the PD milestones. If a milestone is overdue and the reason for delay is an unresolved contentious issue, the LA or JSDS will identify the issue in the memorandum. The Joint Staff/J-7 may convene a planner-level working group, which will provide FC review of the issue. If the planner-level working group is unable to resolve the issues, the procedures in reference k will be followed to resolve the issue and move the publication forward. Normally, the Joint Staff/J-7 will revise the milestones to reflect the time taken to resolve the issue.

b. Joint Publication Change Process. The JP change process allows responsive revisions to current JPs based on lessons identified, validated concepts, and new mission areas. Changes to publication are categorized as either urgent or routine. There are specifics processes for each. Changes are revisions that do not exceed 20 percent of the current publication. Should a proposed change encompass more than 20 percent, the Joint Staff/J-7 may

request USJFCOM conduct a formal assessment per this Instruction for possible early revision of the publication.

(1) Submission of Changes. Changes may be submitted by the combatant commands, the Services, the Joint Staff, or other members of the JDDC. Recommended changes are submitted to the Joint Staff/J-7 and USJFCOM IAW the procedures list below for the two types of changes. Urgent changes will be submitted by JDDC voting members.

(2) Change Priorities

(a) Urgent. Urgent change recommendations will be forwarded by priority message to the Joint Staff (Attn: Joint Staff/J-7), the LA, the JSDS, and USJFCOM (see Appendix I). Urgent changes are those that require immediate promulgation to prevent personnel hazard or damage to equipment, correct an operating technique, or emphasize a limitation that adversely affects operational effectiveness. The LA will advise the Joint Staff/J-7 if the recommended change needs to be issued as an urgent change. If in agreement, the Joint Staff/J-7 will inform the Services, combatant commands, and Joint Staff directorates and approve the urgent change for the Chairman.

(b) Routine. Routine change recommendations may be forwarded electronically to Joint Staff/J-7 and USJFCOM, with an information copy to the LA, at any time. Routine changes are those changes to JPs that provide validated improvements or address potentially incorrect, incomplete, misleading, or confusing information. Routine changes to JPs are not limited to a single topic but should not be so extensive as to require a complete revision. Routine change proposals should not generally cover topics known to be contentious. The process is better suited for updating JPs with new terms or facts.

1. Joint Staff/J-7, assisted by USJFCOM and the LA, will review the routine change with for compatibility with approved joint doctrine.

2. Following the review, Joint Staff/J-7 will exercise one of three options:

a Prepare the change for staffing to JDDC IAW reference k;

b Return the proposed change to the sponsor to be reworked.

c Reject the proposed change.

d. Joint Staff/J-7 will give specific justification for the rework or the rejection. Potential reasons include lack of joint perspective; a topic that is contentious and will require flag officer level staffing; or incomplete rationale or justification for the proposed change.

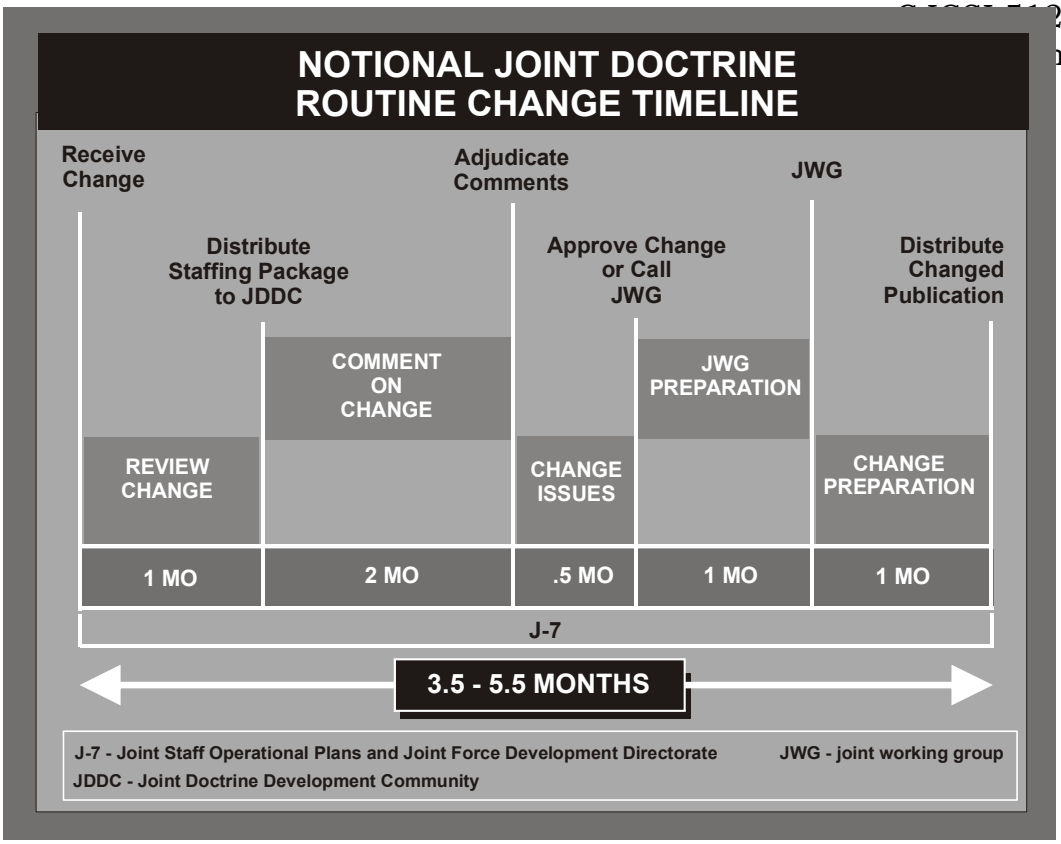


Figure C-2. Notional Joint Doctrine Routine Change Timeline

3. If the change is to be staffed to the JDDC, Joint Staff/J-7 will prepare a JSAP staffing package for planner/O-6 level concurrence IAW reference k. The JDDC will have approximately 60 days to comment on the proposed change. The JSAP will contain a proviso that restricts comments to only the proposed change. Comments on other areas of the publication will be rejected.

4. Following staffing, the Joint Staff/J-7 will have 15 days to adjudicate comments concerning the change. If there are no contentious issues, the change will be approved and then posted on JDEIS and the JEL. The date of the publication will be amended to reflect the change date beneath the original publication date (e.g., "Incorporating Change 1, 10 August 2004").

5. Following adjudication, if Joint Staff/J-7 determines the need to hold a working group to resolve comments on the change, they will announce the meeting a minimum of 30 days in advance. The JWG will resolve any issues. If the issues cannot be resolved at the JWG, the change will be rejected and held for inclusion in normal revision of the publication.

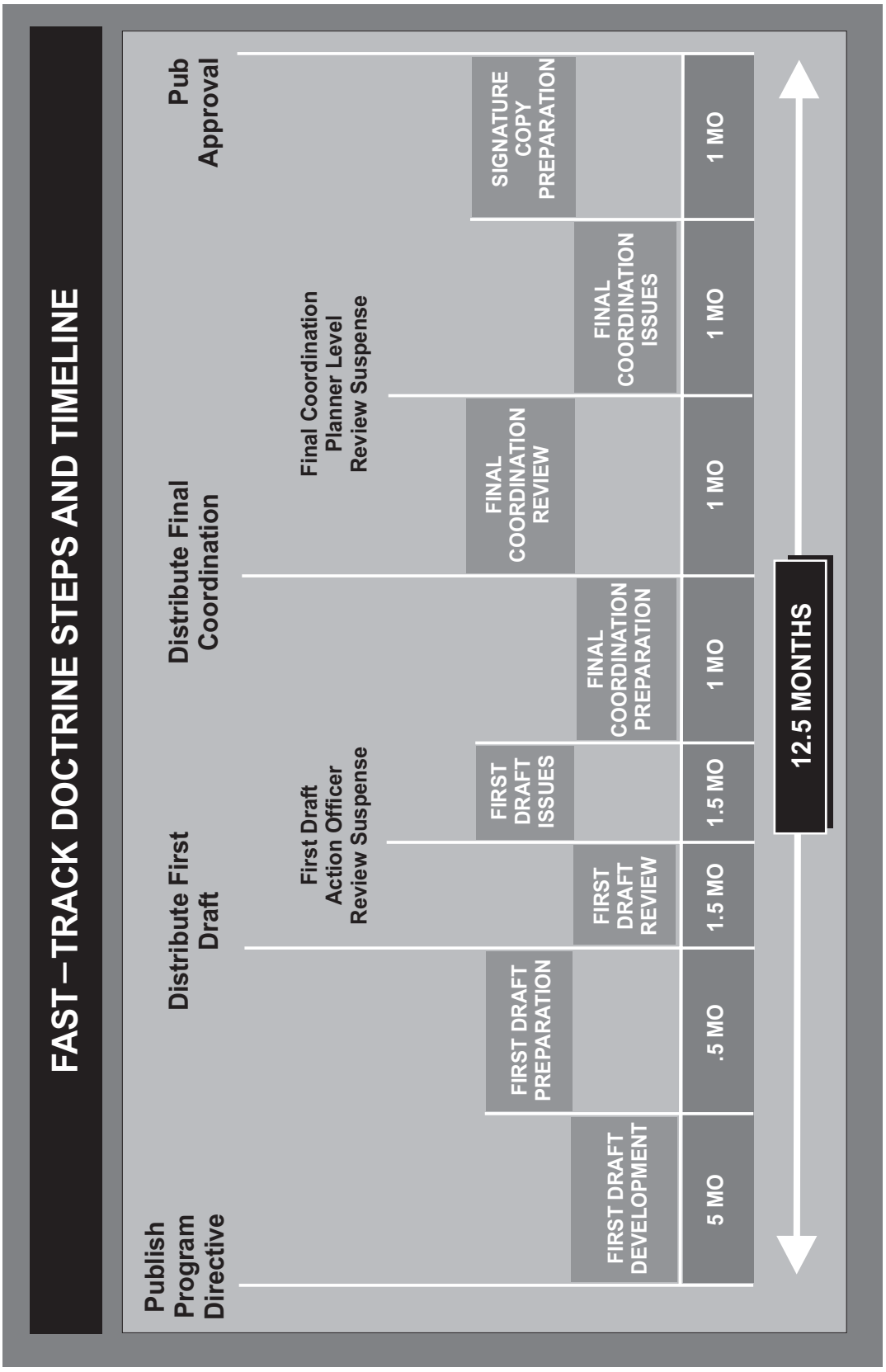


Figure C-3. Fast –Track Doctrine Steps and Timeline

(2) Summary of Fast-Track Development

(a) Recommended by a combatant commander, Service Chief, or Director of a Joint Staff directorate.

(b) Validated by the JDPC or by out-of-cycle staffing.

(c) Approved for development by the Director of the Joint Staff.

(d) Developed by a joint doctrine development team in which Services and other interested agencies participate. Actual writing will be performed by the LA or PRA.

(e) Coordination of all drafts must be at the planner/O-6 level or higher.

(f) All critical comments will be resolved at the planner level or higher.

(g) Approved within approximately 12 months of project approval.

(h) Tracked monthly with quarterly project status sent to the Director, Joint Staff, combatant commanders, and Service Chiefs.

d. Optional Joint Test Publication Process. JTP development is an optional part of the initiation and development stages of the joint doctrine development process. A JTP is used to field test a validated concept to ensure it is appropriately vetted before incorporation in joint doctrine. Any voting member of the JDDC may request the publication and formal evaluation of a JTP. The Joint Staff/J-7 will coordinate with the combatant commands, Services, and Joint Staff, as appropriate, IAW reference k.

(1) Validated concepts, typically associated with the Joint Experimentation Program, can describe substantially new and beneficial ways of accomplishing a particular function or task. Although many new ideas can be considered during the routine process of developing, assessing, and revising existing JPs, some concepts are so comprehensive that they could affect a significant part of an existing JP or require a new JP. In some circumstances, the JROC may request (or the Chairman may direct) development of a JTP to field-test ideas identified following the completion of the process of identifying DOTMLPF implications and capabilities identified in reference l.

(a) Initiation procedures will follow those described in the initiation stage (paragraph 3 of this enclosure), except that the project proposal will include a draft ED. The decision to develop a JTP and conduct the associated evaluation will be coordinated during this stage.

(b) The Joint Staff/J-7 will select an LA and an EA to conduct the evaluation. The LA and EA (typically USJFCOM) will collaborate on ED development to ensure it contains the appropriate instructions for evaluation of the concept's key components. As the ED is developed, the LA will concurrently revise the concept into a JTP suitable for evaluation, with the intent to publish a first draft for review when the approved ED is published. The Joint Staff/J-7 will approve the ED.

(c) When ready, the JTP first draft will be staffed with the JDDC and the agency that developed the concept to ensure that the first draft is suitable for evaluation and captures the concept's key elements.

(d) The LA will resolve issues and revise the JTP first draft into a JTP evaluation draft based on initial staffing comments. The Joint Staff/J-7 will approve the JTP evaluation draft, beginning the formal evaluation process (See Figure C-3). Once the LA publishes the evaluation draft, the EA will evaluate the JTP per subparagraph 5.c.(2) of this enclosure. JTP evaluation drafts will be distinctly marked (e.g., "Joint Test Publication Evaluation Draft X-XX") on the cover and page headers. The JTP preface will clearly note that the document contains conceptual material and will describe the scope and purpose of the evaluation.

(e) When the evaluation is complete, the EA will recommend disposition of the JTP in the final evaluation report. Depending on evaluation results, recommended disposition options could be to discontinue work on the JTP with no impact on joint doctrine; incorporate the JTP or portions of it in existing JPs; or develop the JTP into a new JP. The EA will staff the report for planner-level coordination with the JDDC and the agency that developed the original concept, and provide the resulting staffing comments and recommended adjudication to the Joint Staff/J-7. Based on the nature of staffing comments, the J-7 will either approve the report or determine additional staffing requirements.

