ACTION PROCESSING
POLICY AND PROCEDURES

JOINT STAFF
WASHINGTON, D.C. 20318

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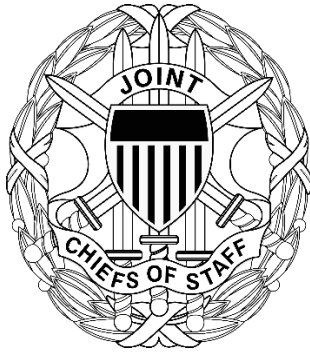
CHAIRMAN OF THE JOINT CHIEFS OF STAFF NOTICE

SJS/AD   CJCSI 5711.01E CH 1
DISTRIBUTION: A, B, C   10 April 2025

CHANGE 1 TO CJCS INSTRUCTION 5711.01E

1. <u>Change</u>. Holders of Chairman of the Joint Chiefs of Staff Instruction 5711.01E, "Action Processing Policies and Procedures," 3 January 2025 are requested to make the following page substitutions:

Remove Pages	Add Pages
B-5	B-5
B-11 through B-12	B-11 through B-12
D-2 through D-3	D-2 through D-3

2. Summary of the changes is as follows:

   a. Replaced Figure 3 with updated example.

   b. Added clarification regarding use of carrier e-mails to transmit ghost e-mails.

   c. Updated requirements in Table 2 regarding timelines for standard suspense dates.

3. When the prescribed action has been taken, this change notice should be filed behind the basic document.

4. <u>Releasability</u>. UNRESTRICTED. This directive is approved for public release; distribution is unlimited on the Non-classified Internet Protocol Router Network. DoD Components (including the Combatant Commands), other Federal agencies, and the public may obtain copies of this directive through the

internet from the CJCS Directives Electronic Library at <http://www.jcs.mil/library>. Joint Staff activities may also obtain access via the SECRET Internet Protocol Router Network Directives Electronic Library web sites.
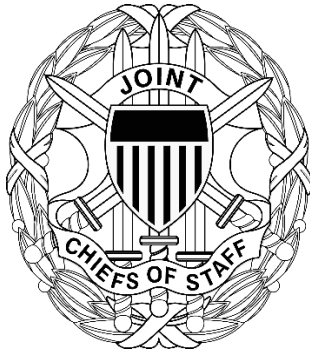
For the Chairman of the Joint Chiefs of Staff:

STEPHEN E. LISZEWSKI, MajGen, USMC
Vice Director, Joint Staff

CHAIRMAN OF THE JOINT CHIEFS OF STAFF INSTRUCTION

ACTION PROCESSING POLICIES AND PROCEDURES

References:
  See Enclosure E

1. <u>Purpose</u>. This instruction establishes policy, assigns responsibilities, and provides procedures for the assignment, development, staffing, coordination, and approval of Joint Staff actions in support of the Chairman of the Joint Chiefs of Staff (CJCS) in accordance with references (a), (b), and (c).

2. <u>Superseded/Cancellation</u>. CJCS Instruction (CJCSI) 5711.01D, "Action Processing Policies and Procedures," 12 September 2022, is hereby superseded.

3. <u>Applicability</u>. This instruction applies to the Joint Staff Directorates (J-Dirs), Combatant Commands (CCMDs), and all other authorized users of the Enterprise Task Management Solution System (ETMS2).

4. <u>Policy</u>

   a. The CJCS is the principal military advisor to the President, Secretary of Defense (SecDef), National Security Council (NSC), and Homeland Security Council (HSC). Subject to SecDef authority, direction, and control, the CJCS is the spokesperson for the Combatant Commanders (CCDRs), especially on operational requirements of their commands.

   b. The Joint Staff assists the CJCS and, subject to the authority, direction, and control of the CJCS, other members of the Joint Chiefs of Staff (JCS) in carrying out their responsibilities.

   c. ETMS2 is the official task management tool used to manage the full scope of actions carried out by the Joint Staff in support of the CJCS's responsibilities. ETMS2 is used to assign, develop, coordinate, edit, approve, distribute, and archive Joint Staff actions.

5. <u>Responsibilities</u>. See Enclosure A.

