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## CHAIRMAN OF THE JOINT CHIEFS OF STAFF INSTRUCTION

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OCJCS/PA  
DISTRIBUTION: A, B, C

CJCSI 5400.01  
1 April 2022

### JOINT PUBLIC AFFAIRS PROPONENT

Reference(s):  
See Enclosure E

1. Purpose. This instruction codifies the tasks of the Joint Public Affairs (PA) Proponent.
2. Superseded/Cancellation. None.
3. Applicability. This instruction applies to the Joint Staff, Military Services, Combatant Commands (CCMDs), Defense Agencies, and joint and combined activities.
4. Policy. The Chairman of the Joint Chiefs of Staff (CJCS) designates the Special Assistant for PA to the Chairman of the Joint Chiefs of Staff (CJCS(PA)) to execute day-to-day responsibilities as the Joint PA Proponent on behalf of the CJCS. This instruction codifies Joint PA Proponent activities in support of objectives outlined in the National Military Strategy (reference a) and in alignment with the National Defense Authorization Act for Fiscal Year 2019 (reference b) which designates the CJCS as the Global Integrator for the Joint Force.
5. Definitions. See Glossary.
6. Responsibilities. See Enclosure A.
7. Summary of Changes. None. This is a new instruction.
8. Releasability. UNRESTRICTED. This directive is approved for public release; distribution is unlimited on NIPRNET. DoD Components (to include the Combatant Commands), other Federal Agencies, and the public, may obtain copies of this directive through the Internet from the CJCS Directives

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Electronic Library at <<http://www.jcs.mil/library>>. JS activities may also obtain access via the SIPR directives Electronic Library websites.

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

For the Chairman of the Joint Chiefs of Staff:

A handwritten signature in dark ink, appearing to read 'AP Poppas', is written over the printed name and title.

ANDREW P. POPPAS, LTG, USA  
Director, Joint Staff

## Enclosures

- A — Responsibilities
- B — Policy and Doctrine
- C — Joint Force Development for Public Affairs
- D — Joint Public Affairs Executive Steering Group Charter
- E — References
- GL — Glossary

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## ENCLOSURE A

### RESPONSIBILITIES

#### 1. Overview

a. The Department of Defense (DoD) defines PA as communication activities with external and internal audiences. This includes public information, command information, community engagement, and counter-disinformation activities directed toward publics with interest in the DoD to bring PA in alignment with future requirements. Visual Information (VI) is a function within PA defined as various visual media with or without sound that generally includes still and motion photography, audio video recording, graphic arts, and visual presentations available for public release and nonpublic operational command use such as intelligence, battle damage assessment, crime scene documentation, Combat Camera (COMCAM), historical documentation, production support to Military Information Support Operations/Psychological Operations, and any other VI requirement by the commander. PA activities contribute to U.S. Government (USG) and DoD communication strategy and objectives by communicating information about military activities to domestic, international, and internal audiences.

b. As a function of command, PA and VI are essential capabilities that enable commanders to achieve DoD and USG objectives at the strategic, operational and tactical level. Throughout this instruction, the terms “PA” and “PA activities” are inclusive of both PA and VI capabilities. The designation of information as the seventh Joint Function and the publication of the Joint Concept for Operating in the Information Environment (reference c) make the role of the Joint PA Proponent necessary to act as the coordinating authority for development of PA and VI capabilities that support the joint force.

c. CJCS authority for joint proponent is delegated to the Special Assistant for PA. The responsibilities of the Joint PA Proponent include essential elements of Doctrine, Organization, Training, Materiel, Leadership, Education, Personnel, Facilities, and Policy (DOTMLPF-P).

d. The Defense Media Activity (DMA), a DoD Field Activity under the authority, direction, and control of the Assistant to the Secretary of Defense for Public Affairs (ATSD(PA)) as a Principal Staff Assistant, supports the Office of the Secretary of Defense, the Joint Staff, the Military Departments, and the CCMDs and is the designated DoD proponent for VI, including COMCAM and Expeditionary VI. DMA develops and manages DoD policies that impact public

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affairs and available visual information functions. In this capacity, DMA also assists the Joint PA Proponent in the execution of the responsibilities outlined in paragraph 2.a. and the specific tasks in paragraph 2.b. below.

## 2. Responsibilities

a. Special Assistant for Public Affairs to the Chairman of the Joint Chiefs of Staff. CJCS(PA) is responsible for Joint PA Proponent tasks related to joint PA and VI policy and doctrine; training and education; materiel, organization and personnel. These tasks include the following:

- (1) Co-chairing the Joint PA Executive Steering Group (ESG).
- (2) Developing and disseminating joint PA long-term communication synchronization guidance.
- (3) Ensuring linkage of strategic guidance to future joint force capabilities across the DOTMLPF-P spectrum.
- (4) Developing and validating joint PA policy such as CJCS memoranda, CJCS instructions (CJCSI), or CJCS manuals.
- (5) Exercising oversight responsibility for PA policy execution across the CCMDs and Joint Task Forces (JTF).
- (6) Ensuring alignment between joint plans and operations with joint PA policy, strategy and doctrine.
- (7) Ensuring PA is incorporated into integrated campaigning efforts.
- (8) Facilitating collection, development, and sharing of PA lessons learned with other DoD Components and allied partners through Joint Lessons Learned Information System (JLLIS).
- (9) Advocating for the development and inclusion of PA assessment standards into CCMD and JTF plans, operations, and exercises.
- (10) Registering, evaluating, prioritizing, and validating joint PA capability gaps and requirements.
- (11) Facilitating and coordinating PA's role in integrating physical and information-related capabilities (IRC) in support of commander's objectives.