(f) If it is determined that the JTP adds value to current doctrine and should be developed as a new JP (assuming JDDC consensus on the final evaluation report), the Joint Staff/J-7 will designate the LA and JSDS (the LA for JP development might not be the same as the LA for JTP development and evaluation). The Joint Staff/J-7 will direct the LA to continue the JP

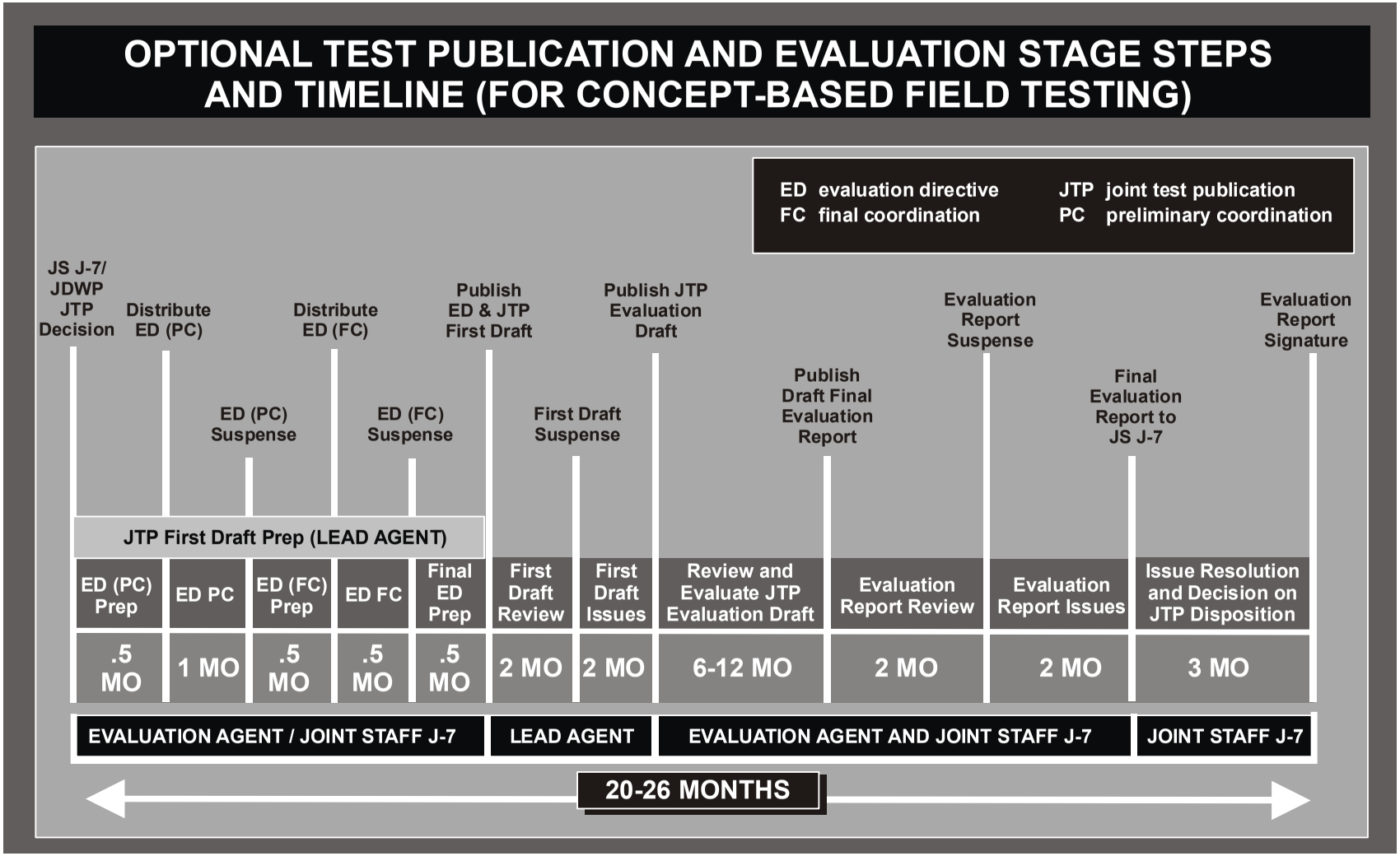


Figure C-4. Optional Test Publication Evaluation Stage Steps and Timeline (For Concept-based Field Testing)

development process by revising the JTP evaluation draft into an FC draft. From this point, the development process will follow the normal steps for FC in Figure C-1.

(g) If it is determined that a new JP is not required, but that portions of the JTP evaluation draft should be incorporated in existing JPs, the Joint Staff/J-7 will forward those portions to the relevant LAs for use during the normal revision process.

(h) JTPs will not be designated as interim joint doctrine.

(2) Evaluation Process and Procedures

(a) The Joint Staff/J-7 will oversee JTP evaluations to ensure the adequacy, completeness, and consistency of evaluations.

(b) An EA will be identified during the JTP decision process using the following criteria:

1. The EA normally will be USJFCOM.

2. The EA should be sufficiently staffed and funded to conduct liaison visits and field evaluation.

3. The EA should be committed to conducting the evaluation from start to finish.

(c) EDs will be developed and staffed with the JDDC (see Appendix F). Staffing will proceed as follows:

1. The EA develops a proposed ED and conducts coordination IAW reference k. Assisted by the Joint Staff/J-7, the EA will staff the PC version of the ED with the JDDC.

2. After all comments are received from PC staffing, the EA will make the necessary changes and staff, with the assistance of the Joint Staff/J-7, an FC version of the ED for planner-level coordination to the Services, combatant commands, and the Joint Staff.

3. Comment categories (critical, major, substantive, and administrative) used for comments on draft publications also should be used in addressing PC and FC draft ED concerns. A “critical” comment will require resolution by the EA. If the concern cannot be resolved by the EA, the action will be passed to the Joint Staff/J-7 for completion of the approval stage.

4. Upon receiving comments on the FC, the EA will complete the approval stage by preparing a proposed ED and forwarding it to the Joint Staff/J-7 for release. This ED will formally notify appropriate combatant commands of the EA intent to use exercises, structured interviews, or surveys in their theaters to evaluate the specified JTP. All combatant commands and Services will receive notice of the ED and will be notified of all further updates. The ED will be included in the JTP in place of the preface and will be signed by the Joint Staff/J-7.

(d) The EA will select the optimum means available for evaluation. Evaluation options include use of exercises, evaluations, surveys, structured interviews, or a combination of the above. The FC version of the ED forwarded for staffing will include a recommended evaluation method.

(e) Interim evaluation reports (e.g., results of evaluations conducted during specific exercises and structured interviews) will be released by the EA to the joint doctrine points of contact for information.

(f) The EA will develop a final evaluation report using observations from interim evaluation reports. After review, the Joint Staff/J-7 will approve the report and send it to the LA with information copies to the combatant commands and Services.

6. Approval Stage. After all staffing has been completed, the JSDS will deliver the adjudicated matrix to Joint Staff/J-7, who will prepare the signature version of the publication. Joint Staff/J-7 will complete the signature version within 30 days and will return the publication to the JSDS, who will prepare the JSAP staffing package for signature. The signature version represents the JDDC recommendation to CJCS for approval of joint doctrine.

a. The Joint Staff terminologist will ensure that all JP glossaries are correct prior to final approval by the Chairman or a designated representative.

b. JSDSs forward the publication through their chain to the J-Director, who in turn forwards the publication for signature to the Director, Joint Staff. This process is proposed to require 30 days. The JSDS is responsible to update the J-Director on the progress of the publication during the staffing process and issues should be adjudicated IAW this instruction. If the J-Director wishes to make changes to the JDDC agreed signature version, the procedures in reference k will be followed.

c. JPs are approved and signed as follows:

(1) By the Chairman for all capstone and keystone doctrinal publications.

(2) By the Director, Joint Staff, for the Chairman, for the remainder of JPs that are listed on the joint doctrine hierarchy.

d. Once signed, the Joint Staff/J-7 will announce the approval of the JP and procedures for accessing it to the JDDC via formal message e-mail and on JDEIS.

e. Once a publication is approved, the LA and JSDS will inform Joint Staff/J-7 of harmonization requirements for keystone, subordinate, and equal publications that may require review as changes or as part of normal revision.

7. Maintenance Stage. The Joint Staff/J-7 will oversee approved JP maintenance (assessment, changes, cancellation, consolidation, and revisions) to ensure that publications remain relevant and support the joint warfighter. The goal is to have every JP assessed and then revised, changed, cancelled, consolidated, or revalidated within 5 years of approval.

a. Joint Publication Assessments. The utility and quality of approved JPs should be actively and continuously assessed. There are two types of assessments: those provided by users through user feedback, and those provided by the AA (normally USJFCOM) through formal assessments.

(1) User Feedback. The joint community is encouraged to assess the value of each publication and submit comments to the AA whenever there is a need for modification of any kind. Procedures for submitting user recommendations are contained in the administrative instructions appendix of each JP. These comments will be incorporated into the publication's assessment. If the comments are of an urgent nature, the AA will forward the comments to the Joint Staff/J-7 and LA for immediate processing.

(2) Formal Assessment. The AA will conduct formal assessments to address the usefulness of existing joint doctrine. The AA will not concentrate solely on a single publication, but will consider related JPs. When real-world operations or exercises are used as publication assessment vehicles, several publications may be simultaneously assessed. The focus of these exercise/operational assessments is limited to the application of joint doctrine, not individual or unit performance. The results of the assessment can spill over into other publications and may require their modification. These assessments will focus on out-of-date material, inconsistencies with other JPs, doctrinal voids, and the readability of the publication. They also will address whether publications should be reorganized, consolidated, or deleted in whole or in part.

b. Assessment Timeline. The AA will normally begin the formal assessment 24 to 27 months after publication approval, in preparation for beginning revision at the 3.5-year anniversary of the publication.

(1) Early Formal Assessment. If any member of the JDDC determines that an early revision of a JP is necessary, they will submit a detailed justification to the Joint Staff/J-7 for consideration. This justification must address the reason for the request for early revision and the impact on the joint warfighter if the publication is not revised. Reasons for early revision include:

(a) Lessons identified in actual operations or experimentation that require changes to joint doctrine.

(b) Changes in operational capability.

(c) Changes in DOD or CJCS policy.

(d) The early revision request should include justification as to why a change to the approved JP would not suffice to update the publication. At a minimum, this justification package should consider the following: publication issues; analysis of joint, Service, and/or multinational doctrine; data gathered from assessment team research; JAARS; joint publication database; joint exercise and operation observations; subject matter interviews; and related joint concepts. If approved by Joint Staff/J-7, USJFCOM Joint Warfighting Center (JWFC) will conduct an early formal assessment.

(2) Formal Assessment. The formal assessment is conducted in preparation for revision of the publication, whether early or scheduled.

c. Methodology. The AA will develop a proactive assessment plan that typically will specify multi-disciplined assessment opportunities and vehicles (real-world operations and exercise observations, interviews, questionnaires, or other inquiries) to gather inputs for publication assessments. The assessment plan also will include a review of lessons learned, pertinent concepts, and results of joint experiments conducted by combatant commands, Services, and other designated agencies. When referring to lessons learned, the specific lesson learned should be cited by reference number and source. A variety of headquarters and directorates in various Services and combatant commands, as well as the Joint Staff, doctrine and education institutions, and other organizations that may provide important inputs, will be queried to provide feedback for the publication being assessed. This research should identify specific relevant sections of publications and other sources that are critical to an accurate analysis, and provide support for whether revision of the publication -- or re-certification if there are no major changes -- is required. If only minor content changes are required (less than 20 percent), then the AA may recommend a routine change to update the JP.

d. Request for Feedback Messages. For formal assessments, the AA will send an RFF message (see Appendix H) to the JDDC. The RFF message will solicit comments and recommended changes, which will be analyzed by the AA

for suitability in the publication's revision. Responses to RFF questions, other comments, and change recommendations will be inserted in a preformatted matrix. Detailed and in-depth answers to the RFF questions and appropriate line-out/line-in changes to the existing text are extremely important to the assessment process. Feedback is the primary basis of input to the RFD. The quality of the RFD rests on the quality of the RFF matrix each member of the JDDC submits.

e. Outcomes

(1) The AA will complete the formal assessment within 60 days following the suspense date for RFF comments. The formal assessment may include one of the five following recommendations concerning the JP:

(a) Recommend that the JP be validated current as is and be given a new date.

(b) Suggest routine changes to update the publication, if the total changes (including any previously applied changes) are less than 20 percent of the JP.

(c) Recommend that the publication be consolidated with one or more other joint publications.

(d) Recommend the publication be cancelled.

(e) Recommend the publication be revised.

(f) A proposed PD will accompany a report recommending revision. Consolidation or cancellation options will result in agenda items at the next JDPC.

(2) The AA will forward the formal assessment report to the Joint Staff/J-7 for approval. The Joint Staff/J-7 will forward the approved report to the LA for action. Formal assessment reports will contain an assessment summary, detailed report with a consolidated matrix of all assessment comments indicating recommended adjudications and change recommendations where appropriate, and a proposed PD for the revision of the publication if recommended.

(3) The Joint Staff/J-7 will review the formal assessment report and may approve, disapprove, or modify the results of the assessment. The Joint Staff/J-7 has 30 days from receipt to process the assessment and advise USJFCOM JWFC of their decision.

(4) The LA will review and make changes, as required, to the PD, then forward to Joint Staff/J-7 for staffing. The Joint Staff/J-7 has 15 days to prepare the JSAP package and initiate preliminary staffing of the PD. Staffing and publication of the PD follows the procedures in paragraph 4.d. above.

(5) Report to the Semiannual JDPC. USJFCOM will present a briefing to each semiannual JDPC outlining assessment activities since the last meeting. This briefing will include findings, recommendations, doctrinal voids, trends, and scheduled activities for the next 6 months.

f. Cancellation of Publications. Some JPs are cancelled during the normal revision process and are recorded in the administrative instructions of the revised JP. A second method to cancel a JP is through formal action by the JDPC. Upon recommendation by the JDPC, the Joint Staff/J-7 will approve and remove them from the hierarchy and the JEL and JDEIS. A CJCS notice will document the cancellation. This notice will be promulgated on JDEIS and the JEL for record purposes for not less than one year.

g. Consolidation of Joint Publications. Any voting member or director of a Joint Staff directorate may propose consolidation of two or more JPs to the JDPC using the procedures for proposing publication development. The actual consolidation recommendation is determined by the JDPC. Subsequent to the JDPC recommendation, the Joint Staff/J-7 will approve or disapprove the consolidation and take the appropriate action.

APPENDIX A TO ENCLOSURE C

SAMPLE PROJECT PROPOSAL FORMAT

(Letterhead)

Reply ZIP Code:
(Zip Code) (date)

MEMORANDUM FOR THE DIRECTOR, J-7, JOINT STAFF

Subj: Joint Doctrine for (Proposed Project Title) Project Proposal

1. Purpose. To recommend development of a joint doctrine publication for (state the proposed title or give a brief description).

2. Background. (Discuss relevant background information that engendered the project. Include as a minimum the apparent void that exists, research conducted to indicate a need for this project, and how the project on the subject will enhance the operational effectiveness of joint US forces.)

3. Scope. (Provide **detailed** recommendations as to what this project should cover. This should easily transfer to the program directive.)

4. Recommended Target Audience. (Specify intended users.)

5. References. (List the existing relevant joint, Service, and multinational publications to be considered.)

6. Recommended Lead Agent: (Recommend one.)

7. Urgency. (Normally "Next JDPC"; or "Now" for critical voids only.)

8. Other Relevant Information. (Specify as required.)

9. Point of Contact. The (command) point of contact is (name, rank, phone number, and e-mail address).

(Name)
(Rank)
(Title)

Enclosure (if needed)

Copy to:
USJFCOM JWFC (JW100)

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APPENDIX B TO ENCLOSURE C

SAMPLE PROGRAM DIRECTIVE FORMAT

(Letterhead)

Reply ZIP Code:
(Zip Code) (date)

MEMORANDUM FOR THE DIRECTOR, J-7, JOINT STAFF

Subject: Program Directive for Joint Publication X-XX, "Title"

1. Purpose. This memorandum provides the chapter outline, milestones, and guidance for the development/revision of JP (number), (Title). The memorandum also assigns the lead agent (LA), primary review authority (PRA), the Joint Staff Doctrine Sponsor, and other responsibilities for the development/revision of the JP.