6. <u>Summary of Changes</u>. CJCSI 5711.01E has been extensively re-written and should be read in its entirety to ensure users understand all changes and updates. This revised instruction:

    a. Updates Secretary, Joint Staff (SJS), Actions Division (AD), and Joint Staff Actions Process Training Program (JSAP-TP) responsibilities.

    b. Codifies requirements for Flash Coordination, 4-star correspondence, and congressional tasks.

    c. Updates procedures for handling Restricted Data (RD) and Formerly Restricted Data (FRD) in ETMS2.

7. <u>Releasability</u>. UNRESTRICTED. This directive is approved for public release; distribution is unlimited on the Non-classified Internet Protocol Router Network (NIPRNET). Department of Defense (DoD) Components (including the CCMDs), other Federal agencies, and the public may obtain copies of this directive through the internet from the CJCS Directives Electronic Library at <http://www.jcs.mil/library>. Joint Staff activities may also obtain access via the SECRET Internet Protocol Router Network (SIPRNET) Directives Electronic Library web sites.

8. <u>Effective Date</u>. This INSTRUCTION is effective upon signature.

                          For the Chairman of the Joint Chiefs of Staff:

                          STEPHEN E. LISZEWSKI, MajGen, USMC
                          Vice Director, Joint Staff

Enclosures:
    A – Responsibilities
    B – Joint Staff Action Processing
    C – Coordination
    D – Suspense Assignment and Management
    E – References

LIST OF EFFECTIVE PAGES

The following is a list of effective pages for CJCSI 5711.01E. Use this list to verify the currency and completeness of the document. An "O" indicates a page in the original document.

PAGE	CHANGE	PAGE	CHANGE
1 through 2	O	C-1 through C-3	O
i through ii	O	C-4 through C-7	1
A-1 through A-4	O	D-1	O
B-1 through B-4	O	D-2 through D-3	1
B-5	1	E-1 through E-2	O
B-6 through B-10	O	GL-1 through GL-4	O
B-11 through B-12	1		

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CJCSI 5711.01E
3 January 2025

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ENCLOSURE A

RESPONSIBILITIES

1. <u>Chairman of the Joint Chiefs of Staff</u>. The CJCS is the principal military advisor to the SecDef and President. The CJCS convenes and presides over meetings of the JCS (the "Tank"). As the global integrator, the CJCS advises the SecDef on the allocation of resources and forces among the geographic and functional CCMDs. Subject to the authority, direction, and control of the President and SecDef, the CJCS is responsible for the strategic direction of the armed forces; strategic and global contingency planning; providing advice on global military integration; evaluating overall joint readiness; fostering joint capability development; and managing Joint Force development activities.

2. <u>Vice Chairman of the Joint Chiefs of Staff</u>. The Vice Chairman of the Joint Chiefs of Staff (VCJCS) oversees joint military requirements, represents the military in NSC deputies' meetings, and performs other duties as directed by the CJCS. The VCJCS acts as and performs the duties of the CJCS in the CJCS's absence.

3. <u>Director, Joint Staff</u>. The Director, Joint Staff (DJS) assists the CJCS in managing the Joint Staff. The DJS chairs Operations Deputies (OpsDeps) meetings, a subsidiary body of the JCS that considers issues not requiring JCS attention, and reviews major issues before they reach the JCS. The DJS approves actions as delegated by the CJCS.

4. <u>Vice Director, Joint Staff</u>. The Vice Director, Joint Staff (VDJS) synchronizes the Joint Staff to enable unified strategic direction, effective information flow, and timely recommendations in support of the CJCS. The VDJS chairs Deputy Operations Deputies meetings, a subsidiary body of the OpsDeps and JCS, and approves actions as delegated by the CJCS or DJS.

5. <u>Top 4 Front Offices</u>. Top 4 Executive Assistants (EAs) ensure adherence to Joint Staff business practices, communicate Top 4 preferences, and provide clarifying or amplifying guidance to the staff to ensure Top 4 actions are correctly prepared and submitted in a timely manner.

6. <u>Secretary, Joint Staff</u>. The SJS provides oversight of the Joint Staff actions process, the records management process, and DJS-directed CJCS readahead books on behalf of the DJS. The SJS attends JCS Tank meetings as directed by the DJS, serves as the Senior Agency Official for Records Management, and oversees the activities of the AD, Information Management Division (IMD), and Knowledge Management Division.

a. <u>Actions Division</u>. AD, within the SJS, executes the Joint Staff Actions Process (JSAP) and the JSAP-TP on behalf of the DJS, and serves as the information clearinghouse between the Joint Staff, White House, and other federal agencies. AD is the focal point for processing live actions and determines action processing policies and procedures. AD personnel receive, assign, and track all incoming Joint Staff correspondence and edit, route, and distribute correspondence signed by the Top 4. AD is the primary interface with the CCMDs and the Office of the Secretary of Defense (OSD) for all tasking and action-related matters.