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(12) Providing oversight for joint PA and VI acquisition programs of record and technology projects.

(13) Reviewing PA and IRC requirements and shortfalls and recommending improvements to the Office of the Under Secretary of Defense for Policy (OUSD(P)), the Chairman, and the appropriate IRC proponent/owner.

(14) Providing PA inputs to the Joint Strategic Planning System (JSPS).

(15) Providing assistance to OUSD(P) through the Office of the ATSD(PA) in all aspects of international PA engagement.

(16) Providing PA support to CCMD (Tier 1), as resources permit with a priority to Globally Integrated Exercises. Support includes providing Joint Staff PA guidance and adjudication of issues between CCMDs, a realistic information environment (IE) from the Joint Staff perspective, and communication synchronization, integration, and alignment.

(17) Developing joint PA doctrine, capability requirements and materiel solutions to counter disinformation and enable the future joint force to compete against adversaries in the IE.

b. Defense Media Activity. The DMA provides the Joint PA Proponent support as follows:

(1) Ensures alignment, integration, and deconfliction between DoD policies and Joint proponent policies.

(2) As the control and direction authority for the Defense Information School, supports PA force development efforts including:

(a) Developing, managing, and overseeing the execution of PA/VI initial, intermediate, and advanced level training as outlined in DoD Instruction 5160.48 (reference d).

(b) Ensuring consistency between the Joint Force Development – Public Affairs and Professional Military Education (PME) curricula by coordinating course content with the Joint PA Proponent and each Service's PA/VI proponent.

(c) Providing oversight and guidance for the delivery of training and education through the Public Affairs Training and Education Council (PATEC).

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(3) Reviews Joint PA doctrine and recommend integration into or deconfliction with related DoD policy.

(4) Serves as the ESG Executive Secretary on behalf of the Office of the ATSD(PA) and CJCS(PA), ensuring coordination of meetings and documenting and communicating actions as outlined in the ESG Charter (see Enclosure D).

(5) Assists the CCMDs with advocacy for and integration of joint PA/VI requirements into the joint requirement processes.

c. Joint Staff. The Joint Staff supports the Chairman as the Joint PA Proponent. Specific responsibilities as they relate to joint PA are assigned to the following Joint Staff elements:

(1) Manpower and Personnel Directorate (J-1). Assists the Joint PA Proponent in establishing joint PA manpower management policies and plans for the Joint Staff and all joint/combined activities reporting to or through the proponent.

(2) Information Operations (J-3, J-39)

(a) Coordinates with the Joint PA Proponent to ensure Joint Staff and DoD information operations (IO), PA, and VI policies are synchronized.

(b) Collaborates with the Joint PA Proponent to ensure Joint Staff and DoD IO, PA and VI activities are integrated and coordinated in globally integrated operations and in the IE organizations and structures.

(c) Supports the Joint COMCAM, VI Program as outlined in CJCSI 3205.01D (reference e).

(3) Strategic Plans and Policy Directorate (J-5)

(a) Coordinates with the Joint PA Proponent Joint Planning and Execution Community to integrate PA in joint strategic plans, documents, and studies.

(b) Assists Joint PA Proponent in performing analysis on the impact of PA and VI as part of strategic and military risk assessments.

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## (4) Command, Control, Communications, and Computers/Cyber (C4) Directorate (J-6)

- (a) Provides the Joint PA Proponent with advice and recommendations on protecting joint and multinational communications systems from adversary and potential adversary activities.
- (b) Ensures Mission Partner Environment plans and procedures are integrated with appropriate PA policy and doctrine.
- (c) Supports capability development for worldwide transmission of mission critical PA/VI.

## (5) Joint Force Development Directorate (J-7)

- (a) Maintains joint PA doctrine compatible with joint operations doctrine through a coherent approach to Joint Force Development (concepts, doctrine, analysis, operational and capabilities training, education, realistic joint exercise environments, and lessons learned).
- (b) Provides a representative to serve on the Joint PA ESG.

## (6) Force Structure, Resources, and Assessment Directorate (J-8).

- (a) Develops and evaluates Joint PA Force structure, acquisition, science and technology, research and development, budget requirements, and resource programs to support current and future concepts.
- (b) Provides legal advice to the Joint PA Proponent in support of joint PA policy development; joint tactics, techniques, and procedures; and rules of engagement implementation.

d. Services. Service contributions are essential to the successful integrated employment of IRCs in joint operations. Because Service personnel make up the majority of the Joint PA Force and since Service PA doctrine must be compatible with joint PA doctrine, it is essential that the Services' PA proponent and the Joint PA Proponent work closely in all aspects of DOTMLPF-P. Specific Service responsibilities with regard to joint PA and VI include:

- (1) Conducting research, development, testing, and evaluation, along with IRC procurements, to satisfy validated joint PA requirements.