2. Background. (Discuss relevant background information that engendered the project. Include such things as the assessment report or front-end analysis that validated development or revision and the JDPC decision regarding the project.)

3. Scope. (Provide **detailed** guidance to the LA on what the project is to encompass and what the document should address. This is used to assist development and may not be the verbatim text used in the JP's preface.)

4. Chapter Outline. (Provide a detailed chapter outline based upon draft outline in project proposal, read-ahead package, or as agreed upon in the PD JWG.)

5. Recommended Target Audience. (Provide recommended target audience. Example: This publication provides guidance to the Joint Staff, combatant commanders, subordinate joint force commanders, component commanders, Services, and their staffs. This publication will also provide information to US government agencies, intergovernmental organizations, nongovernmental organizations, and other organizations within the combatant command's area of responsibility.)

6. References. (List the existing relevant Service, joint, and multinational doctrine to be considered.)

7. Other sources of information to be considered. (Cite other potential sources such as policy statements and other documents. The use of joint after action reporting system entries from recent operations and exercises to identify appropriate issues is encouraged.)

8. Project Development Milestones. (Lay out the specific development milestones. See Figure C-1)

9. The Lead Agent is directed to coordinate with (provide specific coordination and development responsibilities).

10. JP 1-02 terminology will be used to the greatest extent possible during the development of this project. New or modified JP 1-02 terms should only be used when such terms are essential to the development and understanding of the proposed doctrine. **Terms that are no longer used or needed for this publication should be identified and proposed for deletion**.

11. Other Relevant Information. (Specify.)

12. Points of Contact. (e.g., LA, PRA, JSDS, TRA if any, Joint Staff/J-7, USJFCOM JWFC). Include DSN, commercial phone, and e-mail.

Signature Block

APPENDIX C TO ENCLOSURE C

JOINT DOCTRINE RESEARCH SOURCES (BY TYPE)

Note: This list is designed to assist the doctrine developer or reviewer in identifying sources that may be useful in product completion. This is not an all-inclusive list, nor is it meant to limit the doctrine developer from consulting other sources as appropriate.

1. Assessment Reports.

2. Other joint doctrine.

3. Service doctrine.

4. Multi-Service publications.

5. Joint and Service lessons learned.

6. Exercise and operation after-action reports (e.g., Commander's Hotwash Report, Commander's Summary Report).

7. Trip reports.

8. CJCS directives (to include CJCS instructions, manuals, guides, handbooks, and notices; and other CJCS directives to the commander of combatant commands).

9. DOD directives and instructions.

10. US Code.

11. Joint and Service periodicals/newsletters (e.g., *Naval Institute Proceedings, Joint Force Quarterly, A Common Perspective*).

12. Books.

13. Studies.

14. Standing operating procedures.

15. Interviews.

16. Oral histories.

17. Independent documents from the NIPRNET and SIPRNET.

18. Web sites dedicated to particular subject areas (e.g., Psywarrior).

19. United States Government web sites.

20. Concept papers and transformation change recommendation packages (DOTMLPF packages).

21. Mission Training Guides.

22. Universal Joint Task List.

23. News periodicals (e.g., Time magazine).

24. Newspapers.

25. News agencies (e.g., CNN).

26. United Nations publications.

27. Multinational publications (military and civilian) (e.g., allied JPs).

28. Databases (e.g., JWFC peace operations, consequence management).

29. US military education institutions, (e.g., School of Advanced Studies), and foreign military education institutions, (e.g., Bulletin d'Etudes de la Marine).

30. Exercises/war games.

31. Seminars/conferences/working groups (e.g., worldwide civil affairs conference, personnel recovery conference).

32. Other government agencies.

33. Executive orders.

34. National Security Presidential Directives/Presidential Decision Directives

35. Presidential or SecDef guidance (e.g., Unified Command Plan, SecDef memo).

36. Interagency memorandums of agreement and understanding.

37. Operation plans.

38. Combatant command and JTF operation orders.

39. JDPC documents.

40. Allied Joint Operations Doctrine Working Group documents.

41. Assessment reports of related publications.

APPENDIX D TO ENCLOSURE C

SAMPLE DOCTRINE TASKER E-MAIL

FROM: (sender)
TO: JDDC
SUBJ: TASKER--JP (publication number), (title), FOR REVIEW AND COMMENT
DATE: (Suspense date-DD MMM YY)

POC: A. The Lead Agent POC is (milrank)(name), (unit), COMM: (phone #), DSN: (phone #), FAX: (phone #), E-MAIL: (e-mail address).
B. The JSDS is (milrank)(name), (unit), COMM: (phone #), DSN: (phone #), FAX: (phone #), E-MAIL: (e-mail address).
C. List other important POCs.

COMMENTS: 1. This e-mail notifies the doctrine community that (state purpose).
2. In accordance with CJCSI 5120.02, please provide comments in line-out/line-in format and categorize as critical, major, substantive, or administrative.

NOTE: This tasker will be sent out via NIPRNET and SIPRNET.

(INTENTIONALLY BLANK)

APPENDIX E TO ENCLOSURE C

SAMPLE COMMENT MATRIX AND LINE-OUT/LINE-IN FORMAT

1. General

The sample comment matrix in Figure C-E-1 is the format for submitting comments on all joint doctrine draft publications and draft PDs. The sample adjudicated comment in Figure C-E-2 shows an example of how to adjudicate comments. Except as noted below, an entry is required in each of the columns.

2. Column 1: ITEM

Numerical order of consolidated comments based on an original sort by page number. Numbers in this column are added by the LA or JSDS after all inputs are received from the sources.

3. Column 2: #

Used to track comments by source. Manually enter numbers from the first comment to the last comment. These numbers will stay with the comment and will not change when consolidated with other comments.

4. Column 3: SOURCE

USEUCOM -- US European Command
USCENTCOM -- US Central Command
USJFCOM -- US Joint Forces Command
USNORTHCOM -- US Northern Command
USSOUTHCOM -- US Southern Command
USSOCOM -- US Special Operations Command
USTRANSCOM -- US Transportation Command
USSTRATCOM -- US Strategic Command
USPACOM -- US Pacific Command
USA -- US Army
USN -- US Navy
USMC -- US Marine Corps
USAF -- US Air Force
USCG -- US Coast Guard
J1 -- J-1
J2 -- J-2
J3 -- J-3
J4 -- J-4
J5 -- J-5

J6 -- J-6
J7 -- J-7
J8 -- J-8
LC -- Joint Staff Office of Legal Counsel
DCMA -- Defense Contract Management Agency
DTRA -- Defense Threat Reduction Agency
DIA -- Defense Intelligence Agency
DLA -- Defense Logistics Agency
DISA -- Defense Information Systems Agency
NSA -- National Security Agency
NGA -- National Geospatial-Intelligence Agency

5. Column 4: TYPE

C -- Critical; M -- Major; S -- Substantive; A -- Administrative (for FC only)

6. Column 5: PAGE

Page number expressed in decimal form (Page I-2 = 1.02, Page IV-56 = 4.56, etc.) and for Appendices in modified decimal from (Page A-2 = 51.02 and Page B-A-3 = 52.01.03). Use the following convention:

0 -- General Comments
0.xx -- Preface, TOC, Executive Summary (Page i - ?)
1.xx -- Chapter I
2.xx -- Chapter II
3.xx -- Chapter III
etc.
51.xx -- Appendix A
52.xx -- Appendix B
52.01.xx -- Annex A to Appendix B
52.01.01xx -- Tab A to Annex A to Appendix B
53.xx -- Appendix C
etc.
99.xx -- Glossary

NOTE: An entry in this column should be used when commenting on draft JPs. An entry is not required for comments on draft PDs. For PDs enter the page number as a whole number (1, 2, 3, etc.). PDs are normally sorted by paragraph and line number and the page number helps to find the paragraph.

NOTE: Since JPs do not contain an appendix I, the number 59.00 will be skipped.

7. Column 6: PARA

Paragraph number that pertains to the comment expressed (e.g., 4a, 6g, etc.). For comments made against the Executive Summary, enter paragraph number on page from either left or right column (e.g., 4L or 2R).

8. Column 7: LINE

Line number on the designated page that pertains to the comment, expressed in decimal form (e.g., line 1=1, line 4-5 = 4.5, line 45-67 = 45.67, etc). For figures where there is no line number, use "F" with the figure number expressed in decimal form (e.g., figure II-2 as line number F2.02). For appendices, use the "F" and the appendix letter with the figure number (e.g., appendix D, figure 13 as line number FD.13; appendix C, annex A, figure 7 as line number FCA.07)

9. Column 8: COMMENT

General comments, comments, or comment text will be in line-out/line-in format, with line-out material preceding line-in material. Include material to be deleted in the comment in the strike-through mode. Include material to be added in the comment with underlining. To facilitate adjudication of comments, copy complete sentences into the matrix so that it will not be necessary to refer back to the publication to understand the rationale for the change. Do not use Microsoft Word Tools, Track Changes mode to edit the comments in the matrix. Comments must include rationale with exact references whenever possible. When suggesting additional text, specific text must be included with the comment in order for it to be incorporated.

10. Column 9: RATIONALE

Note: Comments without rationale or substantiation may be rejected without comments or "noted" by the LA or JSDS.

Concise explanation of the rationale for the comment. Preface explanation with descriptors like "Clarity," "Correctness," or "Completeness," for example, to help frame the argument. Comment submissions must be substantiated and devoid of personal opinions.

11. Column 10: DECISION

Accept ("A"), reject ("R") (rationale required for rejection), accept with modification to the comment ("M") (rationale required for modification), overcome by events ("OBE") (refer to item number that caused the OBE), or noted ("Noted") for comments that are non-specific and contain information that cannot be readily incorporated.

NOTE: This column is for the LA and/or JSDS use only. No rationale is required for accepted items. Rationale for rejection is placed in the rationale comment box and highlighted for clarity. Rationale for rejection of comments must be substantiated. For modifications, the complete modified language will be placed (and annotated) as the bottom entry for that item in the "Comments" column and the rationale for the modification placed in the rationale comment box and highlighted for clarity.

ITEM	#	SOURCE	TYPE	PAGE	PARA	LINE	COMMENT	RATIONALE	DECISION (A/R/M)
	1	USJFCOM	A	0.00			General Comment. Use proper punctuation throughout the publication.	Numerous sentences are ended without punctuation.	
	3	USSOCOM	S	1.04		17	Insert sentence to read, "…their US equivalent rank. In many cultures, they are given command at a junior age because of direct blood links to their nation's royal family. Without genuine…"	The closer to a tribal system a nation is the more likely that all officers, including the most junior (age/rank) are direct family members of the current ruling family. As such, they exercise considerably more power than their rank/age would justify in a western culture.	
	31	USAF	C	1.11	6.b.(7)	16	Change to read: "~~Increase military efficiency by permitting~~ Establish overflight and access to foreign territory through streamlined clearance procedures for ~~diplomatic and non-diplomatic~~ essential personnel."	Accuracy. The purpose of gaining access and overflight permissions is rarely as trivial as "increasing military efficiency." Second phrase to be deleted is meaningless.	
	6	OCJCS/LC	S	2.01	1(b)1	28.30	Change to Read: b. (1) The Secretary of Defense is the principal assistant to the President in all matters relating to the Department of Defense. Subject to the direction of the President and U.S. Law, he has authority, direction, and control over the Department of Defense.	The current phrase is incorrect. This definition is taken from 10 USC 113(b) which is the statute which defines the SECDEF position.	
	5	USSOCOM	S	2.13		27	Change as follows: "The addition of a Civil-Military Operations Center (CMOC) is a recommended center for coordination with the International Humanitarian Community (IHC~~). This center will work at the unclassified information levels.~~ Additional coordination centers may be established to coordinate."	FDU 08-13 provide for the CMOC as a standing capability from CA Company to CACOM. The CMOC is now a full-fledged operations center capable of handling classified information.	

1
2

Figure C-E-1. Sample Standard Comment Matrix

ITEM	#	SOURCE	TYPE	PAGE	PARA	LINE	COMMENT	RATIONALE	DECISION (A/R/M)
1.	24	SPACECOM	A	0.00		0.0	**General Comment:** As of 1 Oct change all occurrences of the title "USSPACECOM" to "USSTRATCOM"	STRAT takeover of SPACE	**A**
2.	16	PACOM	S	0.03		17.21, 1.6	All figures are missing from document		**A**
3.	5	USAF	S	1.01		12	Add "single agency" after "single-Service…." **Modify to read, "…intelligence capabilities into a unified effort that surpasses any single ~~Service~~ organizational effort."**	Completeness: Document mentions the Intelligence Community quite a bit. The term "single Service" would seem to apply only to the military but the IC is broader than the military.	**M – "organizational" is more descriptive**
4.	1	USA	S	1.03		9.10	Change "weapons of mass destruction" to "chemical, biological, radiological, and nuclear (CBRN) weapons."	Updates to UJTL 4.2 terminology. **Lead Agent Rationale for Rejection: "WMD" is both defined and accepted in joint doctrine.**	**R**
5.	80	NGA	S	54.02.19		19.20	Change as follows: "…~~telephonic or oral~~ verbal report, a brief electronic message, or an annotated ~~hardcopy~~ image ~~printed from the softcopy display~~." **Modification: Delete all of Appendix D and re-sequence all subsequent appendices.**	Clarity.	**M – Text Deleted**
6.	50	J2T	A	55.11	11	8	Replace "Electronics" with "Electronic."	Correctness. ELINT stands for "electronic intelligence."	**A**
7.	156	USMC	S	99.34		2	Change as follows: "...policy, and military plans and operations at national and theater levels. (JP 1-02)"	Accuracy and consistency with JP 1-02.	**A**

(filename) (date) Page 2 of 2

Figure C-E-2. Sample Joint Publication Adjudicated Matrix

12. LA or JSDS, when reviewing the collated comment matrix, will follow these steps:

a. Copy the entire comment (row) from the consolidated comments matrix into a new (blank) standardized comments matrix.

b. Do not alter the original comment text (originator, comment, rationale, etc).

c. To indicate modifications, type your command/Service name immediately below (within the same cell) the original comment (e.g. "JFCOM mod:") and then copy/paste the originator's comment in its entirety.

d. Use this pasted version of the comment to indicate the modification. Use line-out/line-in.

e. In the rationale box (in the next cell over to the right), provide rationale for the modification. Flag it too with your command's name (e.g. "JFCOM: ").

f. In the far right (decision) column, provide your new recommended adjudication, similarly flagged with your command's name (e.g. "JFCOM: M.").

g. If no modification is involved, indicate your recommended (divergent) adjudication and rationale statement in their respective columns, again flagged with your command name.