(1) <u>Action Assignment</u>. AD Action Assigners analyze incoming correspondence, determine the appropriate J-Dir to task for action, track actions that require Top 4 approval, provide processing guidance to action officers (AOs) and Military Secretariats (MILSECs), manage suspense dates, assist with suspense extensions, and assist with reassigning incorrectly assigned actions to another J-Dir or DoD component. Action Assigners liaise daily with DoD component correspondence analysts, Joint Staff MILSECs, AOs, EAs, and CCMD SJS personnel.

(2) <u>Editorial Support</u>. AD Editors ensure products drafted for Top 4 approval meet the intent of the original task, conform to the standards of plain language, align with DoD writing styles (reference (d)), and meet formatting requirements. Editors review written work prior to Top 4 approval to ensure products are properly coordinated, classified, and addressed. Editors work with AOs, MILSECs, and EAs to refine action packages and address Top 4 rework guidance, if necessary. Editors create hard copy packages for Top 4 review and signature.

(3) <u>Administrative Support Team</u>. The Administrative Support Team (AST) delivers hard copy packages to Top 4 front offices, uploads signed documents to ETMS2, closes completed actions, and distributes signed documents to the appropriate AO or external agency. AST assigns control numbers to signed Top 4 memos and maintains the digital Senior Leader Memorandum Repository.

(4) <u>Joint Staff Actions Process-Training Program</u>. The JSAP-TP provides training to the Joint Staff regarding formal staffing processes in the joint environment using ETMS2 in accordance with reference (e).

b. <u>Information Management Division</u>. IMD assigns CJCS and Joint Staff directives for annual rewrite (reference (f)), manages freedom of information requests (reference (g)), performs mandatory declassification security reviews (reference (h)), and provides research and information retrieval services for the Top 4 and Joint Staff.

7. <u>Joint Staff Directorates and Special Staff Offices</u>. J-Dirs and Special Staff offices assist the CJCS by preparing actions that present military advice, fulfill the CJCS's title 10 responsibilities, respond to congressional inquiries, provide policy guidance to the CCMDs, and support global integration.

    a. <u>Directors and Vice Directors</u>. J-Dir Directors and Vice Directors review, approve, and respond to General Officer/Flag Officer/Senior Executive Service (GO/FO/SES)-level Staff Actions within their J-Dir and review Top 4 actions prepared by their J-Dir prior to routing to the AD Editors via ETMS2 for final preparation and Top 4 approval.

    b. <u>J-Dir Executive Assistants and Chiefs of Staff</u>. J-Dir EAs and Chiefs of Staff communicate positions and responses for their principals, provide clarifying or amplifying guidance to AOs and MILSEC personnel within their J-Dir, and help ensure Top 4 actions are correctly prepared and routed in a timely manner. When necessary, EAs assist their AOs and MILSECs with reassigning incorrectly assigned actions, and work with other front offices to negotiate reassignments.

    c. <u>Division Chiefs</u>. Joint Staff division chiefs review, approve, and respond to O-6/GS-15/planner-level Staff Actions; review GO/FO/SES-level actions prior to approval; and review Top 4 actions prior to routing and approval.

    d. <u>Military Secretariats</u>

        (1) Accept taskers assigned to their J-Dir by SJS/AD; analyze and assign tasks further to the appropriate office or Deputy Directorate; and assist with resolving incorrectly assigned tasks.

        (2) Track actions within their J-Dir to ensure adequate control and timely submission; liaise with AOs, EAs, and AD as necessary; submit ETMS2 account activation and deactivation requests via the Army Enterprise Service Desk–Worldwide; and ensure actions for Top 4 approval are accurately routed via pre-built Senior Leader Approval Process (SLAP) route templates.

        (3) Ensure their J-Dir meets overall Joint Staff suspense dates.

    e. <u>Action Officers</u>. AOs develop Joint Staff positions and responses that provide military advice or guidance. AOs ensure actions are fully coordinated and submitted in a timely manner. AOs retain responsibility for their actions until a final decision is made, and final documents are distributed.

