CHAIRMAN OF THE JOINT CHIEFS OF STAFF MANUAL

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JOINT DOCTRINE DEVELOPMENT PROCESS

References: See Enclosure H.

1. Purpose. This manual sets forth procedures for the development of joint doctrine in support of the Chairman of the Joint Chiefs of Staff, implementing the responsibility to "develop and establish doctrine for the joint employment of the Armed Forces" as directed in references a and b and as established in reference c.

2. Cancellation. None.

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

4. Procedures. Detailed procedures for the development and staffing of joint doctrine are provided in the enclosures.

5. Summary. The information contained in Enclosures B, E, F, and G was previously published in reference c. This manual separates the joint doctrine development process from the policy in reference c, which establishes the role of joint doctrine and explains the responsibilities of the Joint Staff, Combatant Commands, Services, and combat support agencies for joint doctrine development. Enclosures C and D provide information on the key doctrine element (KDE) framework and use of the Joint Doctrine Development Tool (JDDT), respectively.

6. Releasability. This manual 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 manual through the

Internet from the CJCS Directives Home Page — http://www.dtic.mil/cjcs_directives/index.htm.

7. Effective Date. This manual is effective upon receipt.

For the Chairman of the Joint Chiefs of Staff:

WILLIAM E. GORTNEY
VADM, USN
Director, Joint Staff

Enclosures:

A – Responsibilities
B – Joint Doctrine Development Process
C – Key Doctrine Element Framework
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ENCLOSURE A

RESPONSIBILITIES

1. The Chairman of the Joint Chiefs of Staff. The responsibilities of the Chairman of the Joint Chiefs of Staff are outlined in reference c.

2. The Joint Doctrine Development Community. The responsibilities of the joint doctrine development community (JDDC) are outlined in reference c.

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

a. Ensure joint doctrine is consistent with DOD and CJCS policy.

b. Advise the Chairman on all policy and guidance concerning the joint doctrine development process.

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

d. Assign publication numbers.

e. Provide required training to newly identified JSDS and lead agent (LA) points of contact. Among subjects taught will be the duties of the JSDS, which include use of the standard comment resolution matrix (CRM), JDDT, comment adjudication requirements, and conduct of joint working groups (JWGs). Additionally, educate JSDS and LA action officers to ensure their understanding of the nature of a JPs content and writing style.

f. Conduct a front-end analysis of all accepted joint doctrine project proposals, and provide an appropriate recommendation for disposition to the Joint Doctrine Planning Conference (JDPC) or staff IAW reference c for an out-of-cycle proposal.

g. Develop a formal assessment report for each assessed JP consisting of the assessment summary, a consolidated matrix of all request for feedback comments indicating recommended adjudications and change recommendations where appropriate, and a proposed program directive (PD) for revision of the publication, if applicable.

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

i. Serve as the Joint Staff coordinating review authority (CRA). Collect and adjudicate Joint Staff comments preparing the Joint Staff CRM for all publications, program directives, and requests for feedback (RFFs). Include comments from the Office of the Secretary of Defense as appropriate. Submit the CRM to the LA, JSDS, or assessment agent (AA) as required in reference c.

j. Coordinate and approve evaluation directives for JTPs IAW procedures contained in reference c.

k. Semiannually, sponsor and chair a JDPC to bring together representatives from the JDDC to address doctrinal issues.

l. Maintain, operate, and ensure accessibility of the CJCS Joint Electronic Library (JEL) and Joint Doctrine, Education, and Training Community Electronic Information System (JDEIS).

(1) Oversee access to the CJCS JEL and JDEIS through the Non-Secure Internet Protocol Router Network (NIPRNET), Global Command and Control System, and SECRET Internet Protocol Router Network (SIPRNET).

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

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

(4) Ensure that Joint Knowledge Online 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.

m. When appropriate, upon approval of a provide a memorandum for distribution to the JDDC that identifies publications affected by the new or revised publication.

o. Serve as JSDS for all Allied joint doctrine (references q and r).

(1) Staff, prepare, and forward U.S. ratification response for AJPs to the U.S. representative on the Military Committee Joint Standardization Board.

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

(3) Represent the United States or delegate authority for establishing the U.S. position at AJP custodial meetings. If not attending, ensure the U.S. joint position is adequately represented at AJP custodial meetings.

(4) Delegate custodial authority for development of projects accepted by U.S. head of delegation.

(5) Review emerging multinational doctrine publications for consistency with U.S. law, regulations, and approved and emerging JPs. (See reference c for additional instructions.)

p. Per reference n, review doctrine, organization, training, materiel, leadership and education, personnel, and facilities (DOTMLPF) Change Request (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.

q. Ensure that the Doctrine Networked Education and Training courses dealing with approved joint doctrine are developed or revised in conjunction with the development, revision, or approved change of JPs.

r. Publish an annual campaign plan that displays the doctrine development workload over a multiyear period and disseminate it to the JDDC. Provide updates of this plan at each JDPC.

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

a. Provide sufficient staff and resources to perform joint doctrine development activities as described in reference c.

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

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

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 RFFs in support of the assessment process.

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 to serve as the single point of contact for the assigned publication. This may be a subordinate activity outside the immediate Service or combatant command headquarters, but must be within the chain of command.

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. Nominate operational principles validated during Service and joint experiments for inclusion in joint doctrine upon fielding of the equipment or technology, reorganization of forces, and any other actions required to reach an extant capability.

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

n. Serve, when assigned, as EA of JTPs if required.

o. Serve as AA of JPs IAW reference c.

p. Commander, United States Special Operations Command, is tasked under Title 10, United States Code, Section 167, to develop special operations doctrine and per reference s, for developing recommendation to the Chairman regarding doctrine for the joint employment of special operation forces. Such doctrine is developed IAW paragraph 5, below.

ENCLOSURE B

JOINT DOCTRINE DEVELOPMENT PROCESS

1. General. The purpose of joint doctrine is to enhance the operational effectiveness of U.S. joint forces. Joint doctrine reflects fundamental principles and best practices, based on extant capabilities and incorporating changes derived from lessons learned during operations, training, and exercises, and, when appropriate, validated concepts. The joint doctrine development process includes four stages: initiation, development, approval, and maintenance. Joint doctrine is distributed electronically using the JDEIS Web Portal via new publications, timely revisions to approved publications, and more expeditious changes to existing publications.

2. Development Philosophy. Joint doctrine serves to optimize the application of U.S. military power, in conjunction with the other instruments of national power, to support U.S. policy and strategy. Remembering this important tenet assists greatly in maintaining focus throughout the joint doctrine development process. While the principal target audiences for these publications are military forces performing at the operational level of war, these publications familiarize the interagency, intergovernmental organizations, nongovernmental organizations, multinational partners, and the private sector with the extant organizations, capabilities, and operating philosophy of joint forces. Joint doctrine continues to evolve as the Armed Forces of the United States adapt 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 JPs within the joint doctrine hierarchy. JPs are not intended as single-source documents, but are to be used in conjunction with other JPs in the joint hierarchy. As such, redundant information, especially overviews and general descriptions, within a JP will be constrained to salient material to that JP's purpose, and the reader will be referred to the appropriate source JP for additional details specific to that function or operation.

3. Information Systems. The Joint Doctrine Development Process and the worldwide distribution of approved joint doctrine are supported by various information systems. The JEL is a public-facing Web site providing unlimited distribution of selected joint doctrine and related content. JDEIS is a limited-access Web portal deployed on both the NIPRNET and SIPRNET. JDEIS is designed to directly support the Chairman, the Joint Staff, Combatant Commanders, Military Services, combat support agencies, other members of the interagency community, and selected multinational partners by providing a centralized location for the development, access, and distribution of joint

doctrine, education, training, concepts, and other force development, employment, and assessment related information for the joint community. JDEIS also supports the defense readiness reporting community by providing network-centric access to authoritative databases of joint doctrine and Universal Joint Task List (UJTL) tasks required for the evaluation and reporting of readiness. JDEIS provides tools to automate portions of the joint doctrine development process, deliver approved joint doctrine electronically, and provide capabilities to cross-index related information. Joint Staff J-7 is responsible for joint doctrine-related JDEIS support and is also the JS lead for the overall JDEIS portal program. Joint Staff J-7 will maintain the *Doctrine Developer's Guide* on JDEIS as a tool for introductory training for those new to joint doctrine development, as well as a useful reference and resource for existing members of the joint doctrine development community.

4. Joint Doctrine Development Roles. Members of the JDDC participate in the joint doctrine development process by serving in one or more of the following roles. Joint Staff J-7 will manage the workload requirements of the joint doctrine development system and schedule development to distribute the workload evenly. Joint Staff J-7 will actively maintain a planning calendar on JDEIS that reflects due dates, dates for JWGs, etc

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

(1) In general, the LA is responsible for developing and maintaining an assigned JP throughout its life cycle, or until properly relieved. (Specific procedures are contained in Enclosure B and Enclosure D.)

(2) The LA will meet milestones as identified in the PD. If unable to meet the PD milestones, the LA will coordinate a general/flag officer or civilian equivalent request for milestone adjustment to be forwarded to the Director, Joint Staff J-7.

(3) Joint Staff J-7 will normally be assigned as LA for the capstone publication, JP 1. Each keystone publication will normally have another Joint Staff Directorate assigned as its LA.

(4) A Service, Combatant Command, or Joint Staff Directorate will be assigned as LA for all other joint doctrine projects.

(5) The assignment of the LA is based on available expertise in the subject matter of the joint doctrine project and resources available. For new publications, the recommendation for LA normally is determined by a vote from the JDPC. For an existing JP, Joint Staff J-7, after consultation with the JDDC, may reassign LA responsibility. LA assignments or reassignments will be formalized in the PD.

(6) 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 significantly affected by the new or revised publication. Joint Staff J-7 will provide a memorandum for distribution to the JDDC that identifies publications affected by the new or revised publication. Affected LAs or JSDSs will determine if a change to their JP is required or if it is appropriate to wait until the next revision. AAs will use these memos in conducting formal assessments.

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

(1) The LA and the PRA may be the same in some cases.

(2) In general, the PRA is the primary author and editor of a JP project. The PRA conducts the detailed research, analysis and coordination necessary to develop and maintain the assigned publication under the cognizance of the LA in accordance with (IAW) the procedures in Enclosure B and D.

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

(1) The Service and Combatant Command CRA is the single point of contact for all joint doctrine matters to provide continuity and consistency of approach during the development process.

(2) 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, proposed JP changes, and RFFs. 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. Joint Staff J-7 will consolidate inputs from the Air Land Sea Application Center, National Defense University, and any non-voting government department or agency that participates in the doctrine development process, submit a single CRM to the LA, JSDS, or AA, and represent that organization's position at any scheduled JWG. While these organizations may attend JWGs to participate in discussion, they may not vote. The Joint Staff J-7's vote will represent that of the Joint Staff, OSD, and any other participating non-voting government department or agency.

(3) Each CRA will coordinate with and assist LAs and PRAs in development of all joint doctrine projects. When requested, they will provide access to subject matter experts (SMEs) and source documents to facilitate the development process.

(4) CRAs will ensure joint doctrine products produced by their commands or organizations are IAW standards in CJCSI 5120.02C, this CJCSM, and other applicable guidelines.

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

(1) Joint Staff J-7 will approve TRA support from outside the LA chain-of-command.

(2) More than one TRA may be assigned, as appropriate.

(3) TRAs normally will be designated in the PD, but may be assigned by Joint Staff J-7, based on the request of an LA or PRA during the development process.

(4) 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. The TRA is a secondary researcher and drafter in their areas of expertise of a JP project throughout the development phase. Additionally, a TRA should attend PD and JP JWG meetings, as appropriate.

e. Joint Staff Doctrine Sponsor. The PD will assign a Joint Staff Directorate as the JSDS for each joint doctrine project. The JSDS will assist the LA or PRA **in all stages** of joint doctrine projects IAW the procedures herein.

(1) The JSDS will appoint a single action officer (AO) for each JP it sponsors and notify Joint Staff J-7. Joint Staff J-7 will notify the remainder of the JDDC of any changes to this assignment. The JSDS AO will **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.

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

(3) The JSDS is responsible for determining Joint Staff staffing requirements for assigned JPs in development or revision, to include OSD, interagency, and interorganizational stakeholders.

(4) The JSDS will meet milestones as identified in the PD. If unable to meet the PD milestones, the JSDS will coordinate a general/flag officer or civilian equivalent level request for milestone adjustment to be forwarded to the Director, Joint Staff J-7.

f. Evaluation Agent (EA). An EA is an organization responsible for planning, coordinating, and conducting the evaluation of a joint test publication (JTP).

(1) Joint Staff J-7 assigns the EA.

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

(3) The EA provides the required evaluation report to Joint Staff J-7.

g. Assessment Agent. The AA is the organization responsible for conducting an assessment of an approved JP. The AA is assigned by the Joint Staff J-7. All JPs will undergo a formal assessment.

h. Joint Doctrine Development Community. Members of the JDDC, specified in reference c, in addition to performing as LAs, PRAs, CRAs, and TRAs, will meet semiannually at a forum titled the JDPC. During the JDPC, the JDDC will 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 JDDC members. Voting members of the JDDC provides recommendations that are approved by Joint Staff J-7 in the name of the Chairman. Recommendations are reached by a majority vote of the voting members attending the JDPC. Joint Staff J-7 represents the Joint Staff, National Guard Bureau (NGB), and the combat support agencies (CSAs). In the case of a tie vote, JS/J-7 representative will make a recommendation for resolution.

(1) The voting members of the JDDC are the Service headquarters, Combatant Commands, and Joint Staff J-7 (for the Joint Staff and CSAs). The voting members (planner level — i.e., O-6 or civilian equivalent) must be authorized and prepared to vote their command or Service position at the JDPC. Should an O-6 or civilian equivalent not be available, a planner-level signed letter of designation must be submitted for the representative attending 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 voting members. The voting members should be authorized to vote based upon

discussions and material presented at the JDPC. This requirement does not, however, relieve Joint Staff J-7 of staffing responsibilities as outlined in reference d.

(2) The other nonvoting members of the JDDC that may attend the JDPC include all other Joint Staff directorates; Service, multi-Service, and Combatant Command doctrine organizations; National Defense University; CSAs; NGB, and the U.S. Element, North American Aerospace Defense Command (NORAD). Selected partner nation representatives are also frequently in attendance at the JDPC.

5. Initiation Stage. The initiation stage of a new joint doctrine publication consists of four phases: proposal, front-end analysis (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 Joint Requirements Oversight Council (JROC) memorandum for the DCR designates an office of primary responsibility (OPR). This OPR will prepare a proposal IAW this manual and reference c.