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(2) Collaborating with the Joint PA Proponent and other Services and Combat Support Agencies (CSAs) to minimize duplication of effort during development of applications and capabilities that can be employed in support of joint requirements.

(3) Incorporating joint PA/VI policy and doctrine into Professional Military Education (PME) curriculums and appropriate training venues.

(4) Developing Service PA policy, doctrine, and tactics that complement joint PA, VI, IO, and Operations in the Information Environment (OIE), and related policy and doctrine.

(5) Organizing, training, and equipping forces to meet CCMD requirements and Joint PA Proponent support (agreed by the ESG) through appropriate Service components. Services should provide Joint Force with units/capabilities that:

(a) At the Strategic level, are capable of supporting CCMD/JTF global operations and events, applying senior PA expertise that helps synchronize strategic objectives, and prioritizing communication recommendations. Must be proficient in incorporating National Security Directive policies and Defense Planning Guidance, as applied to existing contingency war plans, into military narratives that support commanders' objectives.

(b) At the Operational level, are capable of supporting Globally Integrated Operations transitioning to future Multi-Domain Operational requirements and can rapidly and effectively counter adversary disinformation. Must be able to translate, integrate, sequence, and synchronize higher military communication narratives into campaign operational objectives, coordinating Public Affairs Guidance (PAG) with lateral, subordinate and higher commands. Provide PAG to other IRCs to inform messaging activities to help reduce campaign information operational seams and gaps, mitigating risk to acceptable levels.

(c) At the Tactical level, support commanders by translating operational PAG into command messaging, talking points, and IE objectives that support the military strategic narrative and accomplish imagery/supporting narrative collection requirements, as well as support non-releasable operational visual information requirements. Content acquired at the tactical level should potentially create military strategic effects and support counter-disinformation operations. Supported tactical commanders must be

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able to execute mission and maintain military objectives at acceptable levels of informational risk/cost.

(6) Managing force manning requirements and ensuring continuity of training and education for PA personnel.

(7) Managing materiel development capability to acquire, process, transmit and deliver PA products in support of joint operations.

(8) Developing and managing Joint PA Force readiness assessments for use with the Defense Readiness Reporting System.

e. Combatant Commands. The CCMDs constitute the execution mechanism of joint PA employment. In this capacity, their responsibilities include:

(1) Conducting and assessing PA efforts during competition, crisis, and conflict in support of national goals and objectives in accordance with the Joint Strategic Capabilities Plan, Guidance for Employment of the Force (GEF), the Joint Information Operations Assessment Framework, and other guidance provided by the Joint Staff and Joint PA Proponent.

(2) Integrating joint PA planning and capabilities into theater and functional strategies, as well as campaign, contingency, and crisis action plans, in accordance with joint PA policy and doctrine.

(3) Integrating the employment of a synchronized narrative among the IRCs and military activities in support of global campaign and operational plans, and exercises when the supported command. Translate, integrate, sequence, and synchronize higher military communication military communication narrative into campaign objectives. Coordinate both laterally (partner-nation embassies, other CCMDs, etc.) as well with higher (e.g., the Office of the ATSD(PA), Joint Staff PA, and the Department of State) to synchronize these narratives and PAG across the DIME.

(4) Incorporating PA requirements into exercises using the Combatant Commander (CCDR) Joint Mission Essential Task List (JMETL).

(5) Incorporating innovative PA best practices and lessons learned into exercises, Modeling and Simulation (M&S), and training events supporting the JMETL.

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(6) Developing, maintaining, and prioritizing joint PA and VI requirements.

(7) Identifying support requirements within the CCMD process to the Joint Staff for joint PA and VI training, exercise, and M&S.

(8) Ensuring exercises and plans identify PA and VI resources required to accomplish assigned missions.

(9) Capturing PA lessons learned from joint after-action reviews and submitting them to Joint Staff J-7 JLLIS.

(10) Incorporating PA capabilities in support of Dynamic Force Employment.

(11) Identifying Joint Duty Assignment List billets and other joint positions where Joint Force Development for Public Affairs (JFD-PA) requirements must be annotated and met.

(12) Assessing and reporting joint training events in the Joint Training Information Management System.

(13) Incorporating PA considerations joint intelligence preparation of the operational environment; and other functional command requirements.

(14) Ensuring JS reporting process (e.g., Annual Joint Assessment, Defense Readiness Reporting System) identifies and describes the risk of gaps and shortfalls preventing the execution of CCMD PA support to operations and activities; response to strategic events within competition and below the threshold of armed conflict; and integration and alignment of military activities with inter-organizational non-military activities.

f. Professional Military Education Institutions. PME institutions are responsible for education on PA roles and functions within OIE for members of the general military population and the JFD-PA.