(1) <u>Coordination</u>. AOs are responsible for coordinating their actions with all relevant stakeholders at the appropriate level and attempting to resolve nonconcurrences. See Enclosure C for additional guidance on coordination.

(2) <u>Classification</u>. AOs are responsible for ensuring all documents they draft are clearly marked with appropriate classification or control markings (e.g., portion markings, declass statements, Controlled Unclassified Information indicators, and any applicable warning statements) in accordance with security guidance in references (i)–(n).

(3) <u>Content</u>. AOs ensure written products are clear, concise, and fully developed; appropriately address the issue or task; and do not skirt the issue or provide a diluted response. A lack of consensus during coordination should not result in an unclear response to satisfy all stakeholders.

(4) <u>Suspense Dates</u>. AOs are responsible for meeting J-Dir suspense dates or requesting extensions from the office of primary responsibility (OPR) (task initiator) or point of contact (POC). See Enclosure D for additional guidance on suspense assignment and management.

8. <u>Combatant Commands</u>. CCMDs respond to requests for coordination, ensure coordination is provided at the appropriate level, and meet suspense dates as outlined in Enclosure D.

9. <u>Service and National Guard Bureau Joint Action Control Offices</u>. Service and National Guard Bureau (NGB) Joint Action Control Offices (JACOs) are the administrative POCs between the Joint Staff and CCMDs, and the Services and NGB. JACOs are responsible for receiving joint actions, determining the Service or NGB action required, assigning the action to the appropriate Service or NGB office, and ensuring completion by the suspense date. JACOs work closely with Service and NGB planners to obtain final Service and NGB coordination on joint actions.

ENCLOSURE B

JOINT STAFF ACTION PROCESSING

1. Use of the ETMS2 Task Management Tool

   a. ETMS2 is the official task management tool used by the Joint Staff to task, develop, coordinate, approve, edit, and distribute actions in support of the CJCS, and is the system of record for managing and archiving official Joint Staff actions. AOs must successfully complete the JSAP-TP Action Officer Course to gain access to ETMS2.

   b. All actions requiring Top 4 approval must have an associated tasker in ETMS2 to facilitate tracking, version control, accountability, distribution, and archiving.

   c. Even in instances where the need for a prompt response justifies hand-carrying a copy to senior leaders, ETMS2 should be used to create a tasker containing all relevant documents (subject to classification restrictions) to ensure proper records management. Avoid creating duplicate ETMS2 tasks.
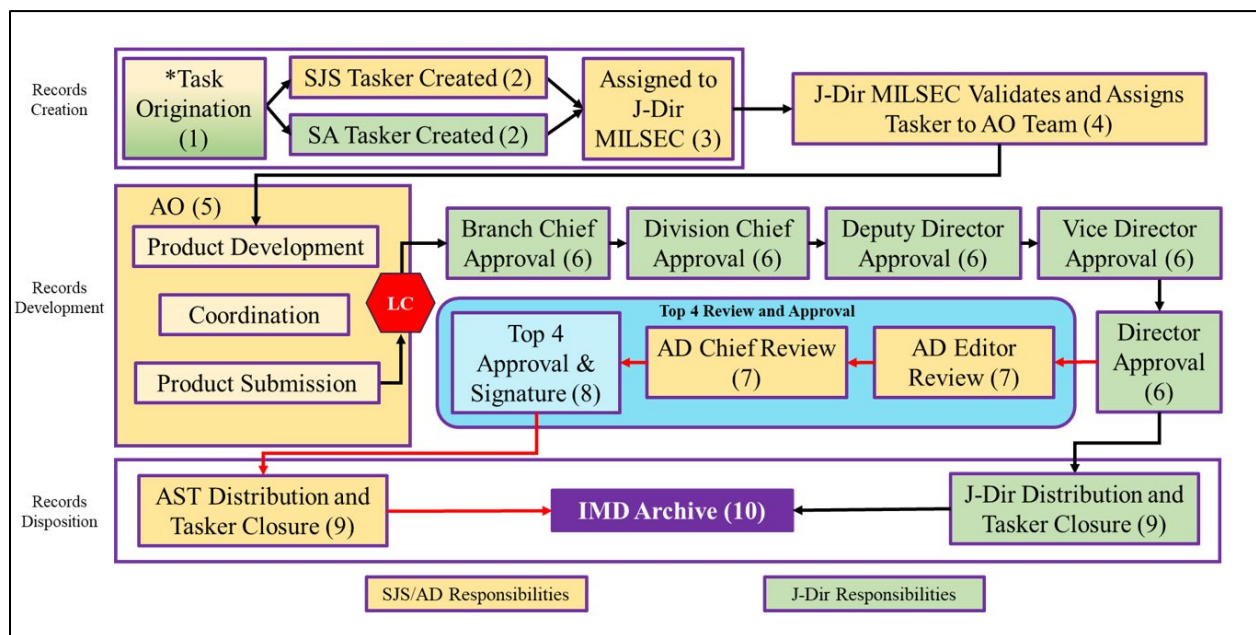