(1) Proposals may be submitted at any time by memorandum to Joint Staff J-7. The memorandum should be in the format shown in Appendix A. Adherence to this format and early coordination with JS/J-7 will facilitate staffing and review of the proposal. Joint Staff J-7 will validate or propose rejection of specific project proposals IAW the procedures outlined herein. Four months prior to each semiannual JDPC, Joint Staff J-7 will transmit an e-mail message to 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 or civilian equivalent 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 JPs and other sources that are critical to an accurate analysis of the proposal.

(e) Describe the scope of the publication.

(f) Recommend any new or unique command relationships.

(g) 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 JPs. This optional process is open to the Services following the first worldwide review of a multi-Service publication. Multi-Service-sponsored proposals will consist of:

(a) 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 (the information paper as well as the PD will address LA and JSDS assignment);

(b) A PD based on the publication's program statement; and

(c) The post-worldwide-review draft of the multi-Service publication.

(3) 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.

b. Front-End Analysis Phase. Each project proposal approved by Joint Staff J-7 will require an FEA.

(1) The FEA will include an examination of all relevant sources, including international agreements; lessons learned files and databases; extant and emerging joint, multi-Service, Service, and multination doctrine and tactics, techniques, and procedures; approved contingency and operations plans, exercise issues and observations; related joint concepts; experimentation results; and DCR packages. It will also include the results of interviews, meetings, and working groups, as well as research from 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 and first draft.

(2) To determine if a proposal is acceptable, the FEA 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, the FEA will recommend one of the following options to the doctrine community at the validation phase:

(a) There is no requirement for the publication.

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

(c) There is a requirement 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) The FEA may also recommend an LA; however, the LA will be formally assigned in the PD as outlined in paragraph 4.a.(5).

(4) Once it is completed, Joint Staff J-7 will distribute the FEA in the JDPC read-ahead package.

c. Validation Phase

(1) Joint Doctrine Planning Conference. The semiannual JDPC is the preferred method for introducing project proposals. The proposal and FEA recommendation will be included in the JDPC read-ahead package, which is posted on the JEL/JDEIS approximately 30 days before the planning conference convenes. All project proposals and corresponding FEA recommendations are discussed at the JDPC. JDPC voting members make a final recommendation to 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 Combatant Command, Service headquarters, CSA, 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, Joint Staff J-7 will:

(a) Review the proposal packet. If accepted, provide an immediate FEA to include a recommendation for an LA. If rejected, return the proposal to the submitting agency with comment.

(b) For accepted proposals, distribute the original proposal and FEA recommendations to the JDPC voting members for immediate review and vote via a Joint Staff action package (JSAP) IAW reference d.

(3) 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.

(5) Once validated, the Joint Staff J-7 will monitor the progress of each joint doctrine project and assist the LA and the JSDS, as required, to ensure complete coordination and timely completion.

d. Program Directive Development Phase. Joint Staff J-7 will coordinate and approve PDs for each joint doctrine project. PD development applies to both new publications and revisions of approved JPs. The PD provides the JSDS, LA, PRA, and remainder of the JDDC and the framework for the type and detail of information desired within the JP. It also provides a chapter outline, major paragraph entries, and appendices that should be followed unless significant rationale is provided to Joint Staff J-7 prior to the release of the first draft (FD)/revision first draft (RFD). Joint Staff J-7 will then validate the change and notify the JDDC during the FD/RFD staffing. Additionally, the PD will contain milestones, references recommended for use in developing or revising the publication (not a source of additional references [a bibliography]), and points of contact. (See Appendix B of this enclosure for an example of a PD.) Joint Staff J-7 supports LA development of PDs for each joint doctrine project by co-hosting with the LA a PD JWG if required.

(1) For a new publication project, once approved by either the JDPC minutes or a Joint Staff J-7 memorandum, the LA has 15 days to announce to the JDDC the intent to convene a PD JWG within the next 30 days or provide a preliminary coordination (PC) draft PD to Joint Staff J-7 for staffing.

(a) If the LA decides to host a PD JWG, this will substitute for the PC draft. Joint Staff J-7 will announce the PD JWG to the JDDC, and 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, 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 final coordination (FC) draft, and the LA will submit it to 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 Joint Staff J-7 approves the formal assessment (IAW paragraph 8.e.(2)), the draft PD will be used to develop the PC PD as described below. In some cases, a PD working group may be necessary or desired and, if accomplished, will suffice for preliminary coordination of the revision PD. The LA will provide the draft PD from the formal assessment report (FAR) or a PD working group announcement to the Joint Staff within 15 days of the FAR approval date.

(3) Joint Staff J-7 will staff draft PDs with the JDDC IAW reference d. A PC version will provide 30 days for staffing and 30 days for resolving contentious issues; an FC version will provide 30 days for staffing, and, if required, 15 days for resolving contentious issues.

(4) Upon resolution of any contentious issues, Joint Staff J-7 will approve the PD milestones and officially designate the LA, JSDS, and other roles and responsibilities as required. Joint Staff J-7 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. Approval of the PD begins the clock for development of the publication. (See Figure 1.)

(5) If, during the FD/RFD staffing, the need for modifications to the project scope is discovered during JP development, these changes should be addressed in appropriate comments and adjudicated by a consensus vote of the JWG. However, should Joint Staff J-7 consider the JWG-proposed changes significantly alter the intent of the original PD, staffing IAW reference d may be directed, along with any appropriate milestone adjustments.

6. Development Stage. There are three standard, recurring types of development or revision processes for JPs: normal development, the change process, and fast-track development. An additional option is the validation and then transition of a JTP into a JP. The development process starts with the approval of the PD, either for a new publication or for the revision of an existing JP. Normally, there will be an FD and an FC version. Should the LA or JSDS feel an additional staffing is required to ensure accuracy and consistency of content prior to development of the signature version, or if the voting members

of a JP joint working group agree that an additional staffing is required, the LA or JSDS will forward a formal request for such action to Joint Staff J-7 for approval. If approved, the LA or JSDS will prepare the additional draft. Milestones for staffing and comment resolution will only be adjusted when required. Procedures to request the changes are discussed in paragraph 6.a.(4).

a. Normal Development Process. Normal development follows a 17.5-month process that starts with PD approval (see Figure 1). In addition to the information below, reference n provides further assistance and information.

(1) First Draft Development. The LA, with the assistance of the PRA and TRA(s) (if designated), will develop an FD of the publication based on guidance provided in the FAR (to include its adjudicated matrix), the PD, and the procedures described below. 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. At the request of LA, Joint Staff J-7 will format the first draft and subsequent versions of new and revised JPs, and post them on the JDDT and JDEIS to facilitate staffing

(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 intended scope and addresses operational level considerations of interest to the target audience. It reduces time lost due to misunderstanding between the JSDS, 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 F. However, the preface, executive summary and the summary of changes will only be prepared by the JSDS or Joint Staff J-7 for the signature version. Line numbers will be included in all draft publications for accurate reference to change recommendations. Normally, the chapters and appendices of an FD/RFD will appear in a "clean text" format. Within an FC/revision final coordination (RFC) or change draft, revised material within chapters and appendices will be presented in line-out/line-in format. The glossary for all draft JPs, regardless of version, will use line-out/line-in format to highlight any new or proposed changes to terms and definitions that would be included in reference e. However, the LA may request distribution of a

"clean" format FC/RFC draft in cases where the line-out/line-in format is extensive. Joint Staff J-7 normally will grant these requests.

(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 is within the scope of the publication.

(d) The PRA will use, to the greatest extent possible, previously approved terminology contained in the text of other JPs or in reference e. Authors, LAs, and JSDSs, assisted by Joint Staff J-7 terminology staff, are required to review existing JP 1-02 terminology sourced by or related to the subject matter of the publication for relevance and currency. Deletion of obsolete terminology is required. When use of terms and definitions not contained in reference e is required, all such terms, with their proposed definitions, will be included in the draft publication's glossary for appropriate staffing. See Enclosure F for additional guidance. The glossary of a JP will contain only terms and definitions that are sourced in reference e to that specific JP. Upon approval of the publication (or upon approval of a change or revision), any new or modified terms will be included in the next update of the CJCS terminology database and in the next edition of reference e.

(e) While references f through h provide editorial guidance relevant to the development of JPs the editorial guidance presented in this manual takes precedence.

(f) Only essential photographs, figures, quotes, and vignettes relevant to the subject matter and essential to the clarity and understanding of the publication should be used in a JP. These items must be included in the first draft and will be subject to the JDDC review and acceptance.

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

(h) 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.

(i) 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 provide accurate information related to extant roles, organizations, capabilities, employment philosophy, and specific Service equities and how they integrate

and synchronize, allowing the JFC to optimize the joint force. This also allows a more detailed and accurate review for vertical and horizontal consistency with other approved JPs.

(j) Upon completion of the draft publication, the LA will forward an electronic version to Joint Staff J-7 to be placed on the JDDT for staffing, with an information-only copy posted to JDEIS. The first draft should be sent electronically to Joint Staff J-7 in Microsoft Word. The text will be in a single-column, single-space layout, with lines numbered (by page) vertically in the outside margin. Publication figures will be provided to 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 are absolutely necessary to 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 (dpi) with a size of 5.75" by 3.75" for landscape photos and 3" by 4.6" for portrait photos.

(k) Joint Staff J-7 will convert the publication to the appropriate format with photographs (if deemed necessary), quotes, vignettes, and figures for posting on JDDT and JDEIS. After formatting, Joint Staff J-7 will post the first draft on the JDEIS. Joint Staff J-7 will have 15 days from receipt of the first draft from the LA to prepare and disseminate the staffing package.

(l) 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, CSAs, NGB, and the Service headquarters CRAs will follow the procedures in Enclosure D for commenting on the draft within the JDDT. In some instances, Joint Staff J-7 may decide to use a traditional comment resolution matrix (CRM) to staff the draft. In those instances, CRAs will submit only one CRM for review and adjudication. The CRA will collate and adjudicate the CRM to provide their organization's position, which will be submitted via NIPRNET unless the CRM contains classified information. Joint Staff J-7 will function as the Joint Staff CRA and consolidate comments from all Joint Staff Directorates, OSD, and other department or government agencies to provide the LA with a single Joint Staff CRM

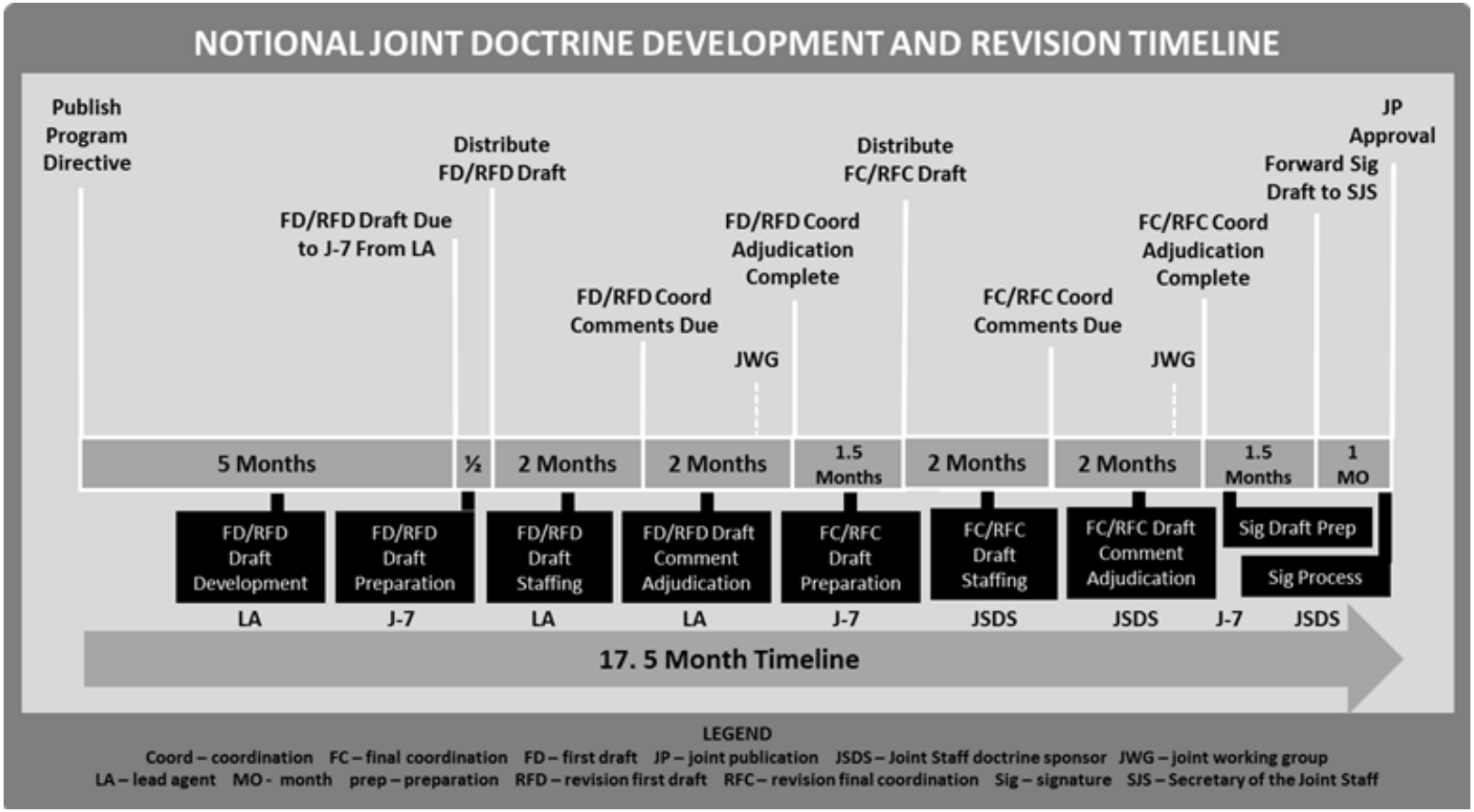

Figure 1. Notional Joint Doctrine Development and Revision Timeline

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. The specific lessons learned source number and access information for specific after-action reports or other source files should be provided with the comment rationale to allow for independent analysis by the LA and JDDC.

3. CRAs and JSDSs will review comments electronically using the JDDT (Enclosure D) or, if specified by Joint Staff J-7, the standard CRM format in general comment or line in/line out format with supporting rationale. **When using a CRM and suggesting additional text, specific text must be included with the comment in line-out/line-in format in order for it to be incorporated**. CRM comments should include whole sentences from the draft to ensure clarity for the JDDC when reviewing the comment in the CRM. General comments should be kept to a minimum. Line-out/line-in is the accepted method of comment for JPs. Specific line-out/line-in examples are provided in Figure 5. The "track changes" function should not be used in the CRM because the changes are often lost when comments are consolidated and processed during the staffing process.