APPENDIX F TO ENCLOSURE C

PROCEDURES TO COMMENT ON ADJUDICATED COMMENT MATRIX

1. The adjudicated comment matrix will be forwarded to the JDDC a minimum of 10 working days prior to a JWG for review and preparations for the JWG. JPs will typically have a JWG for the FC, at a minimum. However, if the LA, JSDS, and Joint Staff/J-7 agree that a JWG is not necessary due to the limited number of comments on an FC (there can be no critical comments), the adjudicated comment matrix may be staffed for comment instead. The procedures for commenting on the adjudicated comment matrix follow:

a. **Do not change anything in the original adjudicated comment matrix.**

b. Copy the entire row of the comment on which you wish to comment from the adjudicated comment matrix into a new standard comment matrix. Ensure that the original item number is retained the new comment matrix. This will have to be entered manually for each item.

c. Do not alter the original comment text or adjudication when inserting into the new matrix.

d. If text modification is desired, copy the originator's comment in its entirety, paste it below (within the same cell), and tag with the CRAs organization (e.g., USN mod).

e. Use line-out/line-in to indicate modification.

f. Provide rationale for modification and flag.

g. In the adjudication column, provide new recommended adjudication (i.e., USN – M [modify])

h. If your organization wishes to recommend a change to the adjudication, provide recommended adjudication and rationale for the change.

2. The JSDS and Joint Staff/J-7 will review all comments on the adjudicated comment matrix. Should there be a change to the adjudication of a Major comment, the change will be sent to the JDDC for further comment.

ITEM	#	SOURCE	TYPE	PAGE	PARA	LINE	COMMENT	RATIONALE	DECISION (A/R/M)
		USN	S	2.01		20.22	Change as follows: At the operational level, planning occurs under the umbrella of JOPES and primarily through the ~~Military Decision Making~~ joint operational planning p~~P~~rocess. JFCOM mod: At the ~~operational~~ strategic level, planning occurs under the umbrella of JOPES and primarily through the ~~M~~military ~~D~~decision ~~M~~making ~~P~~process.	Consistency with JP 5-0 JFCOM: Navy comment doesn't make sense.	A JFCOM - M
		USN	S	2.01		20.22	Change as follows: At the operational level, planning occurs under the umbrella of JOPES and primarily through the ~~Military Decision Making~~ joint operational planning p~~P~~rocess.	Consistency with JP 5-0 JFCOM: Original text is correct.	A JFCOM - R
		USN	S	2.01		20.22	Change as follows: At the operational level, planning occurs under the umbrella of JOPES and primarily through the ~~Military Decision Making~~ joint operational planning p~~P~~rocess.	Consistency with JP 5-0 JFCOM: Navy's comment is correct.	R JFCOM - A

Figure C-F-1. Sample Comments on Adjudicated comment Matrix

APPENDIX G TO ENCLOSURE C

SAMPLE EVALUATION DIRECTIVE

Reply ZIP Code:
20318-7000

MEMORANDUM FOR: Distribution List

Subject: Evaluation Directive for Joint Test Publication X-XX
Encl: Data Collection and Analysis Plan

1. Purpose. This evaluation directive identifies responsibilities, evaluation criteria, and methodology for the evaluation of Joint Test Publication X-XX.

2. Background. (Includes the scope and history of the project and other relevant information.)

3. Responsibilities. (Identifies general responsibilities of the lead agent, evaluation agent, and other members of the joint doctrine development community regarding the evaluation.)

4. Evaluation Methodology. (Highlights the methodology for conducting the evaluation.)

5. Evaluation Criteria. (Lists the general and specific aspects of the concept that requires evaluation.)

6. Completion Date. (The date the final evaluation report is due to the Joint Staff/J-7 for release to the lead agent.)

7. Amplifying Information. (Provides information on the development, coordination, and distribution of evaluation results and the evaluation report, Joint After-Action Report requirements, and joint exercise planning guidance.)

8. Administrative Instructions. (Lists any additional administrative remarks.)

Distribution List*

Headquarters, Department of the Army (ATTN: G35-SSP)
Chief of Naval Operations (ATTN: N512)
Headquarters, Air Force Doctrine Center
Commandant of the Marine Corps (ATTN: PLN-13)
Commandant, US Coast Guard (ATTN: CG-3RPD)
Commander, US Joint Forces Command (ATTN: JW102)
Commander, US Central Command (ATTN: CCJ5-O)
Commander, US Northern Command (ATTN: N-NCJ5)
Commander, US European Command (ATTN: ECJ5-S)
Commander, US Pacific Command (ATTN: J7)
Commander, US Southern Command (ATTN: SCJ5-PS)
Commander, US Special Operations Command (ATTN: SOOP-PJ-D)
Commander, US Strategic Command (ATTN: J512)
Commander, US Transportation Command (ATTN: TCJ5-SR)
Commander, US Army Training and Doctrine Command (ATTN: ATDO-A)
Commanding General, Marine Corps Combat Development Command, Joint Doctrine Branch
Commander, Navy Warfare Development Command (ATTN: N5)
Commander, US Air Force Doctrine Center, (ATTN: DJ)
Commander, USJFCOM Joint Warfighting Center (ATTN: JW100)
Director, Joint Staff J-7 (ATTN: JEDD)
President, National Defense University (ATTN: NDU-AA)
(LA, PRA, TRAs, and other agencies, as necessary)

* The evaluation agent when given direct liaison by the combatant command may add subordinate command addressees involved in exercise evaluations.

APPENDIX H TO ENCLOSURE C

SAMPLE REQUEST FOR FEEDBACK MESSAGE

01 02 PP RR (CLAS)

FROM JOINT STAFF WASHINGTON DC//J7-JEDD//
TO AIG 7029

(classification)

MSGID/GENADMIN/JOINT WARFIGHTING CENTER//JW100//
SUBJ/REQUEST FOR FEEDBACK ON JP **X-XX., (title), (date)** (SUSPENSE DATE **XX XXX XX**//
REF/A/DOC/ CJCSI 5120.02//
REF/B/MINUTES/JDDWG/DATED 27 OCTOBER 2000//
REF/C/HTTPS://JDEIS.JS.MIL OR SIPRNET HTTPS://JDEIS.JS.SMIL.MIL//
NARR/REF A PROVIDES POLICY FOR ASSESSMENTS OF JOINT PUBLICATIONS. REF B IS THE WEBSITE ADDRESS FOR THE JOINT ELECTRONIC LIBRARY (JEL) WHERE THIS JP MAY BE DOWNLOADED.//
POC**/(first name)/(last name of military AO)/(rank**)/DOCTRINE GROUP, USJFCOM JWFC/SUFFOLK, VA/DSN 668-**XXXX**/COMM (757) 686-**XXXX**/FAX-6198/OR/ **(doctrine support team member**)/MR./ DOCTRINE SUPPORT TEAM, USJFCOM JWFC/SUFFOLK, VA/ **XXXX**//
RMKS**/**IN ACCORDANCE WITH REF A, THE JOINT PUBLICATION MAINTENANCE SYSTEM REQUIRES THAT ALL JOINT PUBLICATIONS BE ACTIVELY AND CONTINUOUSLY ASSESSED. JP **X-XX** IS IN THE WINDOW FOR ASSESSMENT AND REVISION.
2. JP **X-XX**'S SCOPE IS AS FOLLOWS: (QUOTE) **(Scope verbatim from preface of joint publication.)** (UNQUOTE)
THIS REQUEST FOR FEEDBACK MESSAGE REQUESTS YOUR WRITTEN OR MESSAGE RESPONSE TO THE FOLLOWING QUESTIONS ON JP **X-XX**, DATED **XX XXX XX**, NO LATER THAN **(3 months from date of message**).
SEND RESPONSE TO CDRUSJFCOM NORFOLK VA//JW100// WITH INFO TO AIG 7029 OR E-MAIL: **(military AO username**)@JFCOM.MIL OR **(doctrine support team member username**)@JFCOM.MIL
A. GENERAL QUESTIONS: REQUEST LINE-OUT/LINE-IN COMMENTS, WHERE APPROPRIATE. ADDITIONALLY, REQUEST RESPONSES BE CATEGORIZED AS CRITICAL, MAJOR, SUBSTANTIVE, OR ADMINISTRATIVE IAW REF A (**EXAMPLE** QUESTIONS FOLLOW).
(1) SHOULD THE SCOPE BE MODIFIED? IF SO, WHY AND HOW?
(2) HOW CAN THIS JP BE BETTER ORGANIZED TO ENHANCE READABILITY AND COMPREHENSION?
(3) WHAT PORTIONS REQUIRE UPDATING/MODIFYING TO ENSURE CONSISTENCY WITH APPROVED DOCTRINE AND POLICY PUBLISHED SINCE THE DATE OF THE LAST PUBLICATION?
(4) WHAT SECTIONS OF THIS JP ARE REDUNDANT AND SHOULD BE COMBINED, DELETED, OR CONSOLIDATED WITH OTHER JPS? IF SO, WHICH JPS?

B. TOPIC-SPECIFIC QUESTIONS: **(Examples are provided below)** REQUEST LINE-OUT/LINE-IN COMMENTS, WHERE APPROPRIATE. ADDITIONALLY, REQUEST RESPONSES BE CATEGORIZED AS CRITICAL, MAJOR, SUBSTANTIVE, OR ADMINISTRATIVE IAW REF.
(1) REGARDING THE SCOPE, DOES THE PUBLICATION FOCUS TOO MUCH AT THE STRATEGIC LEVEL VERSUS THE OPERATIONAL LEVEL (OR VICE VERSA)? IF SO, WHAT NEEDS TO BE ADDRESSED TO BRING THE JP IN LINE WITH THE SCOPE?
(2) A JOINT AFTER-ACTION REPORTING SYSTEM SEARCH IDENTIFIED CONCERNS ABOUT **(subject)** HOW CAN THE GUIDANCE IN CHAPTER **XX** ABOUT **(subject)** BE BETTER ARTICULATED?
(3) IS THE GUIDANCE CONSISTENT WITH THAT FOUND IN JP **X-XX** AND JP **X-XX**? IF NOT, WHAT SHOULD BE CHANGED IN THIS JP, OR THE OTHER JPS TO ENSURE CONSISTENCY?
(4) DOES THE PUBLICATION ADEQUATELY ADDRESS THE PLANNING AND COORDINATION OF **(subject)** AS DESCRIBED IN CHAPTER **XX**? IF NOT, WHAT SPECIFIC IMPROVEMENTS ARE REQUIRED?
(5) DOES THE PUBLICATION ADEQUATELY ADDRESS THE CAPABILITIES AND LIMITATIONS AS DESCRIBED IN CHAPTER **XX**? IF NOT, WHAT SPECIFIC IMPROVEMENTS ARE REQUIRED?
(6) SHOULD THERE BE A LINK OR DESCRIPTION OF THE JOINT REPORTING STRUCTURE REPORTS THAT DEAL WITH **(subject)** IN JP **X-XX**? IF SO, WHAT SHOULD THE JP STATE?
(7) WHAT OTHER SPECIFIC MISSIONS SHOULD BE INCLUDED?
(8) ARE THE ROLES AND RESPONSIBILITIES OF THE VARIOUS OFFICIALS, COMMANDERS, AND AGENCIES DESCRIBED IN CHAPTER **XX** COMPLETE AND ACCURATE? IF NOT WHAT CHANGES, ADDITIONS, OR DELETIONS SHOULD BE MADE?
4. IN ADDITION TO THE ABOVE CONSIDERATIONS, REF A REQUIRES AN ASSESSMENT OF THE NEED FOR URGENT CHANGES OR AN EARLY REVISION. URGENT CHANGES ARE THOSE THAT REQUIRE IMMEDIATE PROMULGATION TO PREVENT PERSONNEL HAZARD OR DAMAGE TO EQUIPMENT, CORRECT AN OPERATING TECHNIQUE, OR EMPHASIZE A LIMITATION THAT ADVERSELY AFFECTS OPERATIONAL EFFECTIVENESS. IF YOU HAVE ANY RECOMMENDED URGENT CHANGES OR REASONS FOR AN EARLY REVISION, INCLUDE THOSE ALONG WITH SUPPORTING RATIONALE.
5. DO YOU HAVE ANY OTHER COMMENTS?
6. REQUEST ADDRESSEES ACKNOWLEDGE RECEIPT OF THIS MESSAGE WITHIN 96 HOURS OF THE DATE-TIME GROUP BY CONTACTING **(JWFC-DOC AO name)** OR MR. **(DST member name**), AND IDENTIFYING YOUR ORGANIZATION'S POC AND PHONE NUMBER.
7. WE SINCERELY APPRECIATE YOUR EFFORTS IN DEVELOPING A THOROUGH RESPONSE. SOLICITATION OF INPUTS IS ONE OF THE PRIMARY MEANS WE USE TO REVISE JOINT PUBLICATIONS. JOINT WARFARE IS TEAM WARFARE. BT//

APPENDIX I TO ENCLOSURE C

SAMPLE URGENT CHANGE RECOMMENDATION

01 02 PP RR (CLAS)

FROM (ORIGINATOR Address)
TO JOINT STAFF WASHINGTON DC//J-7/JEDD
(LEAD AGENT)
CDRUSJFCOM NORFOLK VA//JW100//
AIG 7029

(classification)

MSGID/GENADMIN/(organization ID)//
SUBJ/URGENT CHANGE RECOMMENDATION FOR JOINT PUBLICATION X-XX.X//
REF/A/DOC/CJCSI 5120.02, JOINT DOCTRINE DEVELOPMENT SYSTEM//
POC/(last name)/(milrank)/UNIT ID/LOCATION/TEL: (number)//
RMKS/1. IAW REF A URGENT CHANGE IS RECOMMENDED FOR JOINT PUBLICATION X-XX_____.
2. PAGE _____ ART/PARA_____ NO_____ LINE/SENTENCE_____ FIG NO_____.
3. PROPOSED NEW TEXT.
4. JUSTIFICATION.
BT//

(INTENTIONALLY BLANK)