Figure 1. The Joint Staff Actions Process

2. Origins of Actions

   a. External sources include the President, members of Congress, the Assistant to the President for National Security Affairs, the SecDef, DoD

Components, Service Chiefs, CCDRs, Directors of the Defense Agencies, and Directors of DoD Field Activities.

    b. Internal sources include the Top 4, SJS, J-Dirs, and Special Staff offices.

3. <u>Action Assignment</u>. AD assigns taskers initiated by external organizations to the appropriate J-Dir via ETMS2 based on an initial analysis of the action or as recommended by the external organization. However, any member of the Joint Staff with ETMS2 access can initiate a task, send the task to internal and external offices for coordination, and route their response for approval via ETMS2. When initiating an action, J- Dirs should select "Staff Action (SA)" as the action type.

Figure 2. Sample ETMS2 Task

    a. <u>Tasker Types</u>. "SJS Actions" are originated by an external agency and assigned by SJS/AD to the appropriate J-Dir or CCMD as required. "Staff Actions" are initiated by J-Dir personnel in response to identified requirements. Either tasker type can be routed for Top 4 approval.

    b. <u>Suspense Date</u>. Indicates the overall suspense date—when the action is due to the originator.

c. <u>J-Dir Suspense</u>. Indicates the date the J-Dir should complete all staffing (i.e., draft all documents and obtain required coordination) and begin routing the action for Top 4 approval (if applicable).

d. <u>External Tasker ID</u>. This field automatically links to an external organization's task ID.

e. <u>Keywords</u>. This field is used to improve search functionality and capture words, phrases, and acronyms associated with the tasker that are not already in the subject.

f. <u>Origin</u>. Indicates the source of the action, such as OSD, the White House, Congress, or the NSC.

g. <u>Sub-Origin</u>. Indicates the specific office the action is originating from, such as the Office of the Under Secretary of Defense for Policy, the Office of the Under Secretary of Defense for Acquisition and Sustainment, the DoD ExecSec, one of the Services, or a Top 4 front office.

h. <u>Classification</u>. Indicates action classification level. See references (i)–(n) for additional classification guidance.

(1) "Ghost Package" refers to an action that contains documents classified at a higher level or that have special handling requirements, such as Alternative Compensatory Control Measures (ACCM).

(2) Use the Ghost Package classification indicator when routing packages for approval that meet the criteria above.

(3) Do not upload documents that contain Restricted Data (RD) and Formerly Restricted Data (FRD) to ETMS2. Use the Ghost Package indicator when initiating an action with RD or FRD data and transmit documents via e-mail to the appropriate SJS/AD distribution list.

i. <u>Priority</u>. Indicates the overall priority of the action.

(1) <u>Red Tag</u>. Red Tag actions are top-priority, high-visibility actions that require a timely response based on subject matter, timeline, originator, or sensitivity. Red Tag actions include requests from the SecDef, Deputy Secretary of Defense (DepSecDef), or DoD ExecSec (referred to as "Stoplights"); coordination on DoD directives; responses to Cabinet members, Congress, Service Chiefs, CCDRs (to or through the CJCS), and foreign Chiefs of Defense (CHODs); and any other priority items as designated by the Top 4 or SJS/AD. Most actions that require Top 4 approval are Red Tag items.

(2) <u>Green Tag</u>. Green Tag actions include all other actions not related to urgent activities and are lower priority.

j. <u>Category</u>. Indicates the action type, such as DoD directives; OSD "Stoplight" actions from the ExecSec, DepSecDef, or SecDef; or congressional correspondence.

k. <u>Action</u>. Indicates the type of action to be taken and the reply level.