4. The review comments have four distinct categories:

a. Critical Review Comments. Critical review comments require general/flag officer (G/FO)-level endorsement since they express the reviewing command, Service, or Joint Staff directorate's intent to nonconcur with the draft if the concern is not satisfactorily resolved. However, while the LA and submitter of critical comments may agree to compromise language during the LA's adjudication, the final text will be determined by consensus of the JWG, as is the case for all comments. Some considerations for categorizing critical comments include:

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

(2) U.S. law or international law, including the law of war, 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, 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 it 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. 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 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 or accuracy of the doctrine.

d. Administrative Review Comments. Administrative review comments correct inconsistencies between different sections, typographical errors, or grammatical and editorial errors (e.g., misuse of capitalization, establishment or use of acronyms). Administrative review comments will only be submitted during FC/RFC.

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. Specific lessons learned source numbers and access information for referenced after-action reports or other source files should be provided within the comment rationale to allow for independent analysis by the LA and JDDC. **Comments without rationale or substantiation may be rejected without comments or "noted" by the LA or JSDS.**

(m) 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 and forward the adjudicated CRM to Joint Staff J-7 within 30 days of the JSAP suspense date. Joint Staff J-7 will review the matrix and, after determining it is in the proper format (including a proposed adjudication, rationale for a rejected or modified comment, and proper sorting), forward it to the JDDC for review prior to a JWG and post to JDEIS linked to draft publications, or to allow the JDDC to comment on the adjudication if a JWG is not going to be held. If the CRM is not properly formatted, it will either be returned to the LA/JSDS for correction or be corrected by Joint Staff J-7. 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 the adjudicated matrix to Joint Staff J-7 at least 12 working days prior to the JWG. In most circumstances, failure to make the 12-day deadline will result in the JWG being rescheduled. 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.

(2) Final Coordination Draft. The FC/RFC draft will be developed using the language agreed to during adjudication of the consolidated CRM from the previous draft. Unless agreed to by the JWG or directed by the Chairman, new or modified text that has not been previously staffed will not be introduced into the FC/RFC draft. Joint Staff J-7, with the assistance of the JSDS, will normally produce the FC/RFC draft within 30 days from receipt of the adjudicated, first draft CRM and have it posted to the JDEIS website for staffing/final coordination 15 days later. The FC/RFC draft will be properly formatted, with photographs, quotes, vignettes, figures, and text in single-column, single-space layout, and with lines numbered for easy reference. Revised or changed material from the previous draft will be presented in line-out/line-in format.

(a) The only exception to a line-out/line-in version of an FC/RFC draft is when a JWG recommends that a clean copy would make the FC/RFC 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/RFC. When this option is approved, the FC/RFC version will contain vertical lines in the outside margin identifying changes from the previous draft. Only the clean copy of the FC/RFC version is posted to JDEIS to prevent comments that reference the wrong version of the FC/RFC draft. Joint Staff J-7 will maintain the line-out/line-in version for record purposes. The glossary for all draft JPs, regardless of version, will use line-out/line-in format.

(b) FC/RFC staffing will be at the planner/O-6 level using guidance herein and in reference d. The FC/RFC draft will be staffed by the JSDS via the JSAP system and the parallel joint doctrine distribution (JDD). The JDDT normally will be used for the actual review and comment submission (Enclosure D). Additionally, the FC/RFC version and the adjudicated matrix from the previous draft will be posted on 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 normally will include in the JSAP the tentative date for the FC/RFC JWG, approximately 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/nonconcur with the document.

(c) Normally, the JSDS will adjudicate comments in the JDDT. In those instances when a traditional CRM was used to provide comments, the JSDS receives and consolidates the FC/RFC draft comments into one matrix, adjudicates each comment (including the rationale for rejection or modification of 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. JS/J-7 reviews the CRM and, after determining it is in proper format, disseminates the matrix to the JDDC. Joint Staff J-7 will post the adjudicated CRM on JDEIS and distribute the matrix at least 10 working days prior to the JWG.

(d) JDDC members will review the FC/RFC matrix of adjudicated comments and identify those comments worthy of further discussion prior to attending the JWG.

(e) The JSDS will convene a JWG to discuss and agree to the recommended adjudications, resolve all issues, and present a final adjudicated CRM that will form the basis of the signature version of the draft JP. The FC/RFC JWG is a planner/O-6 level meeting. Services and Combatant Commands will ensure that their representative is empowered to speak and make decisions for their organization. Lower grade attendees must possess written O-6 authorization to vote for their organization/command. **Unless previously coordinated with Joint Staff J-7, organizations not attending the JWG are assumed to concur in the JWG decisions.** Only specific language, developed and agreed upon by the JWG or directed by the Chairman, will be used in developing the signature

version. An objective 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 Joint Staff J-7. If this request is granted, the JP will be sent out for staffing to the JDDC, with milestones established by Joint Staff J-7. Any unresolved issue will require a G/FO or civilian equivalent nonconcurrence with the publication. Resolution will be IAW reference d. The final adjudicated FC/RFC draft CRM from the JWG will be forwarded to Joint Staff J-7 by the JSDS within 2 weeks of adjournment of the JWG.

(f) Once the FC/RFC JWG has resolved critical and major issues in the FC/RFC matrix, only the Chairman may approve changes to the decisions reached during the FC/RFC JWG (unless a Tank is initiated and resolved prior to a JCS Tank).

(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 d. 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/RFC 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 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/RFC 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 Joint Staff J-7 requesting an adjustment to the milestones and prescribing a “way ahead” for the publication. The memorandum will be sent from the first G/FO or civilian equivalent 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. Joint Staff J-7 may convene a planner-level working group, which will provide FC/RFC review of the issue. If the planner-level working group is unable to resolve the issues, the procedures in reference d will be followed to resolve the issue and move the publication forward. Normally, 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. These changes may be proposed based on lessons learned, new or approved revisions to other publications in the joint hierarchy, validated concepts, or new mission areas. Changes to publications are categorized as either urgent or routine. In addition, a JP may be changed in lieu of a full revision. There are specific 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 of the JP's text, Joint Staff J-7 may direct an early revision or conduct a formal assessment IAW this manual to identify additional issues with the JP's content.

(1) Submission of Changes. Any member of the JDDC may submit recommended changes. Recommended changes are submitted to Joint Staff J-7 IAW the procedures listed below for the two types of changes. Urgent changes must have flag-level endorsement.

(2) Change Priorities

(a) Urgent. Urgent change recommendations will be forwarded to the Joint Staff (Attn: Joint Staff/J-7), the LA, and the JSDS. The change recommendation should include a justification for the urgent change request and the proposed new or revised text. Urgent changes are those changes that require immediate promulgation to prevent personnel hazard or damage to equipment or emphasize a limitation that adversely affects operational effectiveness. Within 24 hours, the LA will advise Joint Staff J-7 if the recommended change needs to be issued as an urgent change. If approved, Joint Staff J-7 will staff via JSAP, the proposed change allowing the Services, Combatant Commands, CSAs, and Joint Staff directorates 24 hours to concur or propose modifications to the proposed change. Once approved, a message notifying the JDDC of the change will be released and the change will be incorporated into the electronic version of the publication posted to the JEL and JDEIS Web sites.

(b) Routine. Routine changes may be the result of a recommendation made to the LA by any member of the joint community at any time. Routine change recommendations (see Figure 2) may be forwarded electronically to Joint Staff J-7 with an information copy to the LA, at any time.

Routine changes are those changes to JPs that provide validated improvements; address potentially incorrect, incomplete, misleading, or confusing information; or correct an operating technique. Routine changes to JPs are not limited to a single topic but should not be so extensive as to require a complete revision. Routine changes should not be proposed for topics known to be contentious. This category of change and its supporting staffing process is best suited for updating JPs with new terms or facts or to harmonize it with a recently updated keystone or functional JP to avoid contradictory guidance and avoid confusion.

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

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

a. Establish the scope of the change, adjudicate the comments, and prepare the change for staffing to JDDC IAW reference d.

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

c. Reject the proposed change. 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 G/FO-level staffing, or incomplete rationale or justification for the proposed change.

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 d. The JDDC will have approximately 60 days to comment on the proposed change. The JSAP will contain a provision that restricts comments to only the proposed change. Comments on other areas of the publication will be rejected.

4. Following staffing, 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 address any contentious issues and propose acceptable text for inclusion in the proposed change. If the issues cannot be resolved at the JWG, the change will be rejected and held for consideration during the normal revision of the publication.

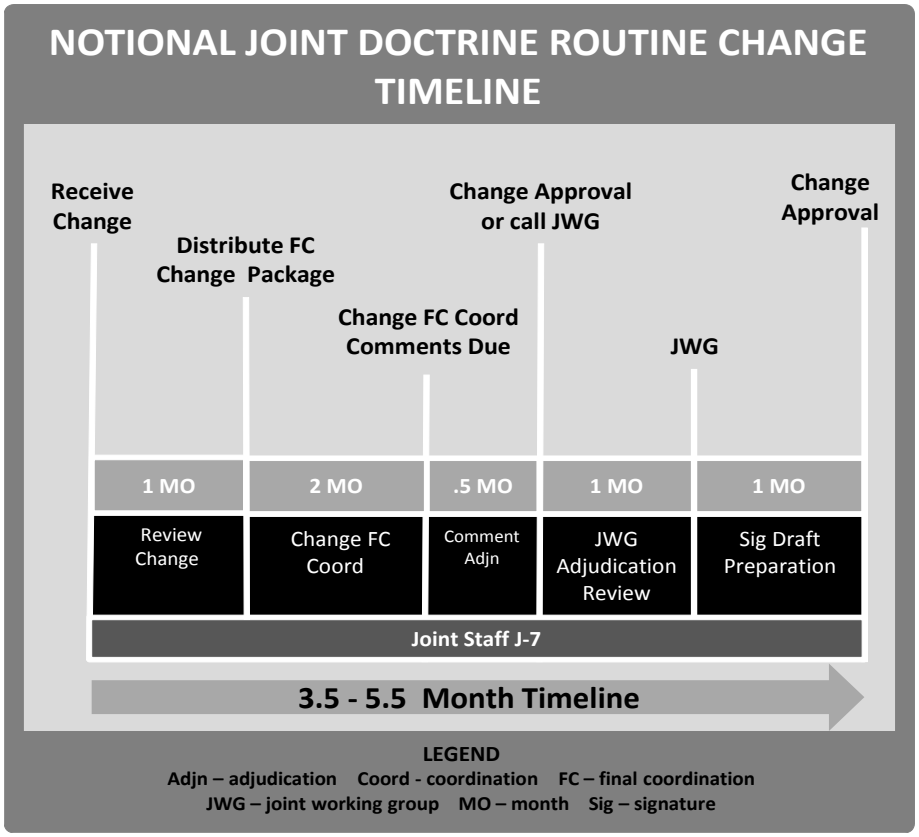

Figure 2: Notional Joint Doctrine Routine Change Timeline

(c) Change in Lieu of Revision. A change in lieu of revision is initiated as a result of a FAR recommendation to update a publication without accomplishing a full revision and will utilize the following procedure for gaining approval, signature and promulgation of the revised publication:

1. The LA shall prepare the change and forward an electronic version to Joint Staff J-7 IAW instructions and milestones provided in the FAR promulgation memorandum. The PD development process is not required and the change will only be staffed once, for final coordination at the planner/O-6 level.

2. The change will be staffed via the JSAP process with a 60-day suspense for comments from the JDDC. Note that the general intent of this type of change is to focus on the material that was identified for change, although comments may be submitted on the entire publication.

3. If required, the JSDS/LA will host a working group within 30 days after the suspense for JDDC inputs.

4. The Joint Staff J-7 staff will use the agreed to language, as adjudicated in the comment matrix, to produce the signature draft version of the publication to include a "Summary of Changes" page. In coordination with the JSDS, the Joint Staff J-7 will format the signature draft for approval.

5. The publication change will be approved IAW the guidance in paragraph 7.c. below, and a new approval date for the publication will be assigned.

c. Summary of Fast-Track Development

(1) Recommended by a Combatant Commander, Service Chief, or Director of a Joint Staff directorate.

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

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

(4) Developed by a joint doctrine development team in which Services and other interested agencies participate (Figure 3). Actual writing will be performed by the LA or PRA.

(5) All drafts coordinated at the planner/O-6 level or higher.

(6) All critical comments resolved at the planner/O-6 level or higher.

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

(8) 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 development and formal evaluation of a JTP. Joint Staff J-7 will conduct appropriate staffing IAW reference d.

(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 i.