APPENDIX J TO ENCLOSURE C

SAMPLE JOINT PUBLICATION SIGNATURE MESSAGE

P P (dtg)
FM JOINT STAFF WASHINGTON DC//J7/JEDD//
TO RUEADWD/DA WASHINGTON DC//G35-SSP//
RUEAHQA/CSAF WASHINGTON DC//DC/IL/XO/XOXJ//
ZEN/CNO WASHINGTON DC//N3/N4/N5/N3N5C//
ZEN/CMC WASHINGTON DC//PLN-13//
RULSJGA/COMDT COGARD WASHINGTON DC//G-C/G-RER/G-OP//
RUCAACC/CDR USCENTCOM MACDILL AFB FL//CCJ8//
ZEN/CDR USPACOM HONOLULU HI
RUMIAAA/CDR USSOUTHCOM MIAMI FL//J7//
RUFGCIN/CDR USEUCOM VAIHINGEN GE//ECDC//
RUCQSOC/CDR USSOCOM MACDILL AFB FL//J2/J3/SORR/SOIO/SOOP//
RUCUSTR/CDR USSTRATCOM OFFUTT AFB NE//J3/J4/J5/J6//
RUCBACJ/CDR USJFCOM JWFC SUFFOLK VA
RHCUAAA/CDR USTRANSCOM SCOTT AFB IL
RUPEUSA/CDR USNORTHCOM//DC//
ZEN/CDR USJFCOM NORFOLK VA
INFO RUFTVFA/3AF RAF MILDENHALL UK
RULSMCC/CG MCCDC QUANTICO VA//EFDC/JOC//
RHCPMXA/HQ AFDC MAXWELL AFB AL
ZEN/COMNAVWARDEVCOM NEWPORT RI
RUBDDIR/CDRTRADOC FT MONROE VA//ATCS/ATIN/ATDO//
RUEPVAA/COMJSOC FT BRAGG NC
RUCVNAF/8AF BARKSDALE AFB LA//CC/CV/DO//
RUEOBBA/9AF SHAW AFB SC
RUHHHGA/11AF ELMENDORF AFB AK//CC//
RHHEAAA/13AF ANDERSEN AFB GU//CC//
RUFPAHQ/16AF AVIANO AB IT//CC/DOX//
RHCPMXA/ACSC MAXWELL AFB AL//CC/DEJ//
RUEAHQA/HQ USAF WASHINGTON DC//XOO/XOOT//
RUPEUNA/HQ NORAD PETERSON AFB CO//J5PX//
RUEANBA/PRES NDU WASHINGTON DC
RUQVKJW/JIOC SAN ANTONIO TX//J3//
ZEN/COMSEVENTHFLT//N3//
ZEN/COMSIXTHFLT//N3//
ZEN/COMTHIRDFLT
ZEN/CG I MEF//G3/G7//
ZEN/CG II MEF//G2/G7//
ZEN/CG III MEF//G1/G3/G5/G6//
ZEN/5AF YOKOTA AB JA
ZEN/7AF OSAN AB KOR
ZEN/15AF TRAVIS AFB CA
ZEN/COMUSFK SEOUL KOR
ZEN/NAVCSRF HONOLULU HI//N33//
BT

UNCLAS
QQQQ
UNCLASSIFIED//
MSGID/GENADMIN/JOINT STAFF J7/JEDD//
SUBJ/ANNOUNCEMENT OF SIGNATURE AND DISTRIBUTION OF JOINT PUBLICATION X-XX, (publication title)//
REF/A/DOC/CJCSI 5120.02, JOINT DOCTRINE DEVELOPMENT SYSTEM//
AMPHN/REF IS THE JOINT DOCTRINE DEVELOPMENT SYSTEM INSTRUCTION//
POC/(last name)/(first name)/(milrank)//JOINT STAFF J7/JEDD/TEL: (number)//
RMKS/1. IAW REF A, JOINT PUBLICATION X-XX, (publication title), WAS SIGNED ON (date) BY THE (title of signatory).
(If required) 2. JP X-XX, (title) REVISES THE (date of previous version) VERSION OF THIS PUBLICATION AND PROVIDES SIGNIFICANT CHANGES IN THE FOLLOWING AREAS:
A. (Highlights from the summary of changes).
B. (Highlights from the summary of changes).
C. (Highlights from the summary of changes).
3. JP X-XX IS CURRENTLY AVAILABLE ON THE JOINT ELECTRONIC LIBRARY AT WWW.DTIC.MIL/DOCTRINE AND WILL BE INCLUDED IN THE FUTURE RELEASES OF THE JEL CD-ROM. PRINTED COPIES WILL ALSO BE DISTRIBUTED IAW REF A.(if applicable)//
4. REQUEST ALL ADDRESSEES ENSURE WIDEST DISSEMINATION.
BT

ENCLOSURE D

JOINT PUBLICATION ORGANIZATION FRAMEWORK

1. Joint Publication Hierarchy

a. The JP hierarchy provides a framework for the serial structure of joint doctrine. The organizational structure follows traditional Joint Staff lines of responsibility to the maximum degree possible. The hierarchy is divided into two levels: above-the-line doctrine and below-the-line doctrine.

(1) Above-the-line publications include capstone and keystone publications signed by the Chairman and intended to be used by combatant commanders, subunified commanders, JTF commanders, Service Chiefs, and Joint Staff directors. The capstone publication (JP 1), links joint doctrine to national strategy and the contributions of other government agencies, alliances, and coalitions, and covers policy for joint command and control. The keystone publications (JPs 1-0, 2-0, etc.) constitute the doctrinal foundation of the series. Each series has a keystone manual as the first publication in the series.

(2) Below-the-line publications include supporting joint doctrine publications that are signed by the Director, Joint Staff, and contain specific mission-area guidance for the joint community. Included in this level are reference publications and those describing joint personnel, intelligence support, joint operations, logistic support, planning, and joint communications systems.

b. A current version of the joint doctrine hierarchy will be maintained on the JEL and JDEIS.

c. The hierarchy does not contain CJCSIs or CJCSMs. These documents contain policy or detailed procedures for performing specific tasks that do not involve the employment of forces. CJCSIs and CJCSMs do not contain joint doctrine. Accordingly, some former JPs (e.g., Joint Operation Planning and Execution System) have been converted to CJCSIs or CJCSMs.

2. Joint Publication Series Description

a. JP 1 -- Capstone Doctrine. JP 1, *Joint Doctrine for the Armed Forces of the United State*s, lays the foundation for joint operations through doctrine and provides the basic organization and command and control relationships

required for effective joint operations of the forces of two or more Military Departments.

b. JP 1-0 Series -- Joint Personnel and Reference Publications. Publications in this series establish joint doctrine for personnel support of joint operations. Also in the 1-0 series are reference publications that are not doctrinally linked to the keystone publications (e.g., JP 1-02, *Department of Defense Dictionary of Military and Associated Term*s).

c. JP 2-0 Series -- Joint Intelligence. Publications in this series establish joint doctrine for intelligence support of joint operations. These publications provide commanders and their staffs specific direction in intelligence support to joint operations, counterintelligence, and geospatial information and services.

d. JP 3-0 Series -- Joint Operations. Publications in this series establish joint doctrine for directing, planning, and executing joint operations.

e. JP 4-0 Series -- Joint Logistics. Publications in this series establish joint doctrine for directing, planning, and carrying out logistic support of joint operations. Included in this series is guidance on transportation, health services, petroleum, mobilization, mortuary affairs, common-user logistics, multinational logistics, and global distribution.

f. JP 5-0 Series -- Joint Operation Planning. Publications in this series establish the joint planning process relating to the conduct of joint military operations. Designed for the JTF and above, it provides broad guidance on campaign planning and JTF planning.

g. JP 6-0 Series -- Joint Communications System. Publications in this series establish joint doctrine for communications system support to joint operations.

3. Joint Publication Identification. The Joint Staff/J-7 assigns the publication number to ensure subject matter continuity.

a. The first numerical group identifies the functional field as listed above.

b. The second numerical group, preceded by a hyphen, places the publication within a functional field. A zero-digit designator is used to indicate the keystone manual for the series of a functional field.

c. The third numerical group, preceded by a period, designates those publications that provide supporting or expanded doctrine for sequenced manuals within a functional field.

4. Release of Joint Publications. Releasing instructions will be included in the administrative instruction appendix of each JP. Requests for classified publications must be in accordance with reference r.

a. Approved Publications. Only approved publications are releasable outside the Services, combatant commands, and Joint Staff. Release of any classified JP to foreign governments or foreign nationals must be requested through the local embassy (Defense Attaché Office) to DIA Foreign Liaison Office, PO-FL, Room 1E811, 7400 Pentagon, Washington, DC 20301-7400.

b. Publications Under Development. Draft or proposed publications (including JTPs) are only releasable to the Services, combatant commands, CSAs, and Joint Staff. Such publications may only be released to other individuals, agencies, and professional military education institutions for the express purpose of review and comment as part of the doctrine development process. This is to help prevent the possibility of misrepresenting joint doctrine under development as approved doctrine, and precludes quoting or publishing "doctrinal statements" that may eventually change before final staffing and approval. Any exceptions must be approved through the Joint Staff/J-7.

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ENCLOSURE E

FORMATTING AND DISTRIBUTING JOINT PUBLICATIONS

1. Formatting Joint Publications

a. Organization. JPs will have several main parts. They should be organized as shown in the Appendix to this enclosure and as described below.

(1) Front and Back Covers. The JP title, number, date, JCS, and Service logos (to include US Coast Guard) will be printed on the front cover (sample, page E-A-1). For classified publications, the overall classification of the publication will be printed at the top and bottom of the front and back covers. A figure showing the joint doctrine development process and hierarchy describing the relative position of the publication being presented will be printed inside the back cover. In classified publications, the figure inside the back cover (sample, page E-A-18) will be marked UNCLASSIFIED. The publication covers will be color-coded as follows:

(a) UNCLASSIFIED and FOR OFFICIAL USE ONLY -- dark blue (pantone 5395 CV).

(b) CONFIDENTIAL -- blue.

(c) SECRET -- red.

(d) TOP SECRET -- orange.

(2) Security Instructions (if JP is classified). Security instructions are required for all classified JPs. They will include the following:

(a) The long and short titles of the JP will be UNCLASSIFIED. They can both be used when referring to the JP in all forms of communications.

(b) The reason for the classification and any reproduction or distribution restrictions or instructions.

(c) Instructions for foreign release and sanitization.

(3) Chairman's Letter (sample, page E-A-2) is included in all above-the-line publications to provide the Chairman's personal guidance concerning the subject matter of the publication. The drafting of this letter is the responsibility of the JSDS and occurs after the approval of the FC version.

(4) Preface. A preface (sample, page E-A-3) will be included to describe the scope, purpose, and application. With the exception of the capstone and keystone publications, the purpose and application paragraphs found in the samples contain approved language and normally should be used without modification. Departures from the approved basic entry will be adjudicated during publication coordination based on justification provided.

(5) Summary of Changes. A summary of changes (sample, page E-A-4) will be included in all revised JPs and will provide bulletized statements as to what significant changes were incorporated since the previous edition. It should be prepared by the JSDS during preparation of the signature draft.

(6) Table of Contents. A table of contents (sample, page E-A-6) will be included.

(7) Executive Summary. An executive summary (sample, page E-A-9), which provides an overview of the publication, will be included. It will consist of material extracted from the body of the publication. The material in the executive summary cannot conflict or be inconsistent with the material contained in the body of the publication. The first section, "Commander's Overview," consists of a list of basic concepts presented in the publication. The second section contains a detailed review featuring the core ideas of the publication. This section is formatted in two columns, with detailed information on the right and corresponding key points on the left. The left column entry should not be duplicated in the right column. Any acronyms or abbreviations that are used in the executive summary must be independently established in the Commander's Overview, as well as the left and right columns in the second section. Acronyms or abbreviations established in the executive summary must be reestablished again if used in the body of the publication. Executive summaries should not be prepared until the signature version to alleviate having to rewrite them to match the publication.

(8) Body of Publication. The body of the publication (sample, page E-A-11) will be divided into chapters. The chapters may be divided into sections. Footnotes will not be used. Terms normally capitalized when referring to a specific person, place or thing are not capitalized when used in a general context (e.g., "A joint force commander has to develop a campaign plan," as opposed to, "The Joint Task Force Commander of Joint Task Force 59 is the guest speaker at the dinner tonight.") This editorial rule applies throughout the publication. See the formatting paragraph below for details.

(9) Appendices and Annexes. Appendices are placed at the end of the narrative body before the glossary. Annexes to appendices, if required, follow the appendix to which they apply.

(a) Checklists and Sample Formats. Appendices or annexes that are designated as a checklist or sample format (e.g., operation plan, message) may list acronyms without establishing them. It is understood that a checklist for a SME will not require an explanation of acronyms common to the area of expertise associated with the checklist. Similarly, a sample format will likely be understood for the area of use for which it is intended. Accordingly, any appendices or annexes that use this rule of not establishing acronyms will not have those acronyms included in the JP's glossary unless established in the text under the normal acronym usage guidelines.

(b) References. References, if any, are listed in the next to the last appendix to the JP (see sample, page E-A-13). This list is to include all documents used to develop the JP. JP titles will be used verbatim, except when a JP is under revision and an approved PD has changed the title, then the new title will be used.

(c) Administrative Instructions. This appendix is required and is always the last appendix (sample, page E-A-14). If the publication is a revision, the administrative instructions appendix will contain information on which JP(s) are being superseded by the revised JP.

(10) Glossary. The glossary (sample, page E-A-16) usually consists of two parts: Part I, "Abbreviations and Acronyms," and Part II, "Terms and Definitions." It is placed in the back of the publication after the appendices. Glossaries are usually unclassified. If the explanation of a term contains classified information, all entries must contain a paragraph classification marking.

(a) Part I -- Abbreviations and Acronyms. Part I should contain a listing of abbreviations and acronyms as indicated below. If used at least twice, abbreviations and acronyms should be established separately in the Preface, both columns of the executive summary, and in the text by placing the abbreviation or acronym in parentheses following the first appearance of the term; these abbreviations and acronyms should be included in the glossary. If used at least twice in a particular vignette, abbreviations and acronyms should be established within that particular vignette and should not be included in the glossary. If used in a figure, abbreviations and acronyms should be established in a legend within the figure and not be included in the glossary. If used in a quote, the meaning of the abbreviation or acronym will be placed in brackets immediately following and will not be included in the glossary. Acronyms used in quotes and vignettes such as "U.S." and "DoD," should be corrected to "US" and "DOD" for JP usage. In those rare cases where an abbreviation or acronym is more widely recognized than the meaning and is used less than twice, the abbreviation or acronym may be used if the meaning is placed in brackets immediately following. If a particular acronym stands for more than one term in reference d, the intended meaning must be clearly

established; an acronym may have only one established meaning within a publication. Abbreviations and acronyms should not be established or used in chapter titles, section headings, paragraph titles, or figure/table titles/captions. Therefore, no acronyms should appear in the table of contents of JPs. Once established, abbreviations and acronyms may be used as adjectives as well as nouns.