(1) <u>CJCS Approve/Reply</u>. Requires the AO to prepare correspondence for CJCS approval or response. This category also exists for actions that require VCJCS, DJS, and VDJS approval or response.

(2) <u>CJCS Info Only</u>. Used when correspondence does not require a CJCS response and is for information only. This category also exists for actions for VCJCS, DJS, and VDJS information only and that do not require a response.

(3) <u>Appropriate Action</u>. Requires the AO or J-Dir to determine the appropriate response and approval level (Top 4 or J-Dir).

(4) <u>Circulated for Information</u>. Actions circulated for information; no further action required.

(5) <u>Direct Reply</u>. Indicates the J-Dir or office should reply directly to the originator of the action. The reply (signed letter, memo, or JS Form 136; copy of e-mail; notes from telephone call, to include date, time, and POC; or other documentation of response) must be uploaded into ETMS2 prior to closing the action.

(6) <u>Scan and File</u>. Actions created for recordkeeping purposes only.

l. <u>SIPR ID</u>. Lists any SIPR ETMS2 task numbers associated with a NIPR ETMS2 task.

m. <u>Related Tasker</u>. Links new ETMS2 tasks to previously created or completed on the same topic.

4. <u>Task Instructions</u>

a. Tasks initiated by an organization outside the Joint Staff (usually a DoD Component) and assigned by SJS/AD include instructions from the OPR (task initiator) and supplemental guidance from SJS/AD in the "My Instructions" field in ETMS2. Supplemental guidance from SJS/AD includes the level of

approval required, general guidelines for preparing a response, and all pertinent suspense dates. When assigning tasks further for coordination, Joint Staff AOs must provide unique instructions for coordinating offices (typically the CCMDs) that specify what is needed from them and what level of coordination is required. AOs must ensure they are requesting coordination at the appropriate level and not inadvertently requesting coordination above what is required. AOs must also include their contact information and an alternate POC or team distro in tasking instructions to ensure coordinating offices have a POC to reach out to with questions about the task. **Leaving original tasker instructions without supplemental information is not sufficient and delays coordination**.

Figure 3. Standard Joint Staff ETMS2 Task Instructions

b. Initial tasking documents are uploaded by the initiator of an action and located in the "Original Documents" folder in ETMS2. AD Action Assigners upload an endnote file with all documents combined in one portable data file (pdf) to the "Original Documents" folder to assist AOs with action development and coordination. Applicable templates are uploaded to the "Supporting Documents" folder for use by Joint Staff AOs.
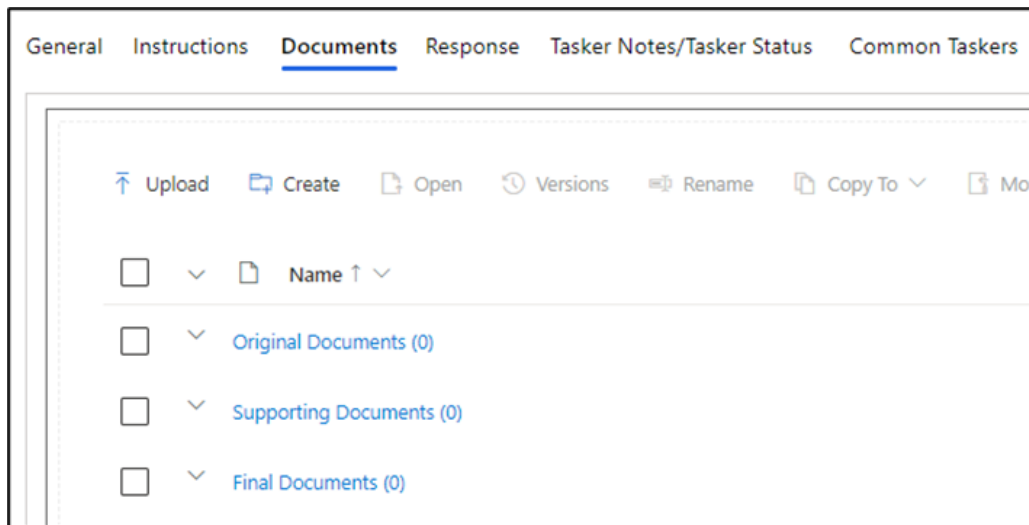
Figure 4. ETMS2 Document Folders