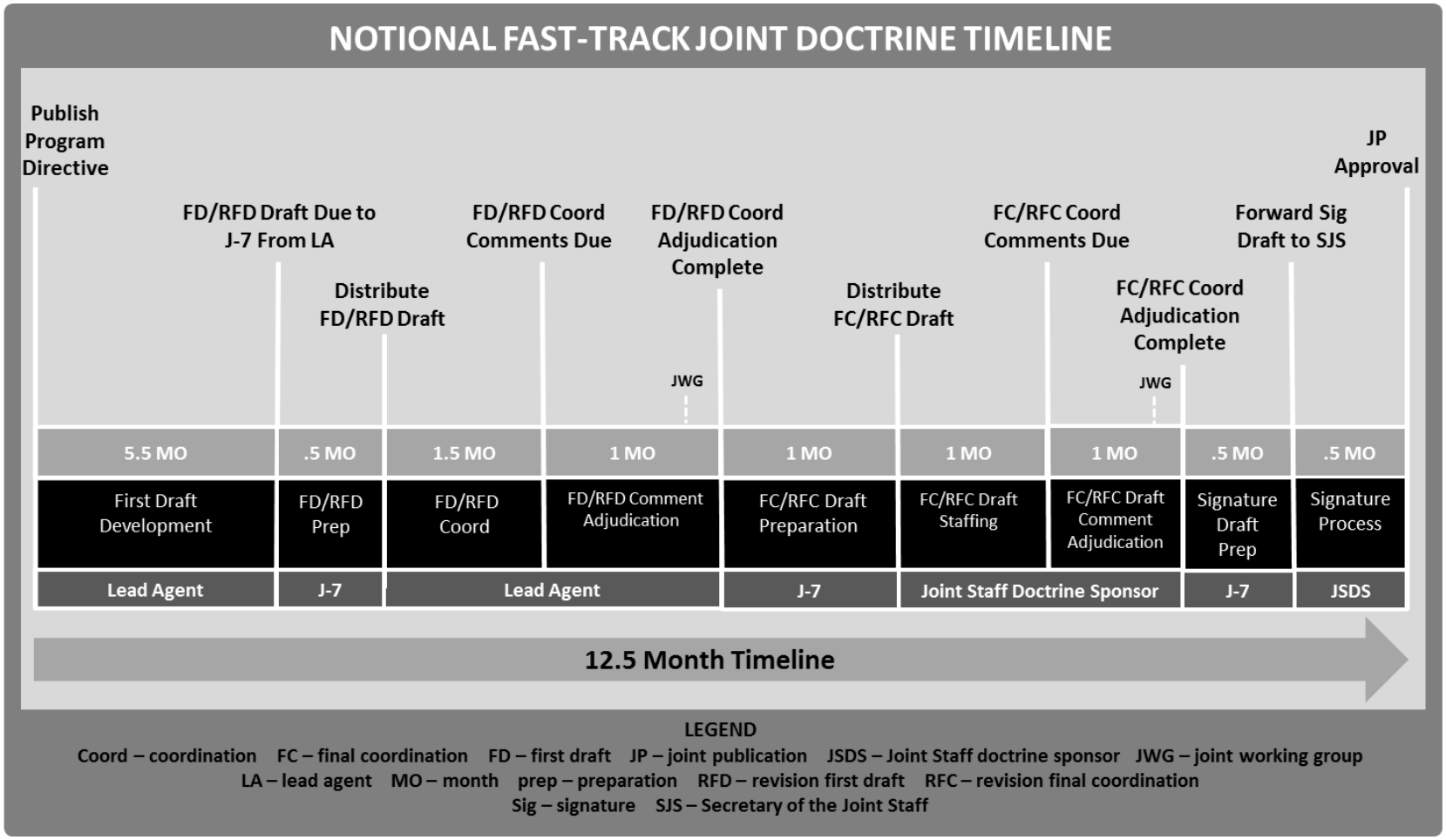

Figure 3. Fast –Track Joint Doctrine Timeline

(a) Initiation procedures will follow those described in the initiation stage (paragraph 5 of this enclosure) IAW milestones provided in Figure 4, 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) Joint Staff J-7 will select an LA and an EA to conduct the evaluation. The LA and EA will collaborate on ED development to ensure it contains the appropriate instructions for evaluation of the validated concept's key components. As the ED is developed, the LA will concurrently revise the validated concept into a JTP suitable for evaluation, with the intent to publish a first draft for review when the approved ED is published. 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 validated 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. Joint Staff J-7 will approve the JTP evaluation draft, beginning the formal evaluation process (See Figure 4). Once the LA publishes the evaluation draft, the EA will evaluate the JTP per subparagraph 6.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 Joint Staff J-7. Based on the nature of staffing comments, the J-7 will either approve the report or determine additional staffing requirements.

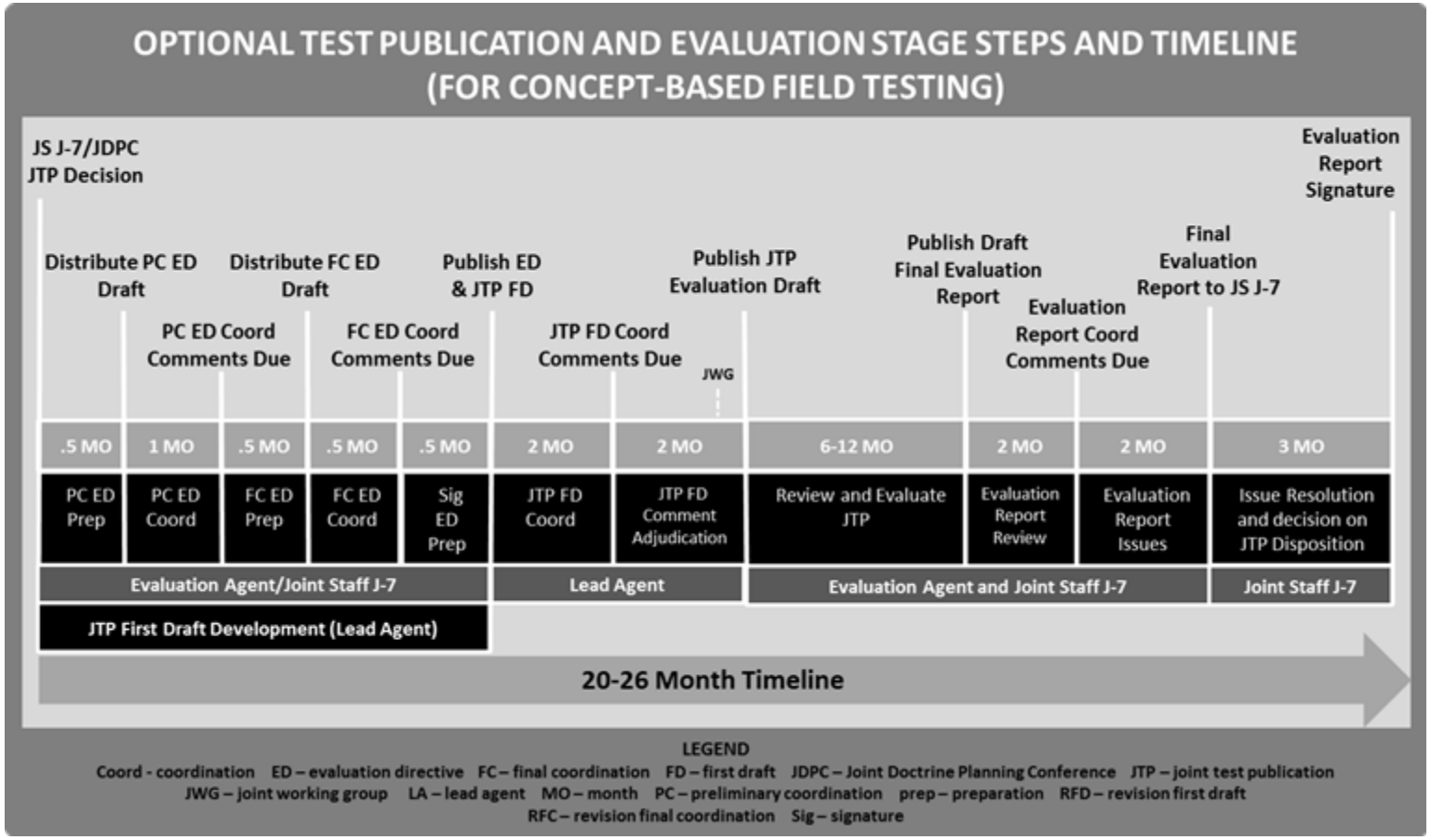

Figure 4. Optional Test Publication Evaluation Stage Steps and Timeline (For Concept-based Field Testing)

(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), 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). Joint Staff J-7 will direct the LA to continue the JP development process by revising the JTP evaluation draft into an FC/RFC draft. From this point, the development process will follow the normal steps for FC/RFC in Figure 1. Join Staff J-7 will determine the potential impact on approved and emerging joint doctrine and 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.

(g) If it is determined that a new JP is not required, but that specific content in the JTP should comprise a change recommendation for existing doctrine, then the LA/EA will prepare an appropriate change recommendation package as described in subparagraph 6.b. above. Other relevant and validated portions of the JTP evaluation draft will be forwarded by Joint Staff J-7 to the appropriate LAs for use during the normal revision process.

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

(2) Evaluation Process and Procedures

(a) 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 should be sufficiently staffed, to include the required SMEs to support the data collection and analysis plan, and funded to conduct liaison visits and field evaluation.

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

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

1. The EA develops a proposed ED (see example in Appendix G of this enclosure) and conducts coordination IAW reference d. Assisted by 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 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 Joint Staff J-7 for completion of the approval stage.

4. Upon receiving FC comments, the EA will complete the approval stage by preparing a proposed ED and forwarding it to Joint Staff J-7 for release. This ED will formally notify appropriate combatant commands of the EA intent to use exercises, evaluations, structured interviews, surveys, other methods, or a combination of these, 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 Joint Staff J-7.

(d) The EA will select the optimum means available for evaluation.

(e) Interim evaluation reports (e.g., results of evaluations conducted during specific exercises and structured interviews) will be provided by the EA, as required, 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, Joint Staff J-7 will approve the report and send it to the LA and EA with information copies to the combatant commands and Services.

7. 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, including the preface, executive summary and summary of changes page, if required, within 30 days and return it 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 should be completed within 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 manual. If the J-director

wishes to make changes to the JDDC agreed signature version, the procedures in reference d 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. The Joint Staff J-7 will notify the Joint Staff, Combatant Commanders, Service Chiefs, and CSAs through joint doctrine distribution when a new publication or revised JP has been signed and post the signed publication to JDEIS and the JEL.

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. If appropriate, change recommendations for a specific publication will be forwarded to that JP's LA and JSDS, who will either initiate a change proposal or use the material during the normal revision update.

8. Maintenance Stage. 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 force. 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 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 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 the revision at the 3.5-year anniversary of the publication in the event that a full revision is directed.

(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 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.

(a) Reasons for early revision include:

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

(2) Significant changes in operational capability or organizational structure.

(3) Changes in DOD or CJCS policy.

(b) 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, or multinational doctrine; data gathered from assessment team research; Joint Lessons Learned Reporting System information; joint publication database; joint exercise and operation observations; subject matter interviews; and related joint concepts.

(c) If approved, Joint Staff J-7 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 data for publication assessments. The assessment plan also will include a review of lessons learned, validated concepts and results of joint experiments conducted by combatant commands, Services, CSAs, and other organizations involved in the development of joint doctrine. 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 the assessment's recommendations.

d. Request for Feedback. For formal assessments, the AA will send RFF documents (memorandum and questionnaire,) to Joint Staff J-7. Joint Staff J-7 will generate a JSAP staff action, which it will also disseminate to the JDDC via e-mail. The RFF JSAP will solicit comments and recommended changes with a 90-day suspense. Responses to RFF questions, other comments, and change recommendations will be inserted in a preformatted matrix and analyzed by the AA for suitability in the publication's revision. 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 revision 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 FAR within 90 days following the suspense date for RFF comments. The FAR may include one of the five following recommendations concerning the JP:

(a) Recommend the JP's revalidation as current and assignment of a new cover date.

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

(c) Recommend the publication's consolidation with one or more other joint publications.

(d) Recommend the publication's cancellation.

(e) Recommend the publication's revision.

(2) A proposed PD will accompany a report recommending revision.

(3) Consolidation or cancellation options will result in agenda items at the next JDPC.

(4) The AA will forward the FAR for Joint Staff J-7 approval. FARs will contain an assessment summary, a detailed report with a consolidated matrix of all assessment comments, specific change recommendations where appropriate, and a proposed PD for the revision of the publication if recommended. Findings and recommendations in the FAR may be part of the revision process, but they are still subject to the doctrine development process.

(5) Joint Staff J-7 will review and coordinate the report with the LA and JSDS in order to issue a promulgation memorandum within 30 days that approves, disapproves, or modifies the FAR recommendations. Joint Staff J-7 will send the promulgation memorandum, with the FAR as an enclosure, to the JDDC, JSDS, and LA by e-mail for information and appropriate action.

(6) The LA will review and make changes, as required, to the PD, then forward to Joint Staff J-7 for staffing. 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.

(7) Report to the Semiannual Joint Doctrine Planning Conference. Joint Staff J-7 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 may be recommended for cancellation during the normal assessment and proposed to the JDDC at a JDPC. A second method to cancel a JP is through a formal proposal from a JDDC member to the JDDC at a JDPC. In both cases, upon recommendation by the voting members of the JDDC, Joint Staff J-7 can approve and remove a JP from the hierarchy and the JEL and JDEIS. A CJCS notice, staffed IAW reference d, 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 JDDC voting member or director of a Joint Staff directorate may propose consolidation of two or more JPs using the procedures for proposing publication development. The actual consolidation recommendation is determined by the JDDC voting members during the JDPC. Subsequent to the JDPC recommendation, Joint Staff J-7 will approve or disapprove the consolidation recommendation and take the appropriate action.

APPENDIX A TO ENCLOSURE B

SAMPLE PROJECT PROPOSAL FORMAT

(Letterhead)

Reply ZIP Code:
(Zip Code) (date)

MEMORANDUM FOR THE DIRECTOR, J-7, JOINT STAFF

Subject: 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 U.S. 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)

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APPENDIX B TO ENCLOSURE B

SAMPLE PROGRAM DIRECTIVE FORMAT

(Letterhead)

Reply ZIP Code:
(Zip Code) (date)

MEMORANDUM FOR THE JOINT DOCTRINE DEVELOPMENT COMMUNITY

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 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 FAR or front-end analysis that validated development or revision and the JDPC decision regarding the project.)

3. Scope. (Concisely describe the aspect of joint force operations that will be explained in the JP. This statement will be used verbatim in the preface of the JP, and the target audience is the joint force reader, though it will also guide those involved in the publication's development/revision. Once the PD is approved, any changes to this paragraph will require re-staffing of the PD.)

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 U.S. Government departments and agencies, intergovernmental organizations, nongovernmental organizations, and other organizations within the Combatant Command's area of responsibility.)

6. References. This JP will be developed/revised/changed in accordance the Chairman of the Joint Chiefs of Staff Instruction (CJCSI) 5120.02C, *Joint Doctrine Development System*, and Chairman of the Joint Chiefs of Staff Manual (CJCSM) 5120.01, *Joint Doctrine Development Process*, Additionally, the LA will use relevant DOD and CJCS issuances; joint, Service, multi-Service, and multinational doctrine; and other pertinent regulations and manuals in developing/revising/changing this JP.

7. Other sources of information to be considered. (Cite other potential sources, such as policy statements and other documents. The use of Joint Lessons Learned Information System (JLLIS) validated observations from recent operations and exercises to identify appropriate issues is encouraged.)

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

9. The LA 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). Include DSN, commercial phone, and e-mail.

(Director, J-7, signature block)

APPENDIX C TO ENCLOSURE B

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. FARs.

2. Other joint doctrine.

3. Service doctrine.

4. Multi-Service publications.

5. Joint, CSA, 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. U.S. 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. U.S. 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, treaties (e.g., Geneva and Hague conventions), and publications from other intergovernmental organizations.

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

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

29. U.S. 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 memorandums).

36. Interagency memorandums of agreement and understanding.

37. Operation plans.

38. Combatant command and joint task force (JTF) operation orders.

39. JDPC documents.

40. Allied Joint Operations Doctrine Working Group documents.

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APPENDIX D TO ENCLOSURE B

SAMPLE DOCTRINE TASKER E-MAIL

FROM: (sender)
TO: JDDC
SUBJ: TASKER—JP (publication number), (title), (name of action, [Preliminary Coordination Program Directive (PC PD)]), (JSAP #)
DATE: (DD MMM YY)

Attachments: (Include the JS Form 136, the document being reviewed, the previously adjudicated CRM, if any, and other documents relevant to the staffing.)