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## ENCLOSURE B

### POLICY AND DOCTRINE

#### 1. Overview

a. Policy and doctrine, while closely related, are fundamentally different and designed to meet different requirements. According to CJCSI 5120.02E (reference f), “Policy directs, assigns tasks, prescribes desired capabilities, and provides guidance for ensuring the Armed Forces of the United States are prepared to perform their required roles.” Doctrine is authoritative advice based on extant capability and policy that guides the U.S. military and provides a standardized lexicon. The application of doctrine is tailored according to context and the use of military judgement.

b. The effective development and implementation of joint PA policy requires close coordination between the Joint PA Proponent and the Joint Staff directorates that manage joint DOTMLPF-P planning and processes. Coordination and feedback between the Joint PA Proponent, Office of the Secretary of Defense (OSD), Service headquarters, and the CCMDs/JTFs is essential to ensure the Armed Forces are prepared to operate effectively and efficiently in an ever-changing IE.

c. For purposes of this instruction, joint PA policy will be divided into two categories: executive and acquisition/technical.

d. In the case of doctrine, the breakdown is divided between joint and allied/Coalition.

#### 2. Policy

a. Joint PA Executive Steering Group. The Joint PA ESG serves as the primary forum within the DoD to discuss, coordinate, resolve, and deconflict joint PA policy and doctrine. The Special Assistant for PA co-chairs the Joint PA ESG with the ATSD(PA). Other members of this forum include the DMA Director and the CCMD and Service PA Chiefs to provide executive-level guidance related to joint PA DOTMLPF-P (Enclosure D). Principal policy pronouncements by the ESG will consider the following:

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(1) PA will be integrated with other USG programs and activities and, as practicable, with those of allied nations and Coalition partners to contribute to the achievement of national/allied/Coalition objectives.

(2) Outline appropriate personnel and structure necessary to execute the Joint PA Proponent responsibilities.

b. Lessons Learned/Best Practices. Facilitating the development and sharing of PA lessons learned and best practices are two of the most critical responsibilities assigned to the Joint PA Proponent. Two important mechanisms used to fulfill these responsibilities are the Joint Lessons Learned Program (JLLP) and the sharing of best practices via JLLIS. JLLIS is the DoD system of record for lessons learned and the collection, tracking, management, sharing, collaborative resolution, and dissemination of lessons learned to improve the development and readiness of the Joint Force.

(1) Joint Lessons Learned Program. Section 153(a)(6)(E) of Title 10, U.S. Code (reference g) requires the CJCS to formulate policy for gathering, developing, and disseminating joint lessons learned for the armed forces. The JLLP accomplishes this responsibility through the five phases of discovery, validation, resolution, evaluation, and dissemination. The program's primary objective is to enhance Joint Force readiness and effectiveness by contributing to improvements in DOTMLPF-P across the Joint Force.

(a) The JLLP's five phases allow the assessment of observations from operations, activities, and exercises as potential joint lessons learned. These five phases align with the CJCS's responsibilities outlined in Title 10 to gather, develop, and disseminate lessons learned.

(b) The CCMDs, Service Components, and CSAs are responsible for providing and maintaining PA and VI-related inputs to the JLLP via JLLIS. CCMD PA staff elements will follow local CCMD JLLP guidance to ensure PA and VI-related inputs are included in CCMD submissions or input directly by CCMD PA offices. For more information, refer to CJCSI 3150.25G (reference h).

(2) Best Practices. The Joint PA Proponent contributes to enhancing joint IRC contributions to PA by facilitating the sharing of best practices through JLLIS across the joint PA and VI communities.

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## c. Acquisition and Technological

(1) Acquisition. In order to satisfy its oversight responsibilities for acquisition and technological policy, the Joint PA Proponent will ensure that PA subject matter expert (SME) knowledge is provided to acquisition authorities responsible for translating capability needs into affordable acquisition programs. This expertise will be provided directly to staff elements within the Joint Staff who exercise responsibility for IRC programs. As a result of this support, these staff elements will be better able to provide representatives to applicable acquisition program management boards and steering groups.

(2) Technological. As with acquisition, the Joint PA Proponent inputs to technological policy will be provided via PA/VI SMEs. In technological PA policy development, the PA SMEs will work with CJCS(PA) who will interface with the Joint Staff/J-8, which leads reviews of CCMD Integrated Priority List submissions and articulates research and development requirements and priorities for incorporation into joint warfighting science and technology plans.

## d. Joint Concept Development

(1) The Joint PA Proponent role in planning for and developing and equipping the Joint PA Force occurs within Joint Concept Development (JCD). A joint concept describes a method for employing joint force capabilities to achieve a stated objective or aim within the context of a specified operating environment or against specified joint force challenges. Joint concepts propose how the joint force, using military art and science, may develop new approaches to conduct joint operations, functions, and activities. Joint concepts propose new approaches for addressing compelling challenges—current or envisioned—for which existing approaches and capabilities are ineffective, insufficient, or nonexistent, thus requiring reexamination of how we operate and develop the future joint force. These innovative approaches address gaps, shortfalls, or inadequacies in existing approaches and capabilities, and include application of new approaches to offset future joint challenges and to provide opportunities.

