

# CHAIRMAN OF THE JOINT CHIEFS OF STAFF INSTRUCTION

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CJCSI 5711.01B  
25 October 2003

**Directive current as of 13 January 2006**

## POLICY ON ACTION PROCESSING

### References:

- a. MCM-93-98, 28 April 1998, "Charter for Operations Deputies and Deputy Operations Deputies"
- b. JSM 5711.01 Series, "Action Processing"
- c. SM-17-00, 29 August 2000, "Procedures for Dual-Tasked Actions from OSD"
- d. CJCSI 5711.02A, 30 November 2001, "Delegation of Approval Authority"
- e. JSI 5711.01A, 4 August 2000, "Action Processing"

1. Purpose. This instruction establishes policy governing the development, staffing and approval of actions prepared by the Joint Staff.
2. Cancellation. CJCSI 5711.01A, 1 March 1999, "Policy on Action Processing," is canceled.
3. Applicability. This policy governs the activities of the Joint Staff and its relationship with the Services, commands, Defense agencies and other commands designated by the Secretary of Defense in developing Joint Staff actions.
4. Policy. Joint Staff actions (other than staff-to-staff communications) will represent the position of the Chairman of the Joint Chiefs of Staff. An action may also represent the views of the other members of the Joint Chiefs of Staff. That fact will be reflected in the implementing document or staff action executive summary.

5. Scope. The Joint Staff prepares actions supporting the Chairman of the Joint Chiefs of Staff in the following areas:

- a. Presenting military advice to the President, the National Security Council (NSC), the Homeland Security Council (HSC) and the Secretary of Defense.
- b. Interacting with the NSC, HSC and the Interagency.
- c. Providing guidance and instructions to the combatant commands.
- d. As directed by the Chairman, fulfilling the statutory responsibilities of the other members of the Joint Chiefs of Staff.
- e. Performing the day-to-day operations of the Joint Staff.
- f. Establishing policies and procedures to support other responsibilities of the Chairman.

6. Responsibilities. See Enclosure.

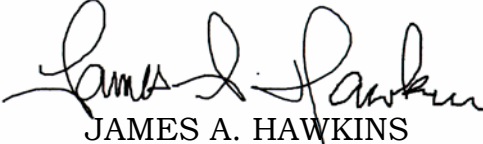
7. Summary of Changes

- a. Adds Homeland Security Council to list of agencies in paragraph 5, "Scope."
- b. Incorporates DJS guidance that any Service nonconcurrency will reflect the review and approval of a general/flag officer.
- c. Defines procedures for dual-tasked actions.
- d. Adds a paragraph on document security.

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/doctrine>. Copies are also available through the Government Printing Office on the Joint Electronic Library CD-ROM.

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

For the Chairman of the Joint Chiefs of Staff:

A handwritten signature in black ink, appearing to read "James A. Hawkins". The signature is fluid and cursive, with the first name "James" and last name "Hawkins" clearly legible.

JAMES A. HAWKINS  
Major General, USAF  
Vice Director, Joint Staff

Enclosure:

A -- Responsibilities and Procedures

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Enclosure

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ENCLOSURE

RESPONSIBILITIES AND PROCEDURES

1. Responsibilities

a. Chairman of the Joint Chiefs of Staff

(1) The Chairman of the Joint Chiefs of Staff convenes and presides over meetings of the Joint Chiefs of Staff. The Deputy Operations Deputies (DepOpsDepts) and the Operations Deputies (OpsDepts) are designated representatives of the Joint Chiefs of Staff at meetings of these joint councils (reference a). Regularly scheduled and special meetings of each of the joint councils will be held to:

(a) Address unresolved issues that are best resolved in a joint council as opposed to bilateral discussions.

(b) Review a proposed joint action of such significance that the issues should be addressed by a joint council.

(c) Discuss matters of significance among themselves and with US government and foreign officials, including appropriate briefings and reports.

(2) The Chairman is also responsible for establishing the agenda for meetings of the joint councils; however, day-to-day authority is delegated to the Director, Joint Staff, for Joint Chiefs of Staff and OpsDepts meetings; and to the Vice Director, Joint Staff, for DepOpsDepts meetings.

b. J Directors. The Joint Staff directorates are responsible for ensuring that the procedures in this instruction are followed in developing Joint Staff actions. Detailed guidance is contained in reference b.

c. The Secretary, Joint Staff

(1) Reviews actions to ensure they conform to the procedures in this instruction.

(2) Develops instructions for implementing this policy and provides copies to the Services, combatant commands and Defense agencies.