COMMENTS:

1. The subject JSAP has been formally tasked in the JSAP system on SIPRNET IAW CJCSI 5120.02 and CJCSM 5120.01 for (AO or O-6/planner)-level coordination.

2. Coordination instructions are provided in the attached JS Form 136.

3. Comments are due NLT (Suspense date-DD MMM YY).

NOTE: This e-mail notification will be sent to JDDC distribution via NIPRNET and SIPRNET.

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APPENDIX E TO ENCLOSURE B

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

1. General. The sample CRM in Figure 5 is the format for submitting comments on joint doctrine draft publications and draft PDs when the JDDT is not used. The sample adjudicated comment in Figure 6 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

NORAD — U.S. Element, North American Aerospace Defense Command
EUCOM — U.S. European Command
CENTCOM — U.S. Central Command
NORTHCOM — U.S. Northern Command
SOUTHCOM — U.S. Southern Command
SOCOM — U.S. Special Operations Command
TRANSCOM — U.S. Transportation Command
STRATCOM — U.S. Strategic Command
PACOM — U.S. Pacific Command
AFRICOM — U.S. Africa Command
USA — U.S. Army
USN — U.S. Navy
USMC — U.S. Marine Corps
USAF — U.S. Air Force
USCG — U.S. Coast Guard
J1 — J-1
J2 — J-2
J3 — J-3
J4 — J-4
J5 — J-5
J7 — J-7
J8 — J-8

LC — Joint Staff Office of Legal Counsel
IMD — Joint Staff Information Management Division
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
NGB — National Guard Bureau

5. Column 4: TYPE. C — Critical; M — Major; S — Substantive; A — Administrative (for FC/RFC 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 form (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.
10.xx — Chapter X
11.xx — Chapter XI
etc.
51.xx — Appendix A
52.xx — Appendix B
52.01.xx — Annex A to Appendix B
52.01.03xx — Tab C to Annex A to Appendix B
53.xx — Appendix C
etc.
59.xx — **not used** (Since JPs do not contain an Appendix "I," the number 59.xx will be skipped.)
60.xx — Appendix J
61.xx — Appendix K
72.xx — not used (Since JPs do not contain an Appendix "V", the number 72.xx will be skipped.)
73.xx — Appendix W
74.xx — **not used** (Since JPs do not contain an Appendix "X", the number 74.xx will be skipped.)
75.xx — Appendix Y
etc.
99.xx — Glossary

NOTE: An entry in the Page column should be used when commenting on draft JPs. An entry is not required for comments on draft PDs, but if used, enter the page number as a whole number (1, 2, 3, etc.). PDs are normally sorted by line number; the page number and paragraph number help locate the comment.

7. Column 6: PARA. Paragraph number that pertains to the comment expressed (e.g., 4a, 6g). 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 **(~~line out~~)**. Include material to be added in the comment with underlining **(line in)**. 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. **Comments not submitted using the ~~line out~~/line in format will not be accepted. Do not use Microsoft Word Tools, "Track Changes" mode, to edit the comments in the matrix.** Do not combine separate comments into one long comment in the matrix when comments come from separate paragraphs (e.g., 5 comments from separate paragraphs rolled into one). Comments may be combined from the same sentence or paragraph when the flow of recommended changes is disrupted over several matrix entries. 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

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

b. 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

a. 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.

b. 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.

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

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

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., "USTRANSCOM mod:") and then copy/paste the originator's comment in its entirety after the colon.

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

ITEM	#	SOURCE	TYPE	PAGE	PARA	LINE	COMMENT	RATIONALE	DECISION (A/R/M)
	1	USTRANSCOM	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	6b(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 US 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.	

Figure 5. 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	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~~ <u>organizational</u> 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. **Lead Agent Rationale for MOD: "organizational" is more descriptive**	**M**
3	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**
4	80	NGA	S	54.02.19		19.20	Change as follows: "…~~telephonic or oral~~ <u>verbal</u> 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. **Lead Agent Rationale for MOD: Procedure described is no longer used.**	**M – Text Deleted**
5	50	J2T	A	55.11	11	8	Replace "Electronics" with "Electronic."	Correctness. ELINT stands for "electronic intelligence."	**A**
6	2	USA	A	55.11	11	8	Replace "Electronics" with "Electronic."	Correctness.	**OBE 5**
7	156	USMC	S	99.34		2	Change as follows: "...policy, and <u>military</u> 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 6. Sample Joint Publication Adjudicated Matrix

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., "USTRANSCOM:").

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

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APPENDIX F TO ENCLOSURE B

PROCEDURES TO COMMENT ON ADJUDICATED COMMENT MATRIX

1. The adjudicated CRM 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/RFC, 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/RFC (there can be no critical comments), the adjudicated CRM may be staffed for comment instead. The procedures for commenting on the adjudicated CRM follow:

a. **Do not change anything in the original adjudicated CRM.**

b. Copy the entire row of the comment on which you wish to comment from the adjudicated CRM into a new standard CRM. Ensure that the original item number is retained in the new CRM. 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 CRA's organization (e.g., USN mod).

e. Use ~~line out~~/<u>line-in</u> to indicate modification. (See Figure 7)

f. Provide rationale for modification and flag.

g. In the adjudication column, provide new recommended adjudication (e.g., 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 CRM. 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. USTRANSCOM 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 USTRANSCOM: Navy comment doesn't make sense.	A USTRANSCOM - 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 USTRANSCOM: Original text is correct.	A USTRANSCOM - 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 USTRANSCOM: Navy's comment is correct.	R USTRANSCOM - A

Figure 7. Sample Comments on Adjudicated Comment Matrix

APPENDIX G TO ENCLOSURE B

SAMPLE EVALUATION DIRECTIVE

Reply ZIP Code:
20318-7000

MEMORANDUM FOR: Distribution List

Subject: Evaluation Directive for Joint Test Publication X-XX
Enclosure: 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 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 lessons learned validated observations, and joint exercise planning guidance.)

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

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ENCLOSURE C

KEY DOCTRINE ELEMENT FRAMEWORK

1. General. This enclosure establishes the framework and guidelines for the development and use of a KDE.

2. Characteristics

a. Definition. A KDE is a foundational core concept, principle, or idea of joint operations as established in approved joint doctrine text. Other information in joint doctrine expands on or supports these foundational doctrine elements.

b. Description. Each KDE consists of a KDE title and a succinct joint doctrine description of the relevant core principle or idea of joint operations, normally comprised of one to five paragraphs of descriptive text extracted directly from the most relevant approved joint doctrine text. A KDE is primarily designed and intended to be distributed and displayed online via JDEIS, vice print format. The text of a KDE is not separately staffed as such in that it is derived verbatim from coordinated and approved authoritative joint doctrine. To facilitate this process, each KDE will be associated with a particular source JP.

c. Purpose. It is a key point of reference for identification of and rapid access to foundational joint doctrinal and related information. As a minimum, KDEs are intended to provide:

(1) Ease of Use. The KDE database capability on JDEIS is designed to be easily searchable and to deliver a succinct authoritative description of the subject matter based on the most relevant approved joint doctrine text. The focus is on delivery of the core joint doctrine available on a given subject to address a need for information or to serve as a starting point for additional detailed research.

(2) Key Doctrine Element-Linked Information Packages (KLIPs). KDEs form the backbone of a framework for identifying, cross-referencing, and displaying online components of related information in packages known as KLIPs. The online JDEIS display of a KDE provides the KDE plus this package of links to related data. As a minimum, a KLIP consists of a KDE plus cross-referenced links to the related JP-1-02 definition (if any), related UJTL tasks, related KDEs, and the doctrinal source of the KDE. As data management capabilities and systems evolve, and as other related data becomes available, KDEs may be linked to other content (e.g., distributed learning resources,

lessons learned, Service doctrine). The cross-referenced data is drawn only from approved text and data and requires no additional formal staffing. The focus is on providing information to the user, allowing "branches and sequels" to the original inquiry and facilitating information discovery and further research. Additionally, the cross-referencing of related KDEs provides a tool for the JDDC in checking vertical and horizontal consistency within the joint doctrine hierarchy.

(3) Encyclopedic presentation. KLIPs provide a foundation for the creation and maintenance of a joint doctrine-based online encyclopedia.

(4) Network-centric data sharing. The database format of KDEs provides a technological solution to sharing succinct "data bits" of the most applicable joint doctrine with other DOD information technology systems via web services-enabled "enterprise messaging systems" in a network-centric manner.

(5) An example of a KDE is shown at Figure 8 and the same KDE with its associated KLIP linkages at Figure 9. Actual online data display(s) may vary from the depictions here but will provide access to the types of data depicted. The JDEIS system will typically provide embedded hyperlinks to supporting documentation to allow the user to expand the search.

3. Responsibilities

a. Joint Staff/J-7. Approve, distribute, and maintain KDEs and KLIPs.

b. Joint Doctrine Development Community. Recommend changes to KDEs and KLIPs as required.

(U) **KDE Title:** UNIFIED ACTION

(U) **KDE Doctrine Description:**

Pub: JP 1 - Doctrine for the Armed Forces of the United States
Chapter: I - Foundations
Paragraph: 4a - The Unified Command Plan and Unified Action
The Unified Command Plan (UCP) establishes combatant commands. Commanders of unified commands may establish subordinate unified commands … unity of effort.

Pub: JP 1 - Doctrine for the Armed Forces of the United States
Chapter: II - Doctrine Governing Unified Direction of Armed Forces
Paragraph: 2 - Unified Action
The term "unified action" in military usage is a broad term referring to the synchronization, coordination, and/or integration of the activities of governmental and nongovernmental entities with military operations to achieve unity of effort.

Figure 8. Key Doctrine Element Titled "Unified Action"
with Joint Doctrine Description

(U) **KDE Title:** UNIFIED ACTION

JP 1-02 Definition:(DOD) The synchronization, coordination, and/or integration of the activities of governmental and nongovernmental entities with military operations to achieve unity of effort.

(U) **KDE Doctrine Description:**

Pub: JP 1 - Doctrine for the Armed Forces of the United States
Chapter: I - Foundations
Paragraph: 4a - The Unified Command Plan and Unified Action
The Unified Command Plan (UCP) establishes combatant commands. Commanders of unified commands may establish subordinate unified commands … unity of effort.

Pub: JP 1 - Doctrine for the Armed Forces of the United States
Chapter: II - Doctrine Governing Unified Direction of Armed Forces
Paragraph: 2 - Unified Action
The term "unified action" in military usage is a broad term referring to the synchronization, coordination, and/or integration of the activities of governmental and nongovernmental entities with military operations to achieve unity of effort.

Related UJTL Task(s):(U)
SN 5.4 Provide Strategic Direction to Forces Worldwide

Related Key Doctrine Elements:
ASSIGNMENT AND TRANSFER OF FORCES
CENTRALIZED PLANNING AND DIRECTION
CHAIN OF COMMAND

Figure 9. Key Doctrine Element Titled "Unified Action"
with KDE-Linked Information Package Linkages

ENCLOSURE D

JOINT DOCTRINE DEVELOPMENT TOOL

1. General. The JDDT is a collaborative, Web-based application that implements automated business process capabilities to improve the Joint Doctrine Development Process. This enclosure establishes guidelines for the use of the JDDT.

2. The Joint Doctrine Development Tool

a. Overview. The JDDT is designed to help automate joint doctrine development staffing and coordination. It includes an embedded animated user training module and a printable user's guide. It is deployed on the NIPRNET as part of the JDEIS Web portal.

b. Functions. The primary functions of the JDDT include: enabling the distribution of a draft publication by Joint Staff J-7 for coordination within the Joint Staff and among other DOD entities and the creation, preservation, collection, and consolidation of comments on the draft(s) into a common database. The JDDT also facilitates the review and adjudication of large numbers of comments on draft documents. Upon collection and consolidation of these comments, they may be distributed and displayed in database format among the JDDC to further the coordination and adjudication process. The tool also offers management and administration features for designated Joint Staff J-7 action officers and other JSDSs and LAs in the doctrine development process.

c. Description. The JDDT consists of a central comment and draft publication database and a Web application for distribution, collation, and tracking of comment data, and the entering, reviewing, adjudicating, and editing of comment data. It is designed to handle joint publications, but can easily accommodate other types of documents such as CJCSIs and CJCSMs. The system facilitates capture and adjudication of comments made against a draft document.

d. User Types. The JDDT supports two classes of users: registered and unregistered.

(1) Registered User. Registered users are individuals and organizations with assigned user names and passwords. They represent commands and agencies that are established members of the JDDC. They may function in any one of five roles. Figure 10 shows the associated functions of the five roles and the JDDT work flow. With the exception of the Joint Staff J-7 administrator,

the role a particular command or agency has depends upon which joint publication is being staffed. For example, Joint Staff J-4 may be the adjudicator for a logistics publication and simultaneously a commenter on an intelligence publication. The consolidator role is a combination of commenting and adjudicating.

(2) Unregistered User. Unregistered users are individuals or organizations that possess some specialized knowledge or interest in a draft JP. A JDDC member organization (registered user) informs an unregistered user of a requirement to review and comment on a JP draft outside the JDDT (e.g., by e-mail from a registered user). Unregistered users can create comments on a particular JP draft and provide those comments to other users, registered or unregistered. An unregistered user's comments must be uploaded and saved by a registered user to become part of the official JDDT database of comments for a particular JP draft.

(a) The assigning registered user informs the unregistered user of the process to access the JDDT. Upon gaining access, the unregistered user enters identifying information and may then make comments on any draft active for review. The unregistered user is provided or creates a key that permits multiple subsequent comment sessions by that individual. The unregistered user must notify the tasking individual outside the JDDT (e.g.; via e-mail) once they have finished commenting on the draft.

(b) The assigning registered user, upon notification of completion, uses the key provided to the unregistered user to access and upload the comments of the unregistered user.