(2) JCD is a component of Joint Force Development. Joint concepts identify capabilities required to achieve objectives or address future joint force challenges. These concept-required capabilities provide focus for recommendations that may lead to changes in DOTMLPF-P.

(3) As in the case of acquisition and technological policy, service PA SMEs play a pivotal role in PA JCD policy development. In this case, the Joint

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PA Proponent will coordinate with the Services and designate PA SMEs to provide support to the Joint Staff/J-7-managed Capstone Concept for Joint Operations document development process. In addition, the Joint PA Proponent will encourage CCMD PA staff elements to coordinate with their respective CCMD organizations responsible for responding to annual Joint Staff data calls for JCD proposals. For additional information, refer to CJCSI 3010.02E (reference i).

### 3. Doctrine

a. Joint Public Affairs Doctrine. Doctrine provides authoritative guidance and fundamental principles that guide the U.S. military and while maintaining a standardized lexicon. Joint Doctrine constitutes official advice, however, the judgment of the commander is paramount in all situations.

(1) Joint Force Commanders (JFCs) are expected to adhere to joint PA doctrine, except when in their judgment, or exceptional circumstances dictate otherwise. For this reason, joint PA doctrine takes precedence over Service component PA doctrine.

(2) Responsibility for substantive content of joint PA doctrine resides with the Joint PA Proponent. Working in coordination with Joint Staff/J-7, which manages production of all joint doctrine within the Joint Doctrine Development System, the Joint PA Proponent will function as the Joint Staff doctrine sponsor for Joint Publication (JP) 3-61 (reference j), and all other PA related content within Information Related Capability JPs. The Joint Staff/J-7, in consultation with the Joint PA Proponent, will assign a Lead Agent for each PA JP, monitor JP development for contentious issues, determine Joint Staff staffing requirements for joint PA doctrinal publications in development or revision, and meet all milestones identified in the program directive for each joint PA doctrinal publication.

b. North Atlantic Treaty Organization Public Affairs Doctrine. The Joint PA Proponent supports the North Atlantic Treaty Organization as they develop PA doctrine as the U.S. PA Representative.

## ENCLOSURE C

### JOINT FORCE DEVELOPMENT FOR PUBLIC AFFAIRS

#### 1. Overview

a. JFD-PA describes actions to establish, develop, maintain, and manage a mission-ready Joint Public Affairs Force. JFD-PA applies to PA units and staff elements within the Services, Joint Staff, Combatant Commands, and JTF/JFC headquarters population of commissioned officers, enlisted personnel, drawn from the Active and Reserve components, as well as DoD civilians who serve in a PA role.

b. JFD-PA is focused on producing a trained, educated, and adaptable PA force responsive to current and future joint operations requirements. For management purposes, the Joint PA Proponent has divided JFD-PA into joint PA/VI training, PA/VI education, and PA force management.

c. To execute the functions outlined above, the Joint PA Proponent works with the PATEC, DMA, the Services, and the Joint Staff/J-7, utilizing the Joint Training System and PME institutions, to ensure the Joint PA Force receives essential training and education. The Joint PA Proponent also works closely with Joint Staff/J-1 to ensure that Joint Table of Distribution (JTD) and Joint Manpower Document (JMD) PA-related requirements are included in the Fourth Estate Manpower Tracking System and, ultimately, the Service Component personnel requisition, manpower, and systems.

2. Public Affairs Training and Education Council. The PATEC provides oversight and guidance for the delivery of training and education services by DMA. The PATEC also works in conjunction with Joint PA and VI proponents to identify and address training, leadership and education requirements as part of the DOTMLPF-P process. The PATEC also collaborates with the Office of the ATSD(PA) and Service components and provides recommendations and counsel to the ATSD(PA) on DoD PA/VI training and education programs, direction, management, standards, resources, and requirements.

#### 3. Joint Public Affairs Force Management

a. The Joint PA Proponent is responsible for analyzing and advocating JFD-PA design and operational needs, as well as identifying and promoting JFD-PA sufficiency requirements. The proponent fulfills this responsibility by working within the Joint Manpower Program and Service manpower and

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personnel systems to identify, validate, resource, document, review, and update joint PA manpower requirements.

b. JFD-PA management is a collaborative process involving OSD, the Joint Staff, Service headquarters, Service component manpower and personnel centers, and the Joint PA Proponent to support execution of Joint Staff, CCMD, and JTF PA employment through manpower planning and alignment of personnel requirements with JTD/Joint Tables of Mobilization Distributions/JMD billets. Within this process, manpower planning, personnel tracking, assignment tracking, and career management serve as force management enablers.

4. Acquisition. In order to satisfy oversight responsibilities for acquisition and technological policy, the Joint PA Proponent will ensure that PA and VI SME knowledge is provided to acquisition authorities responsible for translating capability needs into affordable and interoperable acquisition programs. This knowledge will also be provided directly to staff elements within Joint Staff who exercise responsibility for joint IRC development.