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2. Procedures. To be most useful to decision makers, Joint Staff actions must be coordinated with appropriate organizations. The extent of coordination will depend on the nature of the action, but coordination with the Services, combatant commands and Defense agencies will be sought on actions that impact the Services' plans or policies, combatant commands' strategies and readiness, or on which they have requested the opportunity to coordinate. Actions providing recommendations to the Secretary and Deputy Secretary of Defense may require coordination with the OSD staff or with the staff of other government agencies such as the Department of State.

a. Principal Military Adviser -- Service Coordination. The Chairman is the principal military adviser to the President, NSC, HSC and the Secretary of Defense. In carrying out his functions as principal military adviser, the Chairman will, as he considers appropriate, consult with and seek the advice of the other members of the Joint Chiefs of Staff. Unless impracticable, Service coordination will be sought for joint actions that will result in advice by the Chairman to the President, NSC, HSC or the Secretary of Defense. Acting in their capacity as military advisers, the other members of the Joint Chiefs of Staff may elect to submit to the Chairman advice or opinions in disagreement with or in addition to the Chairman's advice for presentation at the same time the Chairman presents his views to the President, NSC, HSC or the Secretary of Defense. Service coordination should be accomplished in a manner that allows a reasonable opportunity for other members of the Joint Chiefs of Staff to form advice or opinions and at the same time ensures that presentation of the Chairman's advice to the President, the NSC, HSC or the Secretary of Defense is not unduly delayed by reason of the submission of the individual advice or opinion of another member of the Joint Chiefs of Staff.

b. Service Planners -- Joint Staff Planners

(1) Under the Service OpsDepts and DepOpsDepts are a group of officers of the rank of Colonel/Captain known as Service Planners. The Planners support their respective Services, DepOpsDepts, OpsDepts and Chiefs in the discharge of their statutory and assigned functions. The Service Planners are accredited to the Joint Staff to provide final coordination on joint matters for their respective Service Chiefs, OpsDepts or DepOpsDepts.

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(2) Joint Staff Planners meet with Service Planners to resolve issues as required and, as necessary, chair meetings to address issues of concern to the Joint Chiefs of Staff.

(3) Consistent with the provisions of subparagraph 2a above, Service Planner coordination will be requested even when coordination has been sought separately from the Service Secretaries by an originator, as is the case when a DOD directive or instruction is being updated.

c. Final Coordination. Organizational positions (final coordination) will be sought at the planner level from the Services and at the O-6 level from other organizations. The planners and O-6s are the focal points for securing their organization's approval at the appropriate level. On some Joint Staff actions, the Services are also tasked and requested to respond through their Service Secretaries. While some Services may opt to provide comments through the Joint Staff, these actions are handled under the dual-task action process. For dual-task actions, ensure that the 136 has the following paragraph: "This is a dual-task action addressed to the Service Secretaries and the Joint Staff. The Services will respond through their respective Service Secretaries." Then annotate the coordination box on the 136 with "copy provided." If a Service still opts to provide a response through the Joint Staff as well as its Service Secretary, the 136 should indicate that the Service has provided comment and the input has been incorporated in the enclosed response (reference c). When final coordination has been accomplished, concurrence or nonconcurrence in the action represents the organization chief's or commander's views.

d. Concurrence -- Nonconcurrence. Coordinating organizations are expected to concur or nonconcur in a timely manner during final coordination. Nonconcurrences require approval of the coordinating organization general/flag officer (G/FO) and should be accompanied by specific objections and supporting rationales. Suggested changes to the action that do not form the basis for a nonconcurrence may be submitted with both concurrences and nonconcurrences. However, these recommendations should be clearly distinguished from issues on which a nonconcurrence is based.

(1) Attempts to resolve nonconcurrences should take place first at the planner level. The directors of the Joint Staff directorates, interacting with the Service DepOpsDepts and appropriate G/FO officers in other organizations, should make every attempt to resolve nonconcurrences before presenting the action to the Director, Joint Staff.

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(2) If the Chairman cannot resolve the nonconcurrence of another member of the Joint Chiefs of Staff on an action that provides advice to the President, NSC, HSC or the Secretary of Defense, such disagreement, if submitted in a timely manner, will be presented at the time the Chairman's advice is presented to the President, the NSC, HSC or the Secretary of Defense. If the Chairman's advice is provided in an implementing document, the substance of the disagreement will be included in the document.

e. Recoordination. Substantive changes made to an action by the Joint Staff following final coordination will be coordinated again with all concerned.

f. J-2. When the Joint Staff, J-2, develops the Joint Staff position on actions that affect DIA as a Defense agency, the position will be coordinated with the appropriate Joint Staff Directorate and the Directorate for Strategic Plans and Policy, J-5, who will ensure Joint Staff equities are accommodated. Coordination with DIA will be accomplished by the Director of Intelligence, Joint Staff, J-2.

g. Urgent Coordination Requirement. When processing actions of unusual urgency, the Joint Staff will use the most expeditious means possible to coordinate with the appropriate organizations. However, time constraints do not remove the requirement to obtain final coordination at the planner level for the Services and at the O-6 level for other organizations. When actions are presented to approving officials and time limitations have precluded full coordination, this fact must be made known. In any event, the Services and other interested organizations will be informed of the action.

h. Document Security. All Joint Staff action packages will be marked in accordance with reference e.

3. Approval Authority. Approval/coordination in the name of the Chairman to organizations external to the Joint Staff may be provided by the Vice Chairman of the Joint Chiefs of Staff; Assistant to the Chairman of the Joint Chiefs of Staff; and the Director and Vice Director, Joint Staff. Additionally, approval authority is delegated to the J directors for certain actions stipulated in reference d.

Enclosure