3. Basic Workflow Outline. (See Figure 10)

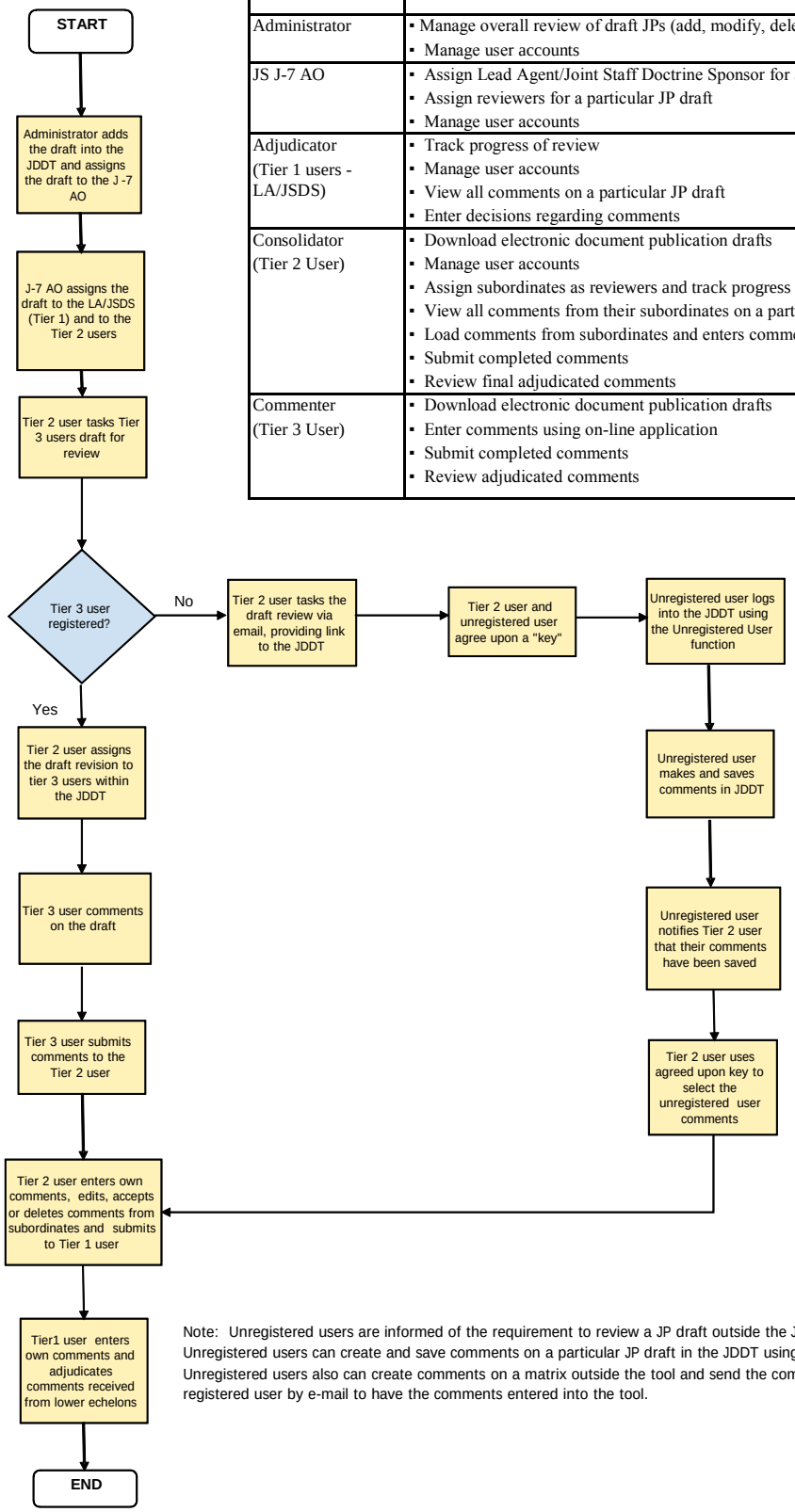
a. The system administrator loads a draft JP (or other document) into the JDDT and assigns the draft to a Joint Staff J-7 AO for further assignment.

b. The Joint Staff J-7 AO tasks joint doctrine development actions via the JSAP tasking system on the SIPRNET. To provide timely notification to JDDC members, the Joint Staff J-7 AO will also send a JDD e-mail with supporting attachments. The JSAP staff action contains instructions for the use of the JDDT to view the draft, comment on the draft, and submit comments. It also provides the link to the JDDT on the NIPRNET.

c. The Joint Staff J-7 AO assigns the JP to tier 1 users (LA/JSDS) for review. The Joint Staff J-7 AO also assigns the publication to tier 2 users. Tier 2 users may further assign the publication to tier 3 users or unregistered users.

JDDT Flowchart

Role	Functions
Administrator	▪ Manage overall review of draft JPs (add, modify, delete) in JDDT ▪ Manage user accounts
JS J-7 AO	▪ Assign Lead Agent/Joint Staff Doctrine Sponsor for a particular JP draft ▪ Assign reviewers for a particular JP draft ▪ Manage user accounts
Adjudicator (Tier 1 users - LA/JSDS)	▪ Track progress of review ▪ Manage user accounts ▪ View all comments on a particular JP draft ▪ Enter decisions regarding comments
Consolidator (Tier 2 User)	▪ Download electronic document publication drafts ▪ Manage user accounts ▪ Assign subordinates as reviewers and track progress of review ▪ View all comments from their subordinates on a particular JP draft ▪ Load comments from subordinates and enters comments of their own ▪ Submit completed comments ▪ Review final adjudicated comments
Commenter (Tier 3 User)	▪ Download electronic document publication drafts ▪ Enter comments using on-line application ▪ Submit completed comments ▪ Review adjudicated comments



Note: Unregistered users are informed of the requirement to review a JP draft outside the JDDT (e.g., by e-mail from a registered user). Unregistered users can create and save comments on a particular JP draft in the JDDT using a key provided by the registered user. Unregistered users also can create comments on a matrix outside the tool and send the comments to another unregistered user or to the registered user by e-mail to have the comments entered into the tool.

Figure 10. Joint Doctrine Development Tool User Roles, Functions, and Workflow

d. Individuals assigned to Joint Staff directorates who are tasked by the Joint Staff J-7 AO, log on as unregistered users using the key provided in the JSAP, create and save their comments, and notify the Joint Staff J-7 AO. The J-7 AO adjudicates the comments by accepting, rejecting (deleting), or modifying the comments as their own and submits the consolidated Joint Staff comments to the tier 1 user.

e. Tier 2 users task tier 3 users to provide comments, and then adjudicate comments received from tier 3 users by accepting, rejecting (deleting), or modifying the comments as their own and submit consolidated/adjudicated comments to the tier 1 user. The tier 1 user consolidates and adjudicates all comments received from the tier 2 users. The end result is a consolidated, adjudicated comment database that may be viewed and/or printed out to support joint working groups and the overall collaborative development process. Additional features of the JDDT provide ancillary support in the form of electronic preservation of historical records, etc.

f. When a JP is ready for approval, Joint Staff J-7 will prepare the signature draft, and the JSDS will submit it to the approving authority via the JSAP process.

4. Responsibilities

a. Joint Staff J-7. Develop, deploy, maintain, and upgrade the JDDT as required. Provide a system administrator to perform the essential functions noted above and for overall JDDT management. Provide a transition plan for and manage the implementation of the migration of all applicable joint doctrine development processes to the JDDT.

b. Other Joint Staff Directorates. Utilize the JDDT as appropriate to perform functions assigned (LA/JSDS, etc.). Joint Staff users will normally use the JDDT as unregistered users.

c. Joint Doctrine Development Community. Utilize the JDDT as appropriate to perform functions assigned under the Joint Doctrine Development Process.

(1) Each JDDC member organization required to designate one or more CRA users provides the following CRA information to the Joint Staff J-7 system administrator:

Rank
First Name
Last Name
Branch of Service
Command

Staff Code
NIPRNET e-mail
SIPRNET e-mail
Commercial Phone
DSN
Address
City
State
Zip

(2) Using the above information, the Joint Staff J-7 system administrator creates the CRA's profile in the JDDT and provides user identification and password. The CRA may then build new user accounts or select users from a pool of established users to create a customized group of commenters. These CRAs will normally be assigned to review draft publications by the Joint Staff J-7 AO as tier 2 commenters and submit their comments to the respective JSDS/LA (tier 1 user) for that particular draft. The tier 2 user will select individuals from his/her group to assign the publication for review to tier 3 users. Every registered user may then create a unique group of commenters. They may then task a user group, and/or task the action to unregistered users.

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ENCLOSURE E

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 extent 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, subordinate unified commanders, subordinate joint force commanders, JTF commanders, Service Chiefs, combat support agency directors, and Joint Staff directors. The capstone publication (JP 1) links joint doctrine to national strategy and the contributions of other government departments and 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.

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.

2. Joint Publication Series Description

a. Capstone Doctrine. Reference b provides doctrine for unified action by the Armed Forces of the United States. As such, it specifies the authorized command relationships and authority that military commanders can use, provides guidance for the exercise of that military authority, provides fundamental principles and guidance for command and control, prescribes guidance for organizing joint forces, and describes policy for selected joint

activities. It also provides the doctrinal basis for interagency coordination and for US military involvement in multiagency and multinational operations.

b. Keystone Doctrine. The lead JP (e.g., JP 1-0, JP 2-0) is the keystone JP for each of the following series of publications:

(1) 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 is a reference publication that is not doctrinally linked to the keystone publications (e.g., JP 1-02, *Department of Defense Dictionary of Military and Associated Term*s).

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

(3) JP 3-0 Series — Joint Operations. Publications in this series establish joint doctrine for directing, planning, and executing joint operations across the range of military operations.

(4) 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 service support, bulk petroleum and water, mobilization, mortuary affairs, common-user logistics, multinational logistics, and distribution operations.

(5) JP 5-0 — Joint Operation Planning. This publication establishes the joint planning process relating to the conduct of joint military operations throughout the range of military operations. Designed for the JTF and above, it provides broad guidance on operation and campaign planning.

(6) JP 6-0 Series — Joint Communications System. Publications in this series doctrine for communications system support to joint and multinational operations and outlines the responsibilities of Services, agencies, and combatant commands with respect to ensuring effective communications system support to commanders.

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

a. The first numerical group (one digit) identifies the functional field as listed above.

b. The second numerical group (possibly two digits), 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. The double digit designator indicates a below-the-line publication.

c. The third numerical group, preceded by a period, designates those publications that provide supporting or expanded doctrine for sequenced joint publications 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 j.

a. Approved Publications. Only approved unclassified publications are releasable outside the Services, Combatant Commands, CSAs, DOD agencies, and the 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, when unclassified, 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. Classified publications will be handled IAW DOD policy and the level of classification. Draft publications are not found on the publicly-accessible JEL, but instead are posted only on JDEIS. 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 Joint Staff J-7.

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ENCLOSURE F

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. An electronic format template is also available upon request from Joint Staff J-7.

(1) Front and Back Covers. The JP title, number, date, JCS, and Service logos (to include U.S. Coast Guard) will be printed on the front cover (sample, page F-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 F-A-22) 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 or R=0, G=0, B=255).

(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. However, within the text of a JP, the long title will be used when referring to another JP.

(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. A letter (sample, page F-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/RFC version.

(4) Preface. A preface (sample, page F-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 F-A-5) 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 F-A-7) will be included in a bullet style format.

(7) Executive Summary. An executive summary (sample, page F-A-11), which provides an overview of the publication, will be prepared by the JSDS during preparation of the signature draft. The executive summary opens with a "Commander's Overview," which is a bullet format list of basic concepts presented in the publication, followed by a section that synopsizes the core ideas within the publication. The executive summary shall consist of material extracted directly from the body of the publication without substantive modification and will not introduce any new material. Slight modifications may be made for readability (e.g., replacing a pronoun with the noun it represents; establishing or spelling out acronyms; formatting; excising information from a paragraph that is clearly intended as an elaboration in the original text but superfluous to a summary). The material in the executive summary shall not in any way conflict or be inconsistent with the material contained in the body of the publication. The synopsis portion of the executive summary 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 F-A-13) 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 SMEs 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 F-A-15). This list is to include all documents used to develop the JP; it is not intended to be a bibliography of source material related to the JP content. JP titles will be used verbatim, except when a JP is under revision and an approved PD has changed the title. In such cases, the new title will be used. Dates are not used in references, unless the date is actually part of a title. Correct use of "series" in a JP is in the context of referring to a DOD or CJCS issuances in a series (CJCSM 3122 Series, since there are 3122.01, 3122.02, and 3122.03 issuances in the series). Series will not be used in a JP to refer to the letter of an issuance. Series may also be used to refer to a JP Series.

(c) Administrative Instructions. This appendix is required and is always the last appendix (sample, page F-A-17). 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 F-A-19) 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 used at least twice in the text of a JP (not counting use in the preface, summary of changes, executive summary, figures, vignettes, or "sample" or "example" appendices or annexes). If used at least twice, abbreviations and acronyms should be established separately in the preface, summary of changes, 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. If used at least twice in a particular vignette, abbreviations and acronyms should be established within that particular vignette. If used in a figure, abbreviations and acronyms should be established in a legend within the figure. 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. There is no requirement to establish and use an abbreviation or acronym in a JP, especially when the abbreviation or acronym that would be established conflicts with a more widely recognized meaning within joint doctrine or DOD usage. If a particular acronym stands for more than one term in reference e, the intended meaning must be clearly established; an acronym may have only one established meaning within a publication. Abbreviations and acronyms will not appear in the table of contents; therefore, abbreviations and acronyms should not be established or used in chapter titles, section headings, major paragraph titles, figure or table titles or captions, or titles of appendices. Once established, abbreviations and acronyms may be used as adjectives as well as nouns.

(b) Part II — Terms and Definitions. The glossary should include those terms and definitions currently in reference e, those not previously defined in joint doctrine, or those in reference e that are recommended for modification, for which the JP is the proponent or is taking proponency. Glossary notations for terms and definitions are summarized in Figure 11. 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 required. 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 is

not allowed. 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

GLOSSARY NOTATIONS FOR TERMS AND DEFINITIONS			
PLACEMENT In parentheses at the end of the applicable entry.			
TYPE OF ENTRY	**DRAFT PUBLICATION NOTATION**	**SIGNATURE DRAFT NOTATION** **(Editor Use Only)**	**USE**
EXISTING TERM AND DEFINITION	(JP 1-02. SOURCE: JP X-XX) *"JP X-XX" represents the proponent publication.*	(JP 1-02. SOURCE: JP X-XX) *"JP X-XX" represents the proponent publication.*	Annotates proponent publication for term.
NEW TERM AND DEFINITION	(Upon approval of this publication, this term and its definition will be included in JP 1-02.)	Upon approval of the signature draft, replace the revised draft notation with "(Approved for inclusion in JP 1-02.)"	Introduces, staffs, and proposes addition of a new entry in JP 1-02.
MODIFIED TERM AND DEFINITION	(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 "XXXXX" and its definition in JP 1-02.) *"XXXXX" represents the term to be replaced.*	Upon approval of the signature draft, replace the revised draft notation with "(Approved for replacement of "XXXXX" and its definition in JP 1-02.)"	Recommends, staffs, and modifies an existing term and definition to be incorporated into JP 1-02.
MODIFIED TERM, EXISTING DEFINITION	(Upon approval of this publication [or upon approval of this changed or revised publication], this term will modify the existing term "XXXXX" and be incorporated into JP 1-02)	Upon approval of the signature draft, replace the revised draft notation with "(Approved for replacement of XXXXX" in JP 1-02.)"	Recommends, staffs, and modifies an existing term to be incorporated into JP 1-02.
EXISTING TERM, MODIFIED DEFINITION	(Upon approval of this publication [or upon approval of this changed or revised publication], this definition will modify the existing definition and be incorporated into JP 1-02)	Upon approval of the signature draft, replace the revised draft notation with "(Approved for incorporation into JP 1-02.)"	Recommends, staffs, and modifies an existing definition for incorporation into JP 1-02.
PROPONENCY CHANGE	(Upon approval of this publication [or upon approval of this changed or revised publication], this publication will assume proponency for this term and its definition and this publication number will be added to [or will replace the existing proponent number in] JP 1-02.)	Upon approval of the signature draft, replace the revised draft notation with "(Approved for incorporation into JP 1-02 with JP X-XX as the source JP.)"	Declares or assumes proponency of a term and definition for staffing and upon approval will revise JP 1-02.
TERM AND DEFINITION DELETION	(Upon approval of this publication [or upon approval of this changed or revised publication], this term and its definition will be removed from JP 1-02.)	Upon approval of the signature draft, replace the revised draft notation with "**term.** None. (Approved for removal from JP 1-02.)"	Recommends, staffs, and deletes an existing term and definition from JP 1-02.