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## ENCLOSURE D

### JOINT PUBLIC AFFAIRS EXECUTIVE STEERING GROUP CHARTER

1. Purpose. The Joint Public Affairs Executive Steering Group (JPA ESG) develops recommendations to the Secretary of Defense and CJCS on matters pertaining to Joint PA DOTMLPF-P and other proponent related issues.
2. Chair and Members. The Joint PA ESG is co-chaired by the ATSD(PA) or designee, and the CJCS(PA) or designee, and includes the following members:
  - a. Primary Members
    - (1) Chief of Public Affairs, U.S. Army, senior designee (O-6/GS-15).
    - (2) Director of Public Affairs, Department of the Air Force, senior designee (O-6/GS-15).
    - (3) Chief of Information, U.S. Navy, or senior designee (O-6/GS-15).
    - (4) Director, Communication Directorate, U.S. Marine Corps, or senior designee (O-6/GS-15).
    - (5) Senior representative for PA and VI matters from each Combatant Command (O-6/GS-15).
    - (6) Director, Defense Media Activity, or senior designee (O-6/GS-15).
    - (7) Joint Staff J-7 Joint Education and Doctrine representative.
  - b. Advisory Members
    - (1) Senior Representative for Public Affairs, National Guard Bureau.
    - (2) Senior Representative for Reserve Component from each branch.
    - (3) Senior Representative for the U.S. Coast Guard Public Affairs.
    - (4) Senior PA/VI representative for Joint Planning Support Element.
3. Meetings. The Joint PA ESG meets on a reoccurring basis (e.g., quarterly), or at the request of a member and with the consent of the Chair.

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4. Working Groups. The Joint PA ESG may establish working groups for proponent issues as the Chair deems appropriate.

5. Executive Secretary. The Director, DMA provides Executive Secretary management of the Joint PA ESG. The Executive Secretary will:

- a. Establish and follow governance procedures for the ESG (e.g., Robert's Rules of Order).
- b. Schedule all meetings in collaboration with the co-chairs.
- c. Develops and coordinates ESG agenda with co-chairs.
- d. Publish an agenda at least seven days before the date of the meeting.
- e. Record meeting proceedings and publish minutes to be coordinated and approved by the Chairs.
- f. Disseminate Action Items based on results of the meetings and at the direction of the co-chairs.
- g. Track and Report on Action Items to the CJCS(PA).

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## ENCLOSURE E

### REFERENCES

#### PART I – REFERENCES

- a. 2018 National Military Strategy
- b. National Defense Authorization Act for Fiscal Year 2019
- c. Joint Concept for Operating in the Information Environment, 25 July 2018
- d. DoDI 5160.48, “DoD Public Affairs And Visual Information (PA&VS) Education and Training,” 20 November 2017
- e. CJCSI 3205.01 Series, “Joint Combat Camera (COMCAM)”
- f. CJCSI 5120.02 Series, “Joint Doctrine Development System”
- g. U.S. Code, Title 10, Section 153(a)(6)(E)
- h. CJCSI 3150.25 Series, “Joint Lessons Learned Program”
- i. CJCSI 3010.02 Series, “Guidance for Developing and Implementing Joint Concepts”
- j. JP 3-61, “Public Affairs,” 19 August 2016

#### PART II – RELATED REFERENCES

- 1. DoDI 5230.09, “Clearance of DoD Information for Public Release,” 25 January 2019
- 2. DoDI 5040.02, “Visual Information (VI),” 27 October 2011
- 3. DoDI 5400.13, “Public Affairs (PA) Operations,” 15 October 2008
- 4. DoDI 5400.14, “Procedures for Joint Public Affairs Operations,” 3 November 2014
- 5. DoDI 7730.66, “Guidance for the Defense Readiness Reporting System (DDRS),” 8 July 2011

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6. CJCSI 1001.01 Series, "Joint Manpower and Personnel Program"
7. CJCSI 1800.01 Series, "Officer Professional Military Education Policy"
8. CJCSI 5123.01 Series, "Charter of the Joint Requirements Oversight Council (JROC) and Implementation of the Joint Capabilities Integration and Development System (JCIDS)"
9. CJCSI 3401.02 Series, "Force Readiness Reporting,"
10. CJCSI 3500.01 Series, "Joint Training Policy and Guidance for the Armed Forces of the United States"
11. CJCSI 3500.02 Series, "Unified Joint Task List Program"
12. CJCSI 5120.02 Series, "Joint Doctrine Development System"
13. CJCSI 1805.01 Series, "Enlisted Professional Military Education Policy"
14. CJCSN 3500.01 Series, "Chairman's Joint Training Guidance"

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## GLOSSARY

### PART I – ABBREVIATIONS AND ACRONYMS

ATSD(PA)	Assistant to the Secretary of Defense for Public Affairs
CCDR	Combatant Commander
CCMD	Combatant Command
CJCS	Chairman of the Joint Chiefs of Staff
CJCS(PA)	Special Assistance for Public Affairs to the Chairman of the Joint Chiefs of Staff
CJCSI	Chairman of the Joint Chiefs of Staff Instruction
CJCSN	Chairman of the Joint Chiefs of Staff Notice
COMCAM	Combat Camera
CSA	Combat Support Agency
DMA	Defense Media Activity
DoD	Department of Defense
DOTMLPF-P	Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, Facilities, and Policy
ESG	Executive Steering Group
GEF	Guidance for Employment of the Force
IE	Information Environment
IO	Information Operations
IRC	Information-Related Capability
JCD	Joint Concept Development
JDDS	Joint Doctrine Development System
JFC	Joint Force Commander
JFD-PA	Joint Force Development – Public Affairs
JLLIS	Joint Lessons Learned Information System
JLLP	Joint Lessons Learned Program
JMD	Joint Manpower Document
JMETL	Joint Mission Essential Task List
JP	Joint Publication
JPA ESG	Joint Public Affairs Executive Steering Group
JPME	Joint Professional Military Education
JPP	Joint Planning Process
JPSE	Joint Planning Support Element