(b) Part II -- Terms and Definitions. The glossary should include only those terms and definitions for which the publication is the proponent, new terms not previously defined in joint doctrine, or terms recommended for modification in another publication. The glossary will include the following statement: "Unless otherwise annotated, this publication is the proponent for all terms and definitions found in the glossary. Upon approval, JP 1-02 will reflect this publication as the source document for these terms and definitions." Glossary notations for other terms and definitions are summarized in Figure E-1. When definitions from JP 1-02 are included to assist the reader, they must be listed in the glossary exactly as written in JP 1-02, followed by the notation "(JP X-XX)," indicating the proponent publication. The proponent publication is the proper venue for changing that term and definition. If additional text is desired to elaborate on a definition to provide more information within the context of a particular JP, that information should be provided in the text of the publication. Publication writers should avoid repeating glossary definitions verbatim in the text of a JP, but should use text to discuss or expand the definitions. Publication writers are encouraged to examine existing JP 1-02 terminology relating to the subject matter of the publication for relevance and currency. Deletion of obsolete terminology is strongly encouraged. Glossary terms should be written in lower case unless otherwise designated. For example, a glossary term that is the title of a one-of-a-kind organization is capitalized. Use of stand-alone or single-publication terms should be minimized and used only when absolutely necessary. Joint doctrine should avoid defining terms that have a common meaning as well as the combination of terms where their root meaning is understood or defined (e.g., once "node" is defined, there should be no reason to have to define "key node"). See the Preface of reference d for additional criteria for inclusion of terms in JP 1-02.

GLOSSARY NOTATIONS FOR TERMS AND DEFINITIONS		
NOTATION	**PLACEMENT**	**USE**
JP X-XX (proponent publication), or JP 1-02 (if no proponent applicable definition identified).	In parentheses at end of applicable definition	Indicates the origin the term and that it is verbatim.
This term and its definition are applicable only in the context of this publication and cannot be referenced outside this publication.	In parentheses at the end of the applicable definition. Upon approval, this notation remains.	Indicates that a stand-alone term and its definition apply only to the publication in which it appears, and may not be used outside that publication. Use of these terms should be minimized and used only when absolutely necessary.
Upon approval of this publication (or upon approval of a change or revision of an existing publication), this term and its definition will be included in JP 1-02.	In parentheses at the end of the applicable definition. Upon approval, remove this notation and replace with "(Approved for inclusion in JP 1-02)."	Introduces, staffs, and adds a new term and definition to JP 1-02.
Upon approval of this publication (or upon approval of a change or revision of an existing publication), this term and its definition will modify the existing term and its definition and will be included in JP 1-02.	In parentheses at the end of the applicable definition. Upon approval, remove this notation and replace with "(This term and its definition modify the existing term and its definition and are approved for inclusion in JP 1-02)."	Recommends, staffs, and modifies an existing term and definition in JP 1-02.
Upon approval of this publication (or upon approval of a change or revision of an existing publication), this term and its definition will be removed from JP 1-02.	In parentheses at the end of the applicable definition. Upon approval, remove this notation and replace with "(Approved for removal from JP 1-02)."	Recommends, staffs, and deletes an existing approved term and definition from JP 1-02.
This term and its definition are provided for information and are proposed for inclusion in JP 1-02 by JP X-XX.	In parentheses at the end of the applicable definition. Upon approval, retain the notation after the applicable definition.	Indicates term and definition are taken verbatim from another draft publication that will approve them for inclusion in JP 1-02.
Upon approval of this publication (or upon approval of a change or revision of an existing publication), this term and its definition will modify the existing term "XXXXXXXX" and its definition in JP 1-02 (Where "XXXXXX" represents the term to be replaced when different than proposed term.)	In parentheses at the end of the applicable definition. Upon approval, remove this notation and replace with "(This term and its definition modify the existing term "XXXXXXX" and its definition and are approved for inclusion in JP 1-02)."	Recommends, staffs, and modifies an existing term (different from the proposed term) and its definition in the JP 1-02.

Figure E-1. Glossary Notations for Terms and Definitions

b. Page Formatting

(1) First Draft. First draft editions of new publications and first draft revisions or changes to previously approved publications will be 8.5 x 11 inch black and white standard page format. Revised material will be presented in line-out/line-in format in all revised drafts. Vertical lines in the outside margins of pages will be used to indicate the location of text that has changed since the previous draft or approved publication. First drafts will be single-spaced and single-column with numbered lines.

(2) Additional Drafts, FC, and Optional JTP Versions. All additional drafts, FC, and JTP editions of each publication will be converted by the Joint Staff/J-7 with the assistance of the JSDS and LA into an 8.5 x 11 inch format with text single-spaced in single-column layout with numbered lines. Changed material will be presented in line-out/line-in format. Vertical lines in the outside margins of pages will be used to indicate the location of text that has changed since the previous draft or version.

(3) Approved Publications. All publications will be available for download from the CJCS JEL and JDEIS in Adobe Acrobat PDF 8.5 x 11 inch format with the following resolutions:

(a) Low-Resolution Version. This version is optimized for download with 72 dots per inch (dpi) photos and figures.

(b) High-Resolution Version. This version is optimized for local printing with 150 dpi photos and figures.

(4) Page Classification. The classification is shown at the top and bottom centers of each page. Unclassified publications are not marked as such.

(5) Margins. The top and bottom margins of each page will be approximately 1 inch. The left and right margins of each page will be approximately 1.25 inches.

(6) Chapters. The top line on the first page of each chapter contains the chapter number in Roman numerals (e.g., CHAPTER II) and is centered on the page (sample, page E-A-11), in regular type, Times New Roman font 14 point. The title of each chapter is printed in capital letters directly below the chapter number and centered on the page in bold type, Times New Roman font 12 point. All chapters will start on the right side (odd-numbered pages) of the publication.

(7) Sections. Sections are lettered consecutively in each chapter using capital letters (e.g., SECTION A). Section headings are centered in the column in bold type, Times New Roman font 12 point.

(8) Paragraphs. Paragraphs are numbered sequentially within each chapter using Arabic numerals. For a paragraph or subparagraph to be numbered or lettered, there must be at least two paragraphs or subparagraphs at the same level. A paragraph numbered "1" must have a paragraph "2," just as subparagraph "a" must have a subparagraph "b." If sections are used within a chapter, paragraph numbering will be continuous within the chapter and will not begin again with each new section. Paragraph headings are left justified, in bold type, Times New Roman font 12 point. The text of the paragraph is in regular type, Times New Roman font 12 point with some bold type used to emphasize key points, as desired. Paragraph classification marking will be in accordance with reference r.

(9) Indenting. Paragraphs and subparagraphs will be indented as follows:

1. Flush left; tabbed .3 inches after period.

Second line is blank. Third line is tabbed .3 inches and full justified.

a. Tabbed .3 inches, two spaces after period, and full justified.

(1) Tabbed .6 inches, two spaces after closed parenthesis, and full justified.

(a) Tabbed .9 inches, two spaces after closed parenthesis, and full justified.

1. Subsequent subparagraphs are tabbed 1.2 inches, underlined numbered, two spaces after period, and full justified.

a. Additional subparagraphs are tabbed 1.5 inches, underlined lettered, two spaces after period, and full justified.

(10) Headers and Footers. With the exception of the first page of a preface, summary of changes, table of contents, executive summary, chapter, appendix, or annex, all joint publication pages will display a header consisting of a margin-to-margin horizontal line (1 point in thickness). Above the horizontal line, odd-numbered pages will have the chapter title displayed (right justified); even-numbered pages will have the chapter identifier (i.e., "Chapter II") left justified. With regard to footers, a similar horizontal line will be displayed below the page text. Page numbering information IAW subparagraph (11) will be placed below the horizontal line. Headers and footers will be purple

in color (Pantone 513 C) and will use Times New Roman 12 point, title case, for text.

(11) Page Numbering. First drafts will have the page numbers in the bottom center of the page. FC draft, signature version, and approved publications will have the page number for all odd numbered pages in the bottom right corner and for all even numbered pages in the bottom left corner, with the publication short title (JP X-XX.X) in the lower right corner.

(a) Preface, Summary of Changes, Table of Contents, and Executive Summary. The pages preceding Chapter I, beginning with the first page of the Preface and including the summary of changes, table of contents, and the executive summary, are to be numbered consecutively with lowercase Roman numerals.

(b) Chapters. Pages will be numbered consecutively in each chapter using chapter and page number hyphenated (e.g., V-1 for chapter five, page 1).

(c) Appendices. Appendices are lettered consecutively using appendix letter and page number order and hyphenated (e.g., A-2 for Appendix A, page 2). To avoid confusion with Roman numerated chapters, the letters "I," "V," and "X" will not be used as appendix letters.

(d) Annexes. Annexes to appendices are not listed in the table of contents, but are listed on the first page of the corresponding appendix below the title. When appendices have an annex(es), the appendix text will begin on the second page. Annexes to appendices are lettered consecutively using appendix letter, annex letter, and page number order and hyphenated (e.g., B-A-3 for Appendix B, Annex A, page 3).

(e) Glossary. Glossary pages will be numbered using "GL" and page number hyphenated (e.g., GL-4).

(f) Blank Pages. Blank pages are numbered in sequence and annotated in the center with the phrase "Intentionally Blank." There always will be an even-numbered intentionally blank last page in a chapter, appendix, or annex that would have ended on an odd-numbered page.

c. Other Guidance

(1) Copyrights. Copyrights on proprietary materials will be secured from the owners. The owners must agree to the printing and electronic distribution of their copyrighted material. Copyrighted material will be marked in JPs in order to comply with copyright laws and give fair credit to the owners of such material.

(2) Figures. Figures should be used to illustrate points. Figures should not consist of only text. Figures are numbered consecutively within chapters or appendices using a chapter number or appendix letter, a hyphenated figure number, and a period followed by an appropriate caption (e.g., "Figure IV-2. Health Service Support Principles"). The figure number and caption are centered under the figure in bold type, Arial font 10 point. If the caption is more than two lines in length, it shall be full justified under the figure. If there is a full page, landscape-layout figure, the figure number and caption remain centered under the figure. There will be a reference to each figure within the text that the figure supports. Figures should be placed as close as possible to, and immediately following, the text they support. Acronyms and abbreviations should not be used in figures. In those cases where their use is unavoidable, they must be established in the figure or in a legend box.

(3) Photographs. Photographs will not be numbered but will have a caption in italic type, Arial font 10 point. If the caption is two lines or fewer, the text is centered; if three lines or more, it is full justified. Photographs should be placed as close as possible to, and immediately following, the text they support. They should only be used when they reinforce the contents of the text.

(4) Quotes. Quotes should be appropriate and relevant to enhance the information contained in the chapter. Each chapter may begin with a quote. The source of each quote must also be provided. Quotes will be placed in a light blue (Pantone 649 C) text box and indented .3 inches from both the left and right margins in italic type, Arial font 11 point. Source notations will be right justified in bold type, Arial font 10 point.

(5) Vignettes. Vignettes support the publication by providing short, pertinent narratives that enhance the meaning of the text. Each vignette will placed in a light blue (Pantone 649 C) box and indented .3 inches from both the left and right margins. A title and the source must be included. The body and source will be in bold type, Arial font 11 point; the source will be right justified.

(6) Reference to Chapters, Appendices, and Other Documents. References within the body of the text and appendices to other chapters or appendices of the same publication will include the full name of the referenced chapter or appendix and will be in quotations. References to other JPs, DOD directives, CJCSIs, CJCSMs, Service publications, or other documents will include the full name of the referenced document and will be in italics without quotations. When referenced at the end of a paragraph or section, they will be set off from the paragraph, full justified, and italicized except for the title of the reference. Margins will be equal to the referenced paragraph above and the first line will not be indented.

2. Distribution

a. The primary distribution method of JPs is electronic, via JDEIS or the JEL. All current JPs and draft JPs are available on JDEIS at https://jdeis.js.mil on the NIPRNET and https://jdeis.js.smil.mil on the SIPRNET. All approved JPs are available for download from the CJCS JEL at www.dtic.mil/doctrine. This site is primarily designed for the public and multinational partners.

b. Joint Staff/J-7 no longer publishes printed copies of JPs. Should a Service, combatant command, or other organization wish to expend funds to print copies of approved JPs, Joint Staff/J-7 will provide either an electronic version or a compact disc (CD) that meets the printer requirements, if the version located on the JEL/JDEIS does not meet the printer's requirements. Specific requests for print-compatible electronic versions of JPs should be forwarded to Joint Staff/J-7 with detailed printer requirements.

c. JP CD -- Read-Only Memory (CD-ROM). Upon request of a JDDC member, the Joint Staff/J-7 will produce and deliver one CD-ROM with current joint publications.

APPENDIX TO ENCLOSURE E

SAMPLE JOINT PUBLICATION ORGANIZATION AND FORMAT



SAMPLE CHAIRMAN'S LETTER

This revised edition of JP 3-0, *Joint Operations*, reflects the current guidance for conducting joint and multinational activities across the range of military operations. This vital keystone publication forms the very core of joint warfighting doctrine and establishes the framework for our forces' ability to fight as a joint team.

Often called the "linchpin" of the joint doctrine publication hierarchy, the overarching constructs and principles contained in this publication provide a common perspective from which to plan and execute joint operations in cooperation with our multinational partners, other US Government agencies, and intergovernmental and nongovernmental organizations. This document addresses key aspects of joint operations and campaigns across the range of military operations.

As our Nation continues into the 21st century, the guidance in this publication will enable current and future leaders of the Armed Forces of the United States to organize, train, and execute worldwide missions as our forces transform to meet emerging challenges.

I encourage all commanders to study and understand the guidance contained in this publication and to teach these principles to their subordinates. Only then will we be able to fully exploit the remarkable military potential inherent in our joint teams. To that end, I request you ensure the widest possible distribution of this keystone joint publication. I further request that you actively promote the use of all joint publications at every opportunity.

PETER PACE
General, United States Marine Corps
Chairman
of the Joint Chiefs of Staff

SAMPLE PUBLICATION PREFACE

PREFACE

1. Scope

This publication is the keystone document of the joint operations series. It provides the doctrinal foundation and fundamental principles that guide the Armed Forces of the United States in the conduct of joint operations across the range of military operations.

2. Purpose

This publication has been prepared under the direction of the Chairman of the Joint Chiefs of Staff. It sets forth joint doctrine to govern the activities and performance of the Armed Forces of the United States in joint operations and provides the doctrinal basis for interagency coordination and for US military involvement in multinational operations. It provides military guidance for the exercise of authority by combatant commanders and other joint force commanders (JFCs) and prescribes joint doctrine for operations, education, and training. It provides military guidance for use by the Armed Forces in preparing their appropriate plans. It is not the intent of this publication to restrict the authority of the JFC from organizing the force and executing the mission in a manner the JFC deems most appropriate to ensure unity of effort in the accomplishment of the overall objective.

3. Application

a. Joint doctrine established in this publication applies to the joint staff, commanders of combatant commands, subunified commands, joint task forces, subordinate components of these commands, and the Services.

b. The guidance in this publication is authoritative; as such, this doctrine will be followed except when, in the judgment of the commander, exceptional circumstances dictate otherwise. If conflicts arise between the contents of this publication and the contents of Service publications, this publication will take precedence unless the Chairman of the Joint Chiefs of Staff, normally in coordination with the other members of the Joint Chiefs of Staff, has provided more current and specific guidance. Commanders of forces operating as part of a multinational (alliance or coalition) military command should follow multinational doctrine and procedures ratified by the United States. For doctrine and procedures not ratified by the United States, commanders should evaluate and follow the multinational command's doctrine and procedures, where applicable and consistent with US law, regulations, and doctrine.