Figure 11. Glossary Notations for Terms and Definitions

to have to define "key node"). Definitions must be written as one concise statement of exact meaning, vice a narrative descriptive paragraph, IAW reference k (Enclosure D, "Definition Writing Guide"). Reference k also provides additional criteria for inclusion of terms in reference e.

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 RFDs. Use of "Track Changes" format is encouraged for writers of RFDs. This is the only case where "Track Changes" is normally used in JP development and staffing. 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. Joint Staff J-7 will convert all additional drafts, FC, and JTP editions of each publication 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 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 14-point

font. 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 12-point font. The top line and title both will be purple in color (Pantone 513 C or R=128, G=0, B=128). 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 12-point font.

(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 12-point font. The text of the paragraph is in regular type, Times New Roman 12-point font with bold type used to emphasize key points, as desired. Paragraph classification marking will be in accordance with reference j.

(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 (one point 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. When the chapter title is displayed on odd-numbered pages, acronyms or abbreviations may be used if it allows the title to remain on a single line. 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 or R=128, G=0, B=128) and will use Times New Roman 12-point font, title case, for text.

(11) Page Numbering. First drafts will have the page numbers in the bottom center of the page. FC/RFC 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, as well as 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 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"). (Note: Figures within a CJCSI/M are numbered consecutively throughout the issuance without reference to enclosure or appendix). The figure number and caption are centered under the figure in bold type, Arial 10-point font. The title is centered at the top of the figure. The figure should have a box surrounding the figure. 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. 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 10-point font. 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. Photo captions will not use abbreviations or acronyms.

(4) Quotes. Each chapter should begin with a quote that has relevance to the chapter material. Quotes used elsewhere in the remainder of a chapter should be limited to those that specifically enhance the information contained that portion of the text. The source of each quote must also be provided with a date for time frame reference if appropriate. Quotes will be placed in a light blue (Pantone 649 C or R=153, G=204, B=255) text box and indented .3 inches from both the left and right margins in italic type, Arial 11-point font. Source notations will be right justified in bold type, Arial 10-point font.

(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 or R=153, G=204, B=255) 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 11-point font; the source will be right justified.

(6) Reference to Chapters, Appendices, and Other Documents

(a) 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 and not in italics. References to other JPs, DOD issuances, CJCS issuances, Service publications, or other documents will include the full name of the referenced document and will be in italics without quotations.

(b) When placed at the end of a paragraph or section, references will be set off from the paragraph, full justified, and italicized except for the title of the reference. Margins will be equal to the paragraph above, and the first line will not be indented.

2. Distribution

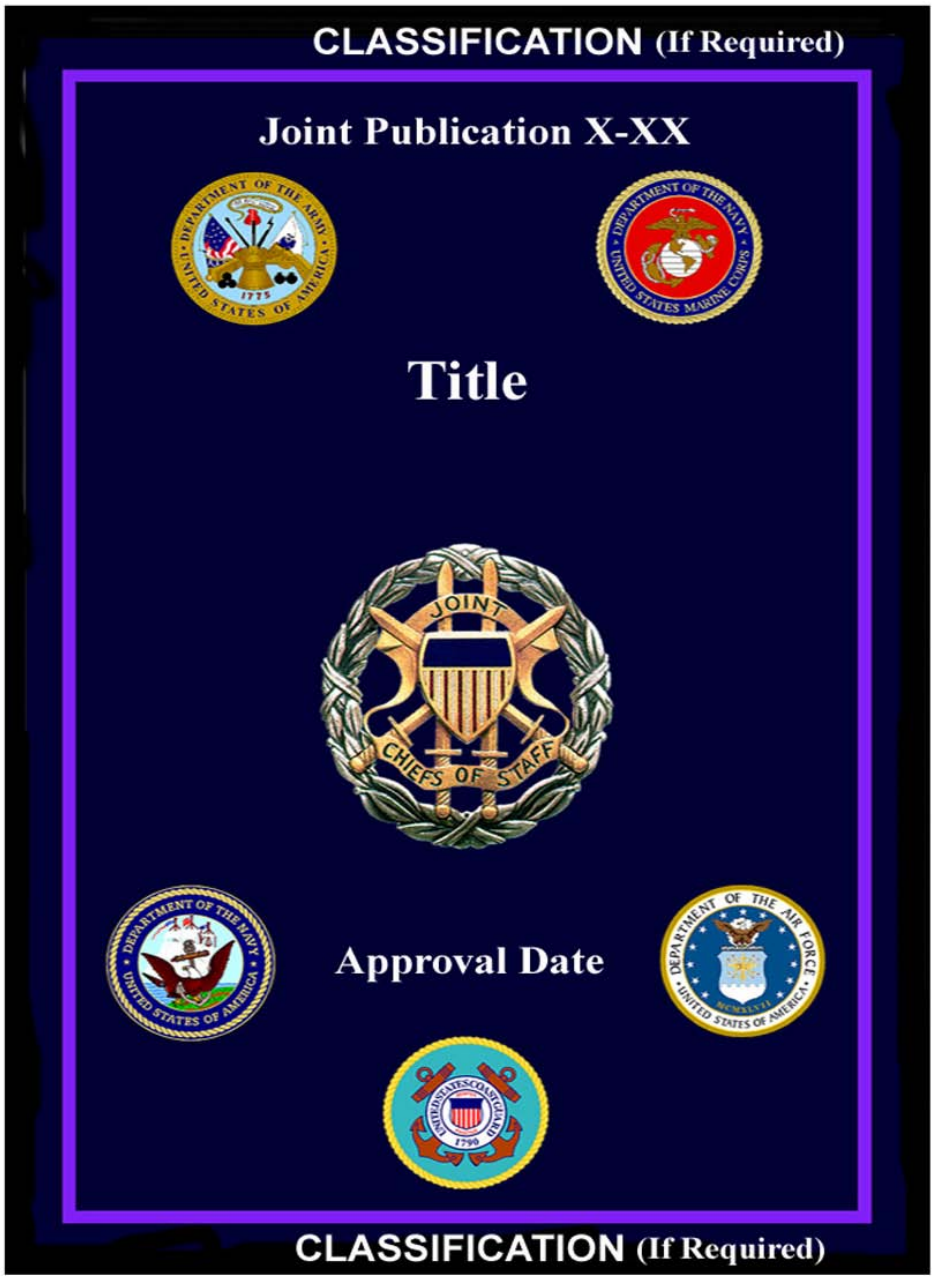
a. The primary distribution method of JPs is electronic, via JDEIS or the JEL. All unclassified current JPs and draft JPs are available on JDEIS at https://jdeis.js.mil on the NIPRNET and https://jdeis.js.smil.mil on the SIPRNET. Classified current JPs are available on JDEIS on SIPRNET. All unclassified capstone, keystone, and primary supporting 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, Joint Staff J-7 will produce and deliver one CD-ROM with current joint publications.

APPENDIX A TO ENCLOSURE F

SAMPLE JOINT PUBLICATION ORGANIZATION AND FORMAT



SAMPLE CHAIRMAN'S LETTER

Joint Publication 1, *Doctrine for the Armed Forces of the United States*, is the capstone publication for all joint doctrine, presenting fundamental principles and overarching guidance for the employment of the Armed Forces of the United States. This change represents the evolution in our warfighting guidance — including the consolidation, behind one cover, of fundamental overarching doctrine and guidance governing the unified direction and employment of forces and the functions of the Department of Defense and its major components.

It is vital that we not only develop our military capabilities, but also strengthen the capacity of other government agencies. This publication ties joint doctrine to the national security strategy and national military strategy and describes the military's role in the development of national policy and strategy. It thus provides the linkage between joint doctrine and the contribution of other government agencies and multinational endeavors.

As we look globally at our posture and the associated strategic risk, it is imperative that our doctrine also rapidly adjust to reflect our wartime footing. 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. The joint force must simultaneously think ahead at the strategic level, stay current at the operational level, and be informed by tactical level developments.

I challenge all commanders to ensure the widest distribution of this capstone joint publication and actively promote the use of all joint publications at every opportunity. I further challenge you to study and understand the guidance contained in this publication and teach these principles to your subordinates. Only then will we be able to fully exploit the remarkable military potential inherent in our joint teams.

MARTIN E. DEMPSEY
General, U.S. Army

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 US military coordination with other US Government departments and agencies during operations 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, subordinate unified 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 (JP) 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 "military operations other than war" and its acronym**
- **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**

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

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

- **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 "Department of Defense 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 cyberspace attacks to achieve their objectives.** In addition to military forces and noncombatants, there may be a large number of other US Government departments and agencies (OGAs), intergovernmental organizations, nongovernmental organizations (NGOs), and regional organizations in the operational area.

Further, the homeland and other US interests are being targeted for direct 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.

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, Department of Defense 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 host nation (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)

XXXXXXXX

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

1. General

a. Title 10, US Code.

b. Federal Aviation Administration Order (FAAO) JO 4200.2G, *Procedures for Handling Airspace Matters.*

2. DOD Publication

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

3. Chairman of the Joint Chiefs of Staff (CJCS) Publications

a. CJCS Instruction 3151.01A, *Global Command and Control System Common Operational Picture Reporting Requirements*.

b. CJCS Manual (CJCSM) 3122.01A, *Joint Operation Planning and Execution System (JOPES),Volume I, Planning Policies and Procedures*.

d. JP 1, *Doctrine for the Armed Forces of the United States*.

e. JP 1-02, *DOD Dictionary of Military and Associated Terms*.

4. Multi-Service Publications

a. FM 3-04.15/NTTP 3-55.14/AFTTP(I) 3-2.64, *Multi-Service Tactics, Techniques, and Procedures for the Tactical Employment of Unmanned Aircraft Systems*.

b. FM 3-52.1/AFTTP 3-2.78, *Multi-Service Tactics, Techniques, and Procedures for Airspace Control.*

5. North Atlantic Treaty Organization (NATO) Publications

a. Allied Administrative Publication, NATO Dictionary.

b. Allied Joint Publication-3.3.5, *Doctrine for Joint Airspace Control*.

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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: Joint Staff J-7, Joint Education and Doctrine Division (JEDD), Pentagon Room 2D763, Washington, DC, 20318-7000. 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 electronically to:

TO: JOINT STAFF WASHINGTON DC//J7-JEDD//

b. Routine changes should be submitted electronically to the Lead Agent and the Director for Joint Force Development, J-7, Joint Education and Doctrine Division.

c. 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 Services and other organizations are requested to notify the Joint Staff J-7 when changes to source documents reflected in this publication are initiated.

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 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 http://jdeis.js.smil.mil (SIPRNET), and on the JEL at http://www.dtic.mil/doctrine (NIPRNET).

b. Only approved JPs and joint test publications are releasable outside the combatant commands, Services, 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, Defense Foreign Liaison/IE-3, 200 MacDill Blvd., Joint Base Anacostia-Bolling, Washington, DC 20340-5100.

c. JEL CD-ROM. Upon request of a joint doctrine development community member, the Joint Staff J-7 will produce and deliver one CD-ROM with current JPs. This JEL CD-ROM will be updated not less than semi-annually and when received can be locally reproduced for use within the combatant commands and Services.

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

(Note: For specific notations, see Figure 11.)

Example of an Existing Term and Definition

airspace control area. Airspace that is laterally defined by the boundaries of the operational area, and may be subdivided into airspace control sectors. (JP 1-02. SOURCE: JP 3-01)

Example of a New Term and Definition

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 and Definition

joint intelligence preparation of the operational environment. The analytical process used by joint intelligence organizations to produce intelligence estimates and other intelligence products in support of the joint force commander's decision-making process. It is a continuous process that includes defining the operational environment, describing the impact of the operational environment, evaluating the adversary, and determining adversary courses of action. Also called **JIPOE.** (Upon approval of this publication, this term and its definition will modify the existing term "joint intelligence preparation of the battlespace" and its definition in JP 1-02.)

Example of a Modified Term and Existing Definition

signals intelligence operational control. The authoritative direction of signals intelligence activities, including tasking and allocation of effort, and the authoritative prescription of those uniform techniques and standards by which signals intelligence information is collected, processed, and reported. (Upon approval of this revised publication, this term will modify the existing term "SIGINT operational control" and be incorporated into JP 1-02.)

Example of an Existing Term and a Modified Definition

advance force. A temporary organization within the amphibious task force, which precedes the main body to the objective area, for preparing the objective for the main assault by conducting such operations as reconnaissance, seizure of supporting positions, mine countermeasures, preliminary bombardment, underwater demolitions, and air support. (Upon approval of this revised publication, this definition will modify the existing definition and be incorporated into JP 1-02.)