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JROC	Joint Requirements Oversight Council
JS	Joint Staff
JSPS	Joint Strategic Planning System
JTD	Joint Table of Distribution
JTF	Joint Task Force
M&S	Modeling and Simulation
NMS	National Military Strategy
OIE	Operations in the Information Environment
OPSEC	Operations Security
OSD	Office of the Secretary of Defense
OUSD(P)	Office of the Undersecretary of Defense for Policy
PA	Public Affairs
PAG	Public Affairs Guidance
PATEC	Public Affairs Training and Education Council
PME	Professional Military Education
SME	Subject Matter Expert
UJTL	Universal Joint Tasks List
USG	U.S. Government
VI	Visual Information

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## PART II – DEFINITIONS

Combatant Commander. A commander of one of the unified or specified Combatant Commands established by the President. Also called CCDR. (Source: JP 3-0)

Command Information. Communication by a military organization directed to the internal audience that creates an awareness of the organization's goals, informs them of significant developments affecting them and the organization, increases their effectiveness as ambassadors of the organization, and keeps them informed about what is going on in the organization. Also called internal information. (Source: JP 3-61)

Community Engagement. Public affairs activities that support the relationship between military and civilian communities. (Source: JP 3-61)

Disinformation. False or misleading information spread with the intention to deceive.

Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, Facilities-Policy. Components of the Joint Capabilities Integration Development System, used to assess potential gaps within the U.S. military force that must be addressed to ensure successful achievement of assigned missions. (Source: CJCSI 5123.01H)

Fourth Estate Manpower Tracking System. A management information system and system of record that provides an automatic method to coordinate manpower changes and track personnel at the Joint Staff, Combatant Commands, CCAs, and other joint activities. (Source: CJCSI 1001.01B)

Guidance for Employment of the Force: Official DoD policy document that combines guidance for the Secretary of Defense to Combatant Commanders on theater security cooperation and contingency planning. Also called GEF. (Source: JP 3-0)

Information Joint Function. The information function encompasses the management and application of information and its deliberate integration with other joint functions to influence relevant-actor perceptions, behavior, action or inaction, and support human and automated decision making. The information function helps commanders and staffs understand and leverage the pervasive nature of information, its military uses, and its application during all military operations. This function provides joint force commanders the ability to integrate the generation and preservation of friendly information

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while leveraging the inherent informational aspects of all military activities to achieve the commander's objectives and attain the end state.

Information Environment. The aggregate of individuals, organizations, and systems that collect, process, disseminate, or act on information. (Source: JP 3-13)

Information Operations. The integrated employment, during military operations, of information-related capabilities in concert with other lines of operations to influence, disrupt, corrupt, or usurp the decision making of adversaries and potential adversaries while protecting our own. (Source: JP 3-13)

Joint Doctrine. Fundamental principles that guide the employment of United States military forces in coordinated action toward a common objective and may include terms, tactics, techniques, and procedures. (Source: CJCSI 5120.02)

Joint Doctrine Development System. The system of lead agents, Joint Staff doctrine sponsors, primary review authorities, coordinating review authorities, assessment agents, evaluation agents, procedures, and hierarchical frameworks designed to initiate, develop, approve, and maintain joint publications. Also called JDDS. (Source: CJCSI 5120.02)

Joint Information Operations Proponent. A role, assigned to the Joint Staff by the Secretary of Defense. CJCS authority, as Joint IO Proponent, has been delegated to the Joint Staff Deputy Director for Special Actions and Operations (Joint Staff/J-38). Joint Staff/J-38 leads implementation and provides oversight of Joint IO policy and doctrine, plans, operations and assessment, and force development in order to improve the Department of Defense's ability to meet Combatant Command requirements. (Source: OASD(SO/LIC) memorandum for the record, "Joint Information Operations (IO) Proponent," 21 June 2012)

Joint Lessons Learned Program. The knowledge management program established to enhance joint capabilities through discovery, validation, integration (with functional resolution processes), evaluation, and dissemination of lessons from joint operations, training events, exercises, experiments, and other activities involving DoD assets of the Armed Forces of the United States and applying to the full range of joint operations in peacetime and war. (Source: CJCSI 3150.25)

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Joint Mission-Essential Task. A mission task selected by a joint force commander deemed essential to mission accomplishment and defined using the common language of the Universal Joint Task List in terms of task, condition, and standard. Also called JMET. (Source: JP 3-33)

Joint Public Affairs Force Development. Action to establish, develop, maintain, and manage a mission-ready Joint Public Affairs Force. Encompasses Joint Force management, education, and training. (Source: Enclosure D)

Joint Public Affairs Force Management. Actions that integrate new and existing human and technical assets from across the Joint PA Force and its mission partners to make the right capabilities available at the right time and place.