5. <u>Accepting or Rejecting Taskers</u>. SJS/AD assigns taskers initiated by external organizations to the appropriate J-Dir based on subject matter or as recommended by the external organization. It is MILSECs' responsibility to determine whether their J-Dir should accept or reject the task, ideally before further tasking within the J-Dir.

   a. If a MILSEC believes a task has been incorrectly assigned, MILSECs are responsible for rejecting the task in ETMS2 and notifying SJS/AD. J-Dir EAs or Chiefs of Staff must approve rejections. When a MILSEC rejects a task, they must provide a justification for reassignment, recommend an appropriate J-Dir for reassignment, and negotiate with the recommended J-Dir to ensure they accept the task once it is transferred.

   b. If a MILSEC accepts an action and it is later determined that the task does not belong to their J-Dir, MILSECs work with their J-Dir to provide a justification for reassignment, recommend an alternate J-Dir to handle the task, and provide the information to SJS/AD via the Joint Secretariat email box. Do not press the "complete" button in ETMS2 when attempting to reject a task. Doing so will send the task back to the external initiator rather than SJS/AD and cause significant delays.

   c. Requests for reassignment must be made within **one business day** to allow the receiving J-Dir adequate time to complete the task. If the assignment is not rejected after one business day, it is the J-Dir's responsibility to either complete the task or negotiate with another J-Dir to accept the task.

   d. If a MILSEC determines that their J-Dir should accept a task, the MILSEC will assign the task to the appropriate Deputy Directorate for action

Enclosure B

using the "Manage Assignments" function in ETMS2. The MILSEC will designate a Deputy Directorate team as OPR and update the OPR instructions and suspense dates, as necessary. **MILSECs must designate Deputy Directorate teams as the OPR rather than the office of coordinating responsibility (OCR) to ensure the Deputy Directorate can upload their final response in ETMS2.** OPR and OCR ETMS2 roles determine which document folders users can view and use.

6. <u>Initial Action Development and Coordination</u>

    a. Once the MILSEC has assigned an action to the appropriate Deputy Directorate team, an AO from within the team accepts the task and analyzes the action. The AO determines the nature of the action, coordination requirements, and the feasibility of completing the action by the suspense date. Actions must be completed in the time allotted; however, if the topic is especially complex or unusual, the AO may request an extension using the procedures described in Enclosure D.

    b. After initial analysis, the AO should determine the appropriate stakeholders with equity in the action and establish the network of AOs needed to develop and coordinate the action.

    c. The AO should conduct research to establish relevant facts, policy, and precedent to develop an appropriate response and seek guidance from leadership and other subject matter experts (SMEs), if necessary. AOs are encouraged to consult previous actions on the same topic and use IMD's "Ask a Researcher" function to obtain examples that may assist in developing their action. AOs should visit the Joint Staff templates page on SharePoint to access current templates. For complex actions or those without clear precedent or guidance, AO collaboration may be useful to establish the initial structure.

    d. Once a response has been drafted, the AO should initiate coordination using the "Manage Assignments" function in ETMS2. This may involve preliminary, AO-level coordination or final coordination. Although AOs may conduct preliminary coordination without further approval, some type of internal review occurs before final coordination begins. The level of review depends on the significance of the action, the AO's understanding of leadership's views on the subject, and the J-Dir's internal procedures.

    (1) When sending a task out for coordination, AOs should include additional instructions that specify, at a minimum, the required task, the level of coordination required, POC(s), and all pertinent suspense dates as outlined in paragraph 4.a. above. Joint Staff AOs must ensure documents they are seeking coordination on are uploaded to the "Original Documents" folder in

ETMS2; external organizations do not have access to the "Supporting Documents" folder.

(2) Coordination on actions that require Top 4 approval must come from an O-6 or GS-15 from coordinating organizations (OCRs). Coordinating organizations must include the full name **and grade** of the individual providing coordination in the ETMS2 "Response" field.

7. Action Refinement

a. Once all coordination is received, the AO will analyze responses, attempt to resolve issues, revise their product as needed, and re-coordinate with stakeholders, if necessary. See Enclosure C for additional coordination guidance.

b. If the Joint Staff's response requires a Comment Resolution Matrix (DD Form 818), AOs are responsible for consolidating input from all coordinators into a single DD 818.

c. AOs must obtain legal review on all Top 4 actions from the Office of the Chairman of the Joint Chiefs of Staff Legal Counsel (OCJCS/LC) after coordination is complete and a response is fully developed.