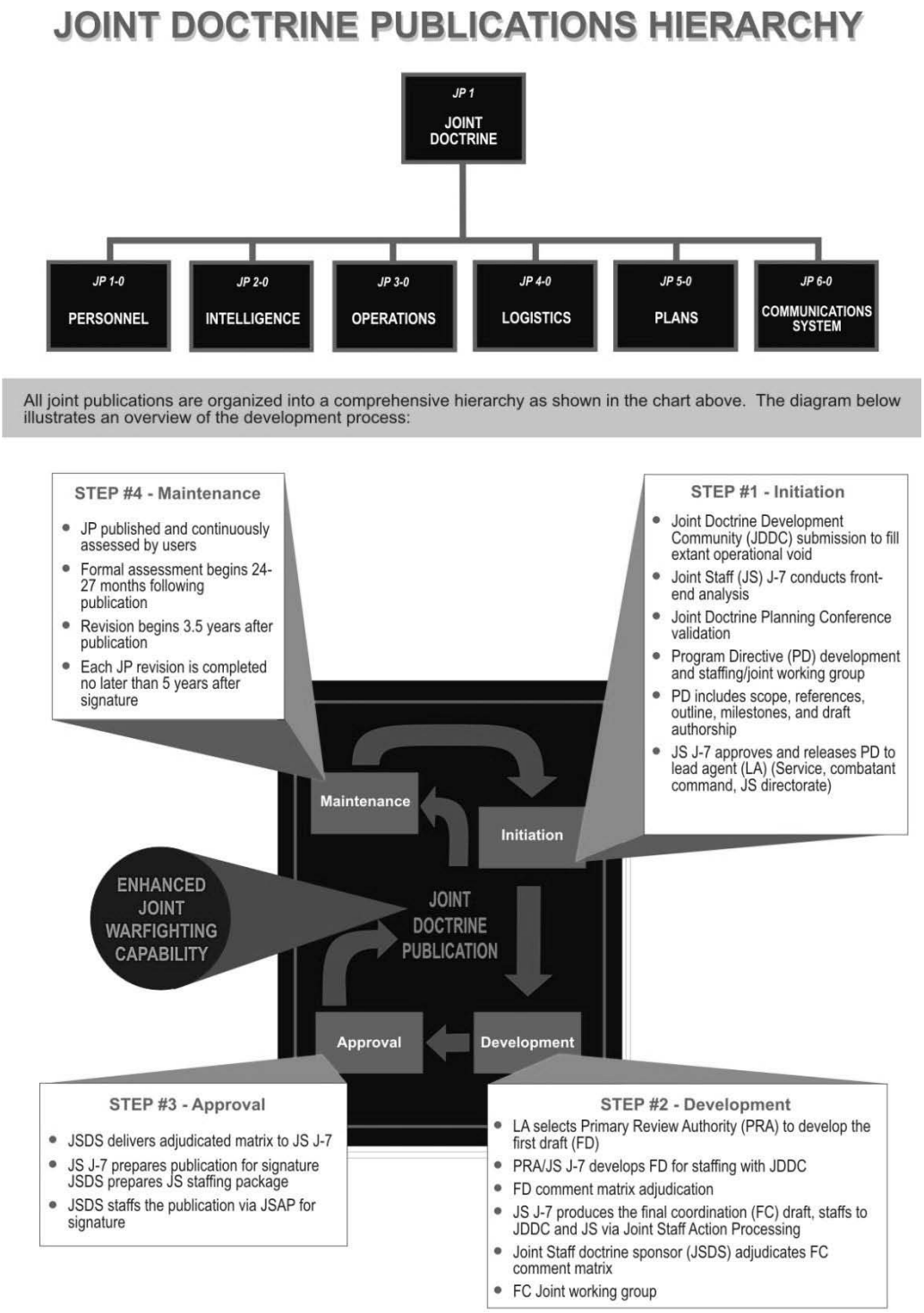
Example of a Proponency Change

amphibious transport group. A subdivision of an amphibious task force composed primarily of transport ships. The size of the amphibious transport group will depend upon the scope of the operation. Ships of the amphibious transport group will be combat-loaded to support the landing force scheme of maneuver ashore. A transport unit will usually be formed to embark troops and equipment to be landed over a designated beach or to embark all helicopter-borne troops and equipment. (Upon approval of this revised publication, this publication will assume proponency for this term and its definition and this publication number will replace the existing proponent number in JP 1-02.)

Example of a Recommendation to Delete a Term and Definition

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

SAMPLE INSIDE BACK COVER



ENCLOSURE G

STAFFING ALLIED JOINT PUBLICATIONS

1. Background. NATO has developed an Allied joint doctrine hierarchy to provide basic joint doctrine to support the changing requirements of the Alliance. The NATO Standardization Agency (NSA) orchestrates the development of Allied joint publications (AJPs), while the Military Committee Joint Standardization Board (MCJSB) has overall responsibility for the actual development of AJPs, and follows procedures outlined in reference l. 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. Joint Staff Doctrine Sponsor. The Director, 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 collates and adjudicates AJP comment matrices and forwards the U.S. position to the designated AJP custodian. The JSDS will also ensure that U.S. joint doctrine is used as the initial basis for the U.S. inputs to AJPs and identify variances to U.S. joint doctrine based on U.S.-agreed NATO policies, command structure, and other imposed NATO constraints or restraints. The JSDS will coordinate, through the U.S. representative to the MCJSB, with the U.S. Delegation to the Military Committee to minimize the impact of such variances. The JSDS also will ensure authors/editors of U.S.-sponsored AJPs, and U.S. representatives attending AJP WGs, are aware of the requirements of reference l. Procedures for the staffing of AJPs and comments received upon review are similar to those of JPs.

3. U.S. Representative to the Military Committee Joint Standardization Board. The U.S. representative to the MCJSB will be the primary point of contact with the NSA for AJP standardization agreement responses and should be courtesy-copied on any other correspondence to the NSA or breaks in silence involving AJPs. The U.S. MCJSB representative also acts as the liaison between Director, Joint Staff J-7 and the NSA or MCJSB on AJP matters.

4. Lead Agents. The U.S. LAs to military rationalization, standardization, and interoperability entities, such as NATO standardization boards, working groups, and panels, as designated in reference m, 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 l.

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

6. Joint Working Groups. U.S. representatives to AJP JWGs, often referred to as custodial working groups, will ensure Joint Staff J-7 is aware of AJP development activities and ensure the JWG is following development procedures found in reference l. U.S. representatives will provide Joint Staff J-7 with a trip report following the JWG. The report should highlight any potential issues, such as conflicts with U.S. joint doctrine, potential differences that may lead to reservations to the publication or non-ratification. The trip report should be sent via e-mail.

7. Staffing. AJPs will be staffed to the Services, Joint Staff, and selected Combatant Commands via JSAP and AJP JDD. The selected Combatant Commands, at a minimum, will include USEUCOM. Other Combatant Commands may be included based on functional equities at the discretion of Joint Staff J-7. Comments on AJPs will be returned to Joint Staff J-7 by the suspense date indicated on the JSAP and in the NATO CRM.

a. Comments will be based on consistency with U.S. joint doctrine, ratified Allied joint doctrine, and Service capabilities, roles, and missions. Comments and their supporting rationale must be clear and provide enough detail to be understood by, and to persuade, international reviewers; a general reference to a U.S. publication or document is insufficient. Key text from the U.S. publication or document must be provided with the comment since Allied partners working on the document cannot be expected to be familiar with all relevant U.S. source information. Comments will be categorized as follows:

(1) Critical. Failure to correct the material would result in the Nation not ratifying the publication or submitting a national reservation. This includes comments on a significant inaccuracy, inconsistency with promulgated NATO doctrine or policies, or violation of U.S. policy or law.

(2) Substantive. A material change that would significantly improve the content of the publication in terms of accuracy or consistency.

(3) Editorial. Input would improve the layout or content and correct spelling or punctuation, but should not impact ratification.

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

8. Ratification. The MCJSB is responsible to forward AJPs for ratification. Joint Staff J-7 will coordinate the U.S. response to the request for ratification and will staff the ratification draft to Services, Joint Staff, and selected Combatant Commands via JSAP and AJP JDD. In accordance with reference m, a legal review is required of all ratification drafts.

a. Ratification responses will be as follows:

(1) Ratify. This response recommends ratification without reservation.

(2) Ratify with Reservation(s). This response requires submission of a written reservation(s). Reservations are stated qualifications by a nation which will be included in the final publication and which describe the part of the publication that the nation cannot implement or can implement only with limitations. This may be due to legal constraints, irreconcilable differences in doctrine or procedures, lack of a capability, or other fundamental reason. The written reservation should refer back to the related portion of the AJP text, be fully but succinctly articulated, and be accompanied by an appropriate rationale.

(3) Not Ratifying. This response recommends that the United States not ratify the publication. Submissions must include rationale in accompanying comments.

(4) The JSDS will not normally offer “Not Participating” and “Ratifying, But Not Implementing” options as a response for AJP ratification. If it is determined these options should be available, the JSDS will provide additional guidance during coordination.

b. Implementation of an AJP will be upon promulgation unless a Service, the Joint Staff, or a Combatant Command requests that implementation be delayed. Requests should be accompanied by a rationale for the delay and a recommended implementation date.

c. Critical and substantive changes cannot be made to an AJP ratification draft; as such, the JSDS will not solicit or accept comments during the ratification process.

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

e. Once all contentious issues have been resolved, Joint Staff J-7 will prepare the ratification memorandum to be sent through the U.S. MCJSB representative to the Chairman of the NSA.

f. Joint Staff J-7 will notify the Services and Combatant Commands when the U.S. 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 H

REFERENCES

a. Title 10, United States Code, Section 153

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

c. CJCSI 5120.02 Series, "Joint Doctrine Development System"

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

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

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

g. The United States Government Printing Office Style Manual (latest edition)

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

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

j. DOD 5200.1-R, "Information Security Program"

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

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

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

n. "The Joint Doctrine Developer's Guide," available on JDEIS at <https://jdeis.js.mil/jdeis/jddg/index.html>

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GLOSSARY

PART I — ABBREVIATIONS AND ACRONYMS

AA	assessment agent
AJP	Allied joint publication
AO	action officer
CD-ROM	compact disc read-only memory
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
CRM	comment resolution matrix
CSA	combat support agency
DCR	doctrine, organization, training, materiel, leadership and education, personnel, and facilities change recommendation
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
FAR	formal assessment report
FC	final coordination
FD	first draft
FEA	front-end analysis
IAW	in accordance with
J-4	logistics directorate of a joint staff
JCS	Joint Chiefs of Staff
JDD	joint doctrine distribution
JDDC	joint doctrine development community
JDDT	joint doctrine development tool
JDEIS	Joint Doctrine, Education, and Training Electronic Information System
JDPC	Joint Doctrine Planning Conference
JEDD	Joint Education and Doctrine Division
JEL	Joint Electronic Library
JFC	joint force commander
JLLIS	Joint Lessons Learned Information System

JP	joint publication
JPEG	Joint Photographic Experts Group
JROC	Joint Requirements Oversight Council
JS	Joint Staff
JSAP	Joint Staff action package
JSDS	Joint Staff doctrine sponsor
JTF	joint task force
JTP	joint test publication
JWG	joint working group
KDE	key doctrine element
KLIP	key doctrine element-linked information package
LA	lead agent
MCJSB	Military Committee Joint Standardization Board
NATO	North Atlantic Treaty Organization
NIPRNET	Nonsecure Internet Protocol Router Network
NSA	NATO Standardization Agency
OSD	Office of the Secretary of Defense
PC	preliminary coordination
PD	program directive
PRA	primary review authority
RFC	revision final coordination
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

PART II — TERMS AND DEFINITIONS

assessment agent. The organization responsible for conducting an assessment of an approved joint publication. Also called **AA.** (Upon approval, this issuance will assume proponency for this term and its modified definition, and this issuance number and definition will replace those in JP 1-02.)

capstone publication. The top joint doctrine publication in the hierarchy of joint publications that links joint doctrine to national strategy and the contributions of other government departments and agencies, multinational partners, and reinforces policy for command and control. (Upon approval, this issuance will assume proponency for this term and its modified definition, and this issuance number and definition will replace those in JP 1-02.)

Chairman of the Joint Chiefs of Staff instruction. A replacement document for all types of correspondence containing Chairman of the Joint Chiefs of Staff policy and guidance that does not involve the employment of forces, which is of indefinite duration and is applicable to external agencies, or both the Joint Staff and external agencies. Also called **CJCSI.** (Upon approval, this issuance will assume proponency for this term and its modified definition, and this issuance number and definition will replace those in JP 1-02.)

Chairman of the Joint Chiefs of Staff manual. A document containing detailed procedures for performing specific tasks that do not involve the employment of forces, which is of indefinite duration and is applicable to external agencies or both the Joint Staff and external agencies. Also called **CJCSM.** (Upon approval, this issuance will assume proponency for this term and its modified definition, and this issuance number and definition will replace those in JP 1-02.)

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. Also called **CRA**. (Upon approval, this issuance will assume proponency for this term and its modified definition, and this issuance number and definition will replace those in JP 1-02.)

evaluation agent. The 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. Also called **EA**. (Upon approval, this issuance will assume proponency for this term and its

modified definition, and this issuance number and definition will replace those in JP 1-02.)

Joint Doctrine Planning Conference. A forum convened by the Joint Staff J-7 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. Also called **JDPC**. (Upon approval, this issuance will assume proponency for this term and its modified definition, and this issuance number and definition will replace those in JP 1-02.)

Joint Staff doctrine sponsor. A Joint Staff directorate assigned to coordinate a specific joint doctrine project with the Joint Staff. Also called **JSDS**. (Upon approval, this issuance will assume proponency for this term and its modified definition, and this issuance number and definition will replace those in 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**. (Upon approval, this issuance will assume proponency for this term and its definition, and this issuance number will replace the existing issuance number in JP 1-02.)

key doctrine element. A foundational core concept, principle, or idea of joint operations as established in approved joint doctrine text; other information in joint doctrine expands on or supports these foundational doctrine elements. Also called **KDE**. (Upon approval, this issuance will assume proponency for this term and its definition, and this issuance number will replace the existing issuance number in JP 1-02.)

keystone publications. Joint doctrine publications that establish the doctrinal foundation for a series of joint publications in the hierarchy of joint publications. (Upon approval, this issuance will assume proponency for this term and its modified definition, and this issuance number and definition will replace those in JP 1-02.)

lead agent. An individual Service, combatant command, or Joint Staff directorate assigned to develop and maintain a joint publication. (CJCSI 5120.02) Also called **LA**. (Upon approval, this issuance will assume proponency for this term and its modified definition, and this issuance number and definition will replace those in JP 1-02.)

multi-Service publication. A publication containing principles, terms, tactics, techniques, and procedures used and approved by the forces of two or more Services to perform a common military function consistent with approved joint doctrine. (Upon approval, this issuance will assume proponency for this term and its modified definition, and this issuance number and definition will replace those in 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, this issuance will assume proponency for this term and its definition, and this issuance number will replace the existing issuance number in JP 1-02.)

procedures. Standard, detailed steps that prescribe how to perform specific tasks. (Upon approval, this issuance will assume proponency for this term and its definition, and this issuance number will replace the existing issuance number in JP 1-02.)

tactics. The employment and ordered arrangement of forces in relation to each other. (Upon approval, this issuance will assume proponency for this term and its definition, and this issuance number will replace the existing issuance number in 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, this issuance will assume proponency for this term and its definition, and this issuance number will replace the existing issuance number in JP 1-02.)

techniques. Non-prescriptive ways or methods used to perform missions, functions, or tasks. (Upon approval, this issuance will assume proponency for this term and its definition, and this issuance number will replace the existing issuance number in JP 1-02.)

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