Joint Planning Support Element. A U.S. Transportation Command Joint Enabling Capabilities Command function, the JPSE provides rapidly deployable, tailored, joint planners with expertise to accelerate the formation and increase the effectiveness of a joint force headquarters during emerging operations. JPSE provides flexible, employable packages composed of personnel who are experienced in joint operations, understand joint doctrine and are trained in the Joint Planning Process (JPP) including, Plans, Operations, Logistics, Knowledge Management, Intelligence, and Public Affairs. The JPSE-PA functional section provides Joint PA personnel trained in JPP and establishment and operation of a contingency PA cell for Joint Task Forces. JPSE-PA provides subject matter expertise to joint PA planning operations and integration with other IRCs using current doctrine and CCMD standard operating procedures.

Joint Policy. Prescriptive guidance for ensuring the Armed Forces of the United States are prepared to perform their assigned roles. Joint policy can direct, assign tasks, and prescribe desired capabilities. (Source: CJCSI 5120.02)

Joint Professional Military Education: JPME provides the body of knowledge to enhance performance of duties consistent with Joint Matters and in the context of joint functions and meets the educational requirements for joint officer management. (Source: CJCSI 1800.01)

Joint Requirements Oversight Council. A four-star panel that conducts periodic reviews of joint military requirements. It consists of the Vice Chairman of the Joint Chiefs of Staff and a four-star officer designated by each of the Services. This council provides recommendations to the Chairman of the Joint Chiefs of Staff based on interaction with Combatant Commanders and the Joint Staff Directors. Also called JROC. (Source: JP 1-02)

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Joint Strategic Planning System. One of the primary means by which the Chairman of the Joint Chiefs of Staff, in consultation with the other members of the Joint Chiefs of Staff and the combatant commanders, carries out the statutory responsibilities to assist the President and Secretary of Defense in providing strategic direction to the Armed Forces. Also called JSPS. (Source: JP 5-0)

Joint Training Information Management System. A Web-based integrated management tool suite that supports the joint community as the system of record to execute all phases of the joint training system, enabling efficient use of resources to determine requirements, plan, execute, and assess capability-  
Joint Training Plan: A plan developed and updated annually by each Combatant Commander that defines the strategy for training assigned forces (training audience) in joint doctrine to accomplish the mission requirements over the selected training period. Specifically, the plan conveys the commander's guidance, identifies the training audience, the joint training objectives, the training events, and required training resources. (Source: CJCSI 3500.01)

Lessons Learned. Results from an evaluation or observation of an implemented corrective action that contributed to improved performance or increased capability. A lesson learned also results from an evaluation or observation of a positive finding that did not necessarily require corrective action other than sustainment. (Source: CJCSI 3150.25)

Military Information Support Operations. Planned operations to convey selected information and indicators to foreign audiences to influence their emotions, motives, objective reasoning, and, ultimately, the behavior of foreign governments, organizations, groups, and individuals in a manner favorable to the originator's objectives. Also called MISO. (JP 3-13.2)

Operations Security. A capability that identifies and controls critical information, indicators of friendly force actions attendant to military operations, and incorporates countermeasures to reduce the risk of an adversary exploiting vulnerabilities. Also called OPSEC. (JP 3-13.3)

Public Affairs. Public information, command information, and community engagement activities directed toward both external and internal publics with interest in the Department of Defense. PA activities contribute to USG Strategic Communication and DoD objectives by communicating information about military activities to domestic, international, and internal audiences. As a function of command, PA is an integral strategic and operational capability and

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is an operational capability vital to meeting DoD public information and communications requirements.

Public Affairs Training and Education Council. The primary coordination forum within the Department of Defense to inform, coordinate, and resolve PA and VI issues among the DoD Components and, as appropriate, to deconflict PA and VI issues as they are represented in established DoD policy and programmatic decision forums. It provides advice and recommendations to the Principal Staff Assistant for PA, the Joint Staff in its role as the Joint PA Proponent, and senior leadership organizations such as the Defense Senior Leaders Council and the Deputies Management Action Group.

Publicly Accessible Web Sites. The collection of Internet media, services, supporting technology and systems, available without access controls to an unlimited audience at a uniform resource locator, a Web address that begins with a protocol indicator (e.g., <http://>, <https://>, and <ftp://>). Publicly accessible Web Sites should not contain mission data, but may contain mission-related data if the Web Site mission is to inform the public.

Universal Joint Task List. AA menu of tasks that may be selected by a joint force commander to accomplish the assigned mission. Also called UJTL. (Source: JP 3-33)

Visual Information. Visual media with or without sound and is a visual subset of military information used to support PA activities to include, but not limited to, communication synchronization, command information, community engagement, public diplomacy, operational planning, decision making, and training. VI also provides legal and historical documentation of military operations and events for official records.

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