8. Action Approval and Closure. J-Dirs have discretion to develop their own procedures for approving Direct Reply actions in ETMS2 (e.g., whether to route actions for approval electronically via SLAP routes, or by hard copy). At a minimum, J-Dirs must upload any signed approving documents or other documentation of completion (e.g., e-mail or a note stating phone response provided) into the ETMS2 "Final Documents" folder before closing the action.

9. Top 4 Action Approval and Closure. Following coordination, OCJCS/LC legal review, and J-Dir front office approval, upload documents for Top 4 review and/or approval to the "Final Documents" folder in ETMS2. Only documents intended to be part of the final package for the Top 4 should be included in the "Final Documents" folder. Documents prepared for Top 4 signature must be submitted in an editable format (do not use .pdf). Name files in a clear, concise, and consistent manner. Reference (o) provides additional guidance for preparing Top 4 correspondence.

a. Components of a Top 4 Action Package. Documents included in a Top 4 action package will depend on the action's subject and the level of approval required. Templates for Top 4 documents are available on the Joint Staff SharePoint site under "JS Templates." Top 4 action packages must include, at a minimum:

(1) A JS Form 136 that outlines the purpose of the action, provides applicable background information, explains any events or outside factors driving the suspense date, and offers a recommendation. The JS Form 136 must include the name(s) **and grade(s)** of all coordinators and the date they provided coordination.

(2) Any supporting documents for Top 4 signature or review.

b. Routing Top 4 Actions

(1) AOs, MILSECs, or EAs must submit Top 4 action packages electronically using pre-built SLAP route templates in ETMS2. Top 4 SLAP routes include the Editors, SJS, appropriate Top 4 officials, and AST.

(2) Prior to initiating a Top 4 SLAP route, ETMS2 will prompt users to enter a response in the "My Response" field. Users can enter a short summary of their response or copy and paste the Executive Summary from the JS Form 136 to satisfy this requirement.

(3) Documents associated with a Top 4 Ghost Package that cannot be uploaded to ETMS2 due to classification or other constraints must be e-mailed to the AD Editors when the package is submitted via ETMS2. E-mail JWICS documents to <js.pentagon.dom.list.joint-secretariat@coe.ic.gov>. Email SIPRNET documents to <js.pentagon.dom.list.joint-secretariat-mbx@mail.smil.mil>. E-mail ACCM documents to AD personnel with appropriate read-ons. Include a tasker note in ETMS2 indicating the time sent and recipient group.

c. Editing Top 4 Actions

(1) Following J-Dir Director or Vice Director approval, AD Editors review actions to ensure Top 4 action packages are consistent in style, tone, and format; properly classified and marked; and appropriately coordinated; and address the initiating task.

(2) Editors work directly with AOs to clarify language and resolve questions relating to the content and intent of the action. Packages that are missing required coordination, classification markings, or supporting documents may be returned to the AO in ETMS2 for rework.

d. Top 4 Approval

(1) Following editor review and SJS approval, Top 4 packages are routed electronically via ETMS2 to the VDJS, DJS, VCJCS, and CJCS, as

applicable, and a hard copy package is delivered by AST to the VDJS front office (OVDJS).

      (2) AOs can track and check the status of their actions using the "Tasker Notes/Tasker Status" field in ETMS2.

    e. <u>Top 4 Rework</u>. Top 4 front offices may return an action for rework directly to a J-Dir or through SJS/AD if there are questions or concerns about the content of the package or the proposed response. In either case, AOs must ensure they are working from the most recent version of their documents in the "Final Documents" folder and make all changes using the Microsoft Word track changes function. Once an action has been through the AD Editors, do not turn track changes off. If a clean appearance is desired, select "No Markup" on the Review tab in Word.

    f. <u>Closing Top 4 Actions</u>. Once approved, AST retrieves hard copy packages from Top 4 front offices, uploads signed documents to ETMS2, distributes signed documents to the AO and appropriate addressee(s), and closes the action in ETMS2. Original, hard copy memos going to the SecDef, DepSecDef, or ExecSec must be returned to AST for distribution and archiving.

Control # Type	Naming Convention	Signature or Approval	Document Description	Letterhead
CM	CM-####-YY	CJCS or VCJCS	All official memos signed by CJCS or