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SAMPLE SUMMARY OF CHANGES

SUMMARY OF CHANGES

REVISION OF JOINT PUBLICATION 3-0 DATED 10 SEPTEMBER 2001

- **Consolidates JP 3-07, *Joint Doctrine for Military Operations Other Than War*, and JP 3-0 formally titled *Doctrine for Joint Operations***
- **Discontinues use of the term and acronym "military operations other than war (MOOTW)"**
- **Introduces Department of Defense support to homeland security (i.e., homeland defense, civil support)**
- **Revises the range of military operations**
- **Establishes 12 "principles of joint operations" by adding three "other principles" — restraint, perseverance, and legitimacy — to the traditional nine "principles of war"**
- **Updates the terms and discussions for various operational areas**
- **Replaces the term "battlespace" with the term "operational environment"**
- **Establishes six joint functions — command and control, intelligence, fires, movement and maneuver, protection, and sustainment**
- **Revises the definitions and relationship between "operational art" and "operational design"**
- **Introduces a "systems perspective of the operational environment"**
- **Introduces the application of "effects" in operational design and assessment**
- **Establishes the relationship between tasks, effects, and objectives, i.e., tasks are executed to create effects to achieve objectives to attain an end state**
- **Establishes 17 operational design (formerly operational art) elements and revises the order, scope, and description of several**
  - **Adds new operational design elements of "end state and objectives" and "effects"**
  - **Revises the definition of "center of gravity" and includes a discussion of its "critical factors"**

  - **Expands "lines of operations" to include logical lines**

- **Expands the "phasing model" to six phases, i.e., shape, deter, seize the initiative, dominate, stabilize, and enable civil authority**

- **Revises the "commander's critical information requirements" discussion and provides a process to develop them**

- **Establishes the construct of "assessment"**

- **Establishes a "stability operations" construct and military support to stability, security, transition, and reconstruction (SSTR)**

- **Adds the application of "flexible deterrent options"**

- **Discusses the integration of special operations forces and conventional forces**

- **Establishes the air, land, maritime, and space domains and the information environment**

- **Discusses the "combat identification" construct**

- **Discusses "crisis response and limited contingency operations"**

  - **Updates the discussion on "peace operations" and "consequence management"**

  - **Establishes a distinction between "strikes" and "raids"**

  - **Adds discussions on homeland defense and civil support operations**

- **Discusses "military engagement, security cooperation, and deterrence"**

  - **Introduces "emergency preparedness"**

  - **Updates the discussion on "DOD support to counterdrug operations"**

- **Establishes new definitions for the terms "adversary," "combat identification," "effect," "friendly force information requirement," "measure of performance," "stability operations," "standing joint force headquarters," "system," and "termination criteria"**

- **Modifies significantly the definitions for "assessment," "fires," "line of operations," "link," "node," "operational art," "operational design," and "strategy determination"**

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SAMPLE EXECUTIVE SUMMARY

EXECUTIVE SUMMARY
COMMANDER'S OVERVIEW

- **Discusses the Security Environment and Strategic Guidance as the Context for Joint Operations**
- **Lists the Fundamental Principles of Joint Operations**
- **Discusses Joint Functions in Joint Operations**
- **Addresses Operational Art, Operational Design, Joint Operation Planning, and Assessment**
- **Describes the Key Considerations for the Conduct of Major Operations and Campaigns**
- **Discusses the Characteristics of and Specific Considerations for Crisis**
- **Response and Limited Contingency Operations**
- **Addresses the Characteristics of and Specific Considerations for Military**
- **Engagement, Security Cooperation, and Deterrence**

Security Environment

The security environment is complex and interconnected in terms of the various threats and their targets, its global scope, and number of nonmilitary participants.

Political and military leaders conduct operations in a complex, interconnected, and increasingly global operational environment encompassing the air, land, maritime, and space domains and the information environment. **Some adversaries possess weapons of mass destruction, advanced ballistic/cruise missile technology, or are willing to conduct terrorism and cyber attacks to achieve their objectives.** In addition to military forces and noncombatants, there may be a large number of other [US] government agencies (OGAs), intergovernmental organizations (IGOs), nongovernmental organizations (NGOs), and regional organizations in the operational area. Further, the homeland and other US interests are being targeted for direct and indirect attack. Within this security

environment, maintaining national security and striving for worldwide stability will be a complicated, continuous process. It will require well-planned joint campaigns and operations that account for numerous potential changes in the nature of an operation and simultaneous combat and stability operations.

1

Emergency preparedness, combating terrorism, and show of force operations, among many others, contribute to national security and the deterrence of harmful adversary actions.

Emergency preparedness, arms control and disarmament, combating terrorism, DOD support to counterdrug operations, enforcement of sanctions and exclusion zones, ensuring freedom of navigation and overflight, nation assistance, protection of shipping, show of force operations, counterinsurgency operations, and support to insurgency all contribute to national security and/or deterrence. To plan and conduct these operations and activities, there is an increased need for the military to work with OGAs, IGOs, NGOs, and HN authorities; share information; and obtain a firm understanding of the HN's political and cultural realities.

CONCLUSION

This publication is the keystone document of the joint operations series. It provides fundamental principles and doctrine that guide the Armed Forces of the United States in the conduct of joint operations across the range of military operations.

SAMPLE TEXT FORMAT

CHAPTER (Roman Numeral)
(TITLE)

> *"Joint doctrine is flag officer business. If we are to continue the essential transition to improve jointness, everyone must be involved."*
>
> **General John M. Shalikashvili, CJCS**
> **Chairman of the Joint Chiefs of Staff, 1993-1997**

SECTION A. XXXXXXXXX

1. Layout (Paragraph Title)

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a. XXXXXXXXX.XXXXXX. XXXXXXXXXXXXXXXXXXXXXXX. XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX

b. XXXXXXXXXXXXXXXX.

VIGNETTE TITLE

Figure, Photograph, *Quote,* or **Vignette**

Quote or Vignette Source

Figure #. Figure Caption *or Photo Caption*

SAMPLE REFERENCE APPENDIX

APPENDIX (next to the last appendix)
REFERENCES

The development of JP 3-30 is based upon the following primary references:

1. JP 1, *Doctrine for the Armed Forces of the United States*.
2. JP 1-02, *DOD Dictionary of Military and Associated Terms*.
3. JP 2-0, *Joint Intelligence*.
4. JP 2-01, *Joint Intelligence Support to Military Operations*.
5. JP 3-0, *Joint Operations*.
6. JP 3-01, *Countering Air and Missile Threats*.
7. JP 3-02, *Joint Doctrine for Amphibious Operations*.
8. JP 3-03, *Joint Interdiction*.
9. JP 3-04, *Shipboard Helicopter Operations*.
10. JP 3-05, *Joint Special Operations*.
11. JP 3-05.1, *Joint Special Operations Task Force Operations*.
12. JP 3-06, *Doctrine for Joint Urban Operations*.
13. JP 3-09, *Joint Fire Support*.
14. JP 3-09.3, *Joint Tactics, Techniques, and Procedures for Close Air Support*.

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SAMPLE ADMINISTRATIVE INSTRUCTION APPENDIX

APPENDIX (last appendix)
ADMINISTRATIVE INSTRUCTIONS

1. User Comments

Users in the field are highly encouraged to submit comments on this publication to: Commander, United States Joint Forces Command, Joint Warfighting Center, ATTN: Doctrine Group, 116 Lake View Parkway, Suffolk, VA 23435-2697. These comments should address content (accuracy, usefulness, consistency, and organization), writing, and appearance.

2. Authorship

The lead agent for this publication is the US Air Force. The Joint Staff doctrine sponsor for this publication is the Director for Operations (J-3).

3. Supersession (if required)

This publication supersedes JP 3-56.1, 14 November 1994, *Command and Control for Joint Air Operations*.

4. Change Recommendations

a. Recommendations for urgent changes to this publication should be submitted:

TO: AFDC DET 1 LANGLEY AFB VA//CC// (LEAD AGENT)
INFO: JOINT STAFF WASHINGTON DC//J-7-JEDD//*
CDRUSJFCOM SUFFOLK VA//DOC GP//

*Use when Joint Staff J-7 is not the lead agent

Routine changes should be submitted electronically to Commander Joint Warfighting Center, Doctrine and Education Group and info the Lead Agent and the Director for Operational Plans and Joint Force Development J-7/JEDD via the CJCS JEL at http://www.dtic.mil/doctrine.

b. When a Joint Staff directorate submits a proposal to the Chairman of the Joint Chiefs of Staff that would change source document information reflected in this publication, that directorate will include a proposed change to this publication as an enclosure to its proposal. The Military Services and other organizations are requested to notify the Joint Staff J-7 when changes to source documents reflected in this publication are initiated.

c. Record of Changes:

CHANGE NUMBER	COPY NUMBER	DATE OF CHANGE	DATE ENTERED	POSTED BY	REMARKS

5. Distribution of Publications

Local reproduction is authorized and access to unclassified publications is unrestricted. However, access to and reproduction authorization for classified joint publications must be in accordance with DOD Regulation 5200.1 R, *Information Security Program*.

6. Distribution of Electronic Publications

a. Joint Staff J-7 will not print copies of JPs for distribution. Electronic versions are available on JDEIS at https://jdeis.js.mil (NIPRNET), and https://jdeis.js.smil.mil (SIPRNET) and on the JEL at http://www.dtic.mil/doctrine (NIPRNET).

b. Only approved joint publications and joint test publications are releasable outside the combatant commands, Services, and Joint Staff. Release of any classified joint publication to foreign governments or foreign nationals must be requested through the local embassy (Defense Attaché Office) to DIA Foreign Liaison Office, PO-FL, Room 1E811, 7400 Pentagon, Washington, DC 20301-7400.

c. CD-ROM. Upon request of a JDDC member, the Joint Staff J-7 will produce and deliver one CD-ROM with current joint publications.

SAMPLE GLOSSARY FOR A JOINT PUBLICATION

GLOSSARY
PART I -- ABBREVIATIONS AND ACRONYMS

AA	assessment agent
AIG	addressee indicator group
ASCII	American Standard Code for Information Interchange
CJCS	Chairman of the Joint Chiefs of Staff
CJCSI	Chairman of the Joint Chiefs of Staff instruction
CJCSM	Chairman of the Joint Chiefs of Staff manual
CRA	coordinating review authority
DIA	Defense Intelligence Agency
DIRM	Directorate for Information and Resource Management

PART II -- TERMS AND DEFINITIONS

Example of an Approved Term

abort. 1. To terminate a mission for any reason other than enemy action. It may occur at any point after the beginning of the mission and prior to its completion. 2. To discontinue aircraft takeoff or missile launch. (JP 1-02)

Example of a Single Publication Term

acknowledge. The act of notifying a unit transmitting a message that the message has been received as a valid message. (This term and its definition are applicable only in the context of this publication and cannot be referenced outside this publication.)

Example of a New Term

active sealift forces. Military Sealift Command active common-user sealift and the afloat pre-positioning force (including the required cargo handling and delivery systems) and necessary operating personnel. (Upon approval of this publication, this term and its definition will be included in JP 1-02.)

Example of a Modified Term

Air Mobility Command. The Air Force component command of USTRANSCOM: the operating agency for designated airlift service and aerial refueling. Air Mobility Command provides common-user airlift transportation services to deploy, employ, and sustain US forces on a global and theater basis. Formerly known as Military Airlift Command (MAC). Also called AMC. (Upon approval of this publication, this term and its definition will modify the existing term and its definition in JP 1-02)

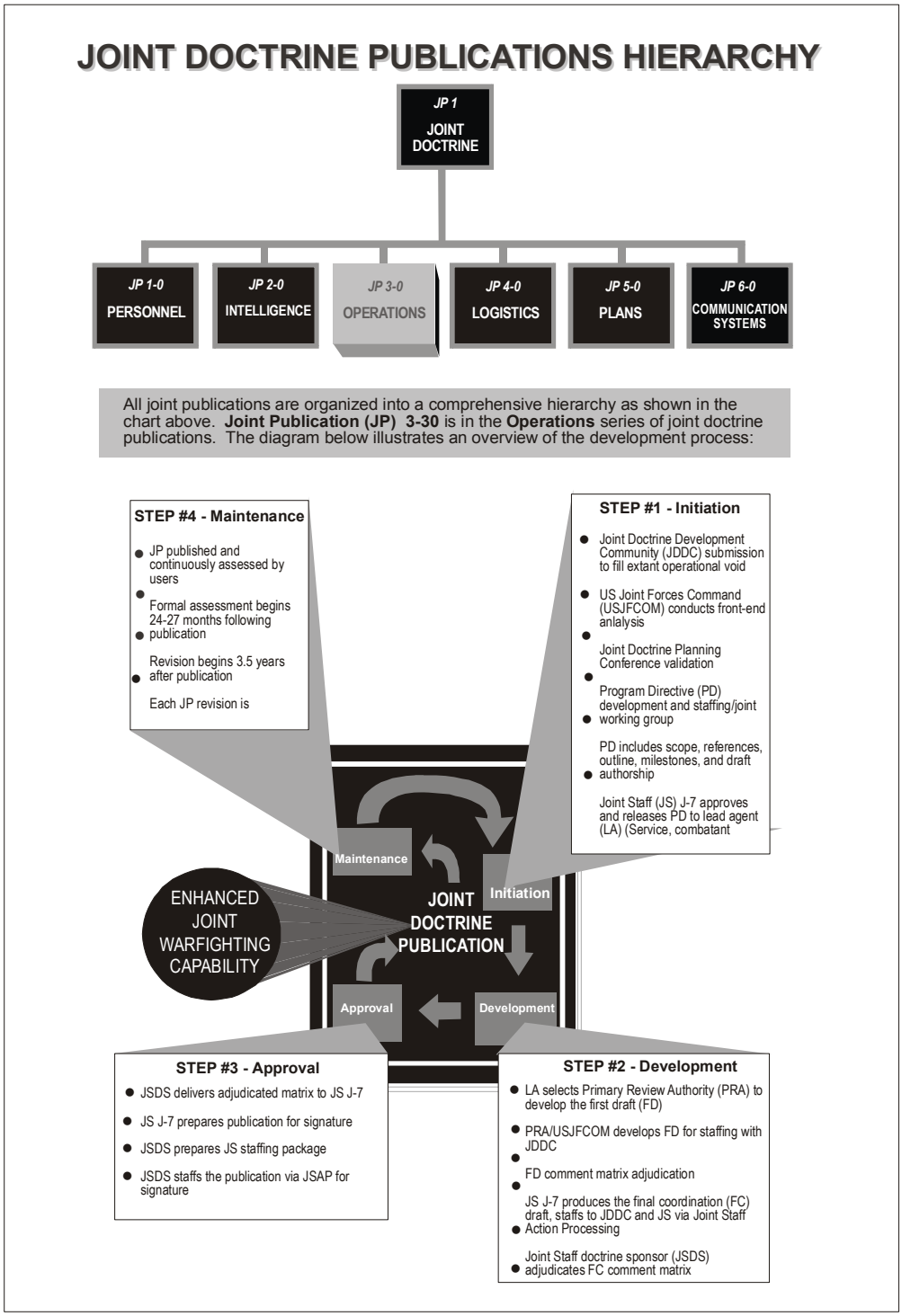
Example of a Recommendation to Cancel a Term without a Replacement

ballistic missile. None. (Upon approval of this publication, this term and its definition will be removed from JP 1-02.)

Example of a Term Nominated for Inclusion in another Joint Publication

breakbulk ship. A ship with conventional holds for stowage of breakbulk cargo, below or above deck, and equipped with cargo-handling gear. Ships also may be capable of carrying a limited number of containers, above or below deck. (This term and its definition are provided for information and are proposed for inclusion in the next edition of JP 1-02 by JP 4-01.7.)

SAMPLE INSIDE BACK COVER



ENCLOSURE F

STAFFING ALLIED JOINT PUBLICATIONS

1. NATO has developed an Allied joint doctrine hierarchy and AJPs to provide basic joint doctrine to support the changing requirements of the alliance. The development of AJPs is orchestrated by the NATO Standardization Agency and follows procedures outlined in reference s. The United States participates in Allied joint doctrine development via several NATO forums, including the Allied Joint Operations Doctrine working group, the semi-annual conference that reviews all AJP development.

2. The Director, Joint Staff/J-7 serves as the JSDS for AJPs. As the JSDS, Joint Staff/J-7 ensures AJPs are staffed for comment to the Services, Joint Staff, and selected combatant commands. The JSDS will also ensure that US joint doctrine is used as the basis for the US inputs to AJPs.

a. The US LA to NATO standardization boards, as designated in reference t, will ensure that all drafts of AJPs being developed under the cognizance of the standardization board are forwarded to Joint Staff/J-7 in a timely manner to allow staffing within the milestones established in reference s.

b. US custodians of AJPs are responsible to review US joint doctrine on the subject prior to beginning the development process. Further, the custodian will work closely with the Joint Staff/J-7 throughout the process to identify potential issues that conflict with US joint doctrine.

c. US representatives to AJP JWGs will provide Joint Staff/J-7/JEDD with a trip report following the JWG. The report should highlight any potential issues, such as conflicts with US joint doctrine, potential differences that may lead to reservations to the publication or non-ratification. The trip report should be sent via e-mail.

3. AJPs will be staffed to the Services, Joint Staff, and combatant commands via JSAP and JDD. Comments on AJPs will be returned to Joint Staff/J-7 by the suspense date indicated on the JSAP and in the NATO comment matrix.

a. Service and combatant commands are expected to further staff AJPs within their organizations, and to act as CRA for their organization. Comments received directly from Service organizations other than the CRA will be returned to the CRA.

b. Comments will be based on US joint doctrine and Service capabilities and roles.

c. Joint Staff/J-7 will create and adjudicate a consolidated matrix, which will become the US position. Prior to submitting the comment matrix to the appropriate NATO standardization board, Joint Staff/J-7 will send the adjudicated comment matrix to the CRAs for those organizations commenting. This staffing will be electronic and will not be via JSAP.

d. Once Joint Staff/J-7 has received the JDDC comment matrix, they will adjudicate that input in a manner similar to that used in the joint doctrine development process. (See Appendices E and F to Enclosure C.) The adjudicated comment matrix is the basis for the US comments forwarded to the appropriate NATO standardization board.

4. The Military Committee Joint Standardization Board is responsible to forward AJPs for ratification. Joint Staff/J-7 will coordinate the US response to the request for ratification. Joint Staff/J-7 will staff the ratification draft to Services, Joint Staff, and selected combatant commands via JSAP and JDD.

a. After receiving responses on the ratification draft, Joint Staff/J-7 will attempt to resolve issues at the planner/O-6 level. If unsuccessful, the procedures in reference k will be followed to resolve issues.

b. Once all issues have been resolved, Joint Staff/J-7 will prepare the ratification memorandum to the MCJSB.

c. Joint Staff/J-7 will notify the Services and combatant commands when the US has ratified, or ratified with reservations, an AJP. At that time, Services and combatant commands are to ensure their organizations are aware of the approved doctrine and that it will be used in any NATO operation.

ENCLOSURE G

REFERENCES

a. CJCSI 3141.01 Series, "Responsibilities for the Management and Review of Operation Plans"

b. CJCSI 3500.01 Series, "Joint Training Policy for the Armed Forces of the United States"

c. CJCSM 3500.04 Series, "Universal Joint Task List (UJTL)"

d. JP 1-02, "Department of Defense Dictionary of Military and Associated Terms"

e. CJCSI 1800.01 Series, "Officer Professional Military Education Policy"

f. CJCSI 1805.01 Series, "Enlisted Professional Military Education"

g. Department of Defense, "Capstone Concept for Joint Operations"

h. CJCSI 3010.02 Series, "Joint Operating Concepts Development Process (JOpsC-DP)"

i. CJCSI 3170.01 Series, "Joint Capabilities Integration and Development System"

j. The Goldwater-Nichols Department of Defense Reorganization Act of 1986 (10 USC 153(a)(5)(A) PL 99-433)

k. CJCSI 5711.01 Series, "Policy on Action Processing"

l. CJCSI 3180.01 Series, "Joint Requirements Oversight Council (JROC) Programmatic Processes for Joint Experimentation and Joint Resource Change Recommendations"

m. CJCSI 5705.01 Series, "Standardization of Military and Associated Terminology"

n. Joint Staff Guide 5711 Series, "Editorial Guidance and Accepted Usage for Joint Staff Correspondence"

o. The United States Government Printing Office Style Manual [latest edition]

p. William A. Sabin, The Gregg Reference Manual, McGraw-Hill Book Company (latest edition)

q. JP 1, "Doctrine for the Armed Forces of the United States"

r. DOD Regulation 5200.1-R, "Information Security Program"

s. Allied Administrative Publication-47, "Allied Joint Doctrine Development"

t. CJCSI 2700.01 Series, "International Military Agreements for Rationalization, Standardization, and Interoperability (RSI) Between the United States, Its Allies, and Other Friendly Nations"

u. DOD Directive 5100.1, "Functions of the Department of Defense and Its Major Components"

v. DOD Directive 5100.3, "Support of the Headquarters of Combatant and Subordinate Joint Commands"

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GLOSSARY

PART I -- ABBREVIATIONS AND ACRONYMS

AA	assessment agent
CD-ROM	compact disc -- read-only memory
CJCSI	Chairman of the Joint Chiefs of Staff instruction
CJCSM	Chairman of the Joint Chiefs of Staff manual
COA	course of action
CRA	coordinating review authority
CSA	combat support agency
DCR	DOTMLPF change recommendation
DOCNET	Doctrine Networked Education and Training
DOD	Department of Defense
DOTMLPF	doctrine, organization, training, materiel, leadership and education, personnel, and facilities
dpi	dots per inch
EA	evaluation agent
ED	evaluation directive
FC	final coordination
FEA	front-end analysis
IAW	in accordance with
J-7	Operational Plans and Joint Force Development Directorate, Joint Staff
JCA	joint capability area
JCS	Joint Chiefs of Staff
JDD	joint doctrine distribution
JDDC	joint doctrine development community
JDEIS	Joint Doctrine, Education, and Training Electronic Information System
JEDD	Joint Education and Doctrine Division
JDPC	Joint Doctrine Planning Conference
JEL	Joint Electronic Library
JFC	joint force commander
JKDDC	Joint Knowledge Development and Distribution Capability
JOPES	Joint Operation Planning and Execution System
JP	joint publication

JPME	joint professional military education
JROC	Joint Requirement Oversight Council
JSAP	Joint Staff action package
JSDS	Joint Staff doctrine sponsor
JTF	joint task force
JTP	joint test publication
JWFC	Joint Warfighting Center
JWG	joint working group
KDE	key doctrine element
LA	lead agent
NIPRNET	Non-Secure Internet Protocol Router Network
PC	preliminary coordination
PD	program directive
PRA	primary review authority
RFD	revision first draft
RFF	request for feedback
SIPRNET	SECRET Internet Protocol Router Network
SME	subject matter expert
TRA	technical review authority
UJTL	Universal Joint Task List
USC	United States Code
USJFCOM	United States Joint Forces Command

PART II -- TERMS AND DEFINITIONS

above-the-line publications. The upper level publications in the hierarchy of joint publications which includes capstone and keystone, publications that the Chairman of the Joint Chiefs of Staff signs and are intended to be used by combatant commanders, subunified commanders, joint task force commanders, Service Chiefs, and Joint Staff directors. (Upon approval of this revision, this term and its definition will be removed from JP 1-02.)

below-the-line publications. The lower level publications in the hierarchy of joint publications that are signed by the Director, Joint Staff and contain specific mission-area guidance for the joint community. Included in this level are reference publications and those describing joint personnel, intelligence support, operations, logistic support, planning, and communications systems support. (Upon approval of this revision, this term and its definition will be removed from JP 1-02.)

capstone publication. The top joint doctrine publication in the hierarchy of joint publications. The capstone publication links joint doctrine to national strategy and the contributions of other government agencies, alliances, and coalitions, and reinforces policy for command and control. The Chairman of the Joint Chiefs of Staff signs this publication, and it is intended to be used by combatant commanders, subunified commanders, joint task force commanders, Service Chiefs, and Joint Staff directors. (This term and its definition modify the existing term and its definition in JP 1-02. Also change cross reference.)

coordinating review authority. An agency appointed by a Service or combatant command to coordinate with and assist the primary review authority in joint doctrine development and maintenance. Each Service or combatant command must assign a coordinating review authority. When authorized by the appointing Service or combatant command, coordinating review authority comments provided to designated primary review authorities will represent the position of the appointing Service or combatant command with regard to the publication under development. Also called CRA. (Upon approval of this revision, this term and its definition will be removed from JP 1-02.)

evaluation agent. That command or agency designated in the evaluation directive to be responsible for the planning, coordination, and conduct of the required evaluation of a joint test publication. The evaluation agent, normally the US Joint Forces Command, identifies evaluation criteria and the media to be used, develops a proposed evaluation directive,

coordinates exercise-related evaluation requirements with the sponsoring commands, and provides required evaluation reports to the Director, J-7. Also called EA. (Upon approval of this revision, this term and its definition will be removed from JP 1-02.)

joint concept. Links strategic guidance to the development and employment of future joint force capabilities and serve as "engines for transformation" that may ultimately lead to doctrine, organization, training, materiel, leadership and education, personnel and facilities (DOTMLPF) and policy changes. (This term and its definition modify the existing term and its definition and are approved for inclusion in JP 1-02. Source CJCSI 3010.02)

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joint doctrine. Fundamental principles that guide the employment of US military forces in coordinated action toward a common objective. Joint doctrine contained in joint publications also includes terms, tactics, techniques, and procedures. It is authoritative but requires judgment in application. (CJCSI 5120.02)

joint doctrine development community. The Chairman of the Joint Chiefs of Staff, the Services, the combatant commands, the Joint Staff, the combat support agencies, and the doctrine development agencies of the Services and the joint community. Also called JDDC. (Upon approval of this revision, this term and its definition will be removed from JP 1-02.)

Joint Doctrine Development System. The system of lead agents, Joint Staff doctrine sponsors, primary review authorities, coordinating review authorities, technical review authorities, assessment agents, evaluation agents, Joint Doctrine Planning Conference, procedures, and hierarchical framework designed to initiate, develop, approve, and maintain joint publications. (Upon approval of this revision, this term and its definition will be removed from JP 1-02.)

Joint Doctrine Working Party. A forum that meets semiannually to address and vote on project proposals; discuss key joint doctrinal and operational issues; discuss potential changes to the joint doctrine development process; keep up to date on the status of the joint publication projects and emerging publications; and keep abreast of other initiatives of interest to the members. The Joint Doctrine Planning Conference provides recommendations that are approved by the Joint Staff/J-7, in the name of the Chairman of the Joint Chiefs of Staff. Also called JDPC. (Upon approval of this revision, this term and its definition will be removed from JP 1-02.)

Joint Doctrine Planning Conference. A forum that meets semiannually to address and vote on project proposals; discuss key joint doctrinal and operational issues; discuss potential changes to the joint doctrine development process; keep up to date on the status of the joint publication projects and emerging publications; and keep abreast of other initiatives of interest to the members. The Joint Doctrine Planning Conference provides recommendations that are approved by the Joint Staff/J-7, in the name of the Chairman of the Joint Chiefs of Staff. (CJCSI 5120.02)

joint publication. A publication containing joint doctrine that is prepared under the direction and authority of the Chairman of the Joint Chiefs of Staff and applies to all Armed Forces of the United States. Also called JP. (This term and its definition modify the existing term and its definition and are approved for inclusion in JP 1-02.)

Joint Staff doctrine sponsor. A Joint Staff directorate assigned to coordinate a specific joint doctrine project with the Joint Staff. Joint Staff doctrine sponsors assist the lead agent and primary review authority as requested and directed, process the final coordination (and test publications if applicable) for approval. Also called JSDS. (Upon approval of this revision, this term and its definition will be removed from JP 1-02.)

joint test publication. A proposed publication produced for field-testing an emergent concept that has been validated through the Joint Experimentation Program or a similar joint process. Also called JTP. (CJCSI 5120.02)

keystone publications. Joint doctrine publications that establish the doctrinal foundation for a series of joint publications in the hierarchy of joint publications. These publications are signed by the Chairman of the Joint Chiefs of Staff. Keystone publications are provided for joint personnel support, intelligence support, operations, logistic support, plans, and communications systems support. (This term and its definition modify the existing term and its definition, and will be included in JP 1-02.)

lead agent. An individual Service, combatant command, or Joint Staff directorate assigned to develop and maintain a joint publication. Also called LA. (Upon approval of this revision, this term and its definition will be removed from JP 1-02.)

multi-Service publication. A publication containing principles, terms, tactics, techniques, and procedures used by the forces of two or more Services to perform a common military function. It is approved by two or more

Services and is promulgated as a Service publication. It may include differing perspectives on operational employment. It is authoritative to the same extent as other Service publications but requires judgment in application. It must be consistent with approved joint publications. (Upon approval of this revision, this term and its definition will be removed from JP 1-02.)

primary review authority. The organization, within the lead agent's chain of command, that is assigned by the lead agent to perform the actions and coordination necessary to develop and maintain the assigned joint publication under the cognizance of the lead agent. Also called PRA. (Upon approval of this revision, this term and its definition will be removed from JP 1-02.)

technical review authority. The organization tasked to provide specialized technical or administrative expertise to the primary review authority or coordinating review authority for joint publications. Also called TRA. (Upon approval of this revision, this term and its definition will be removed from JP 1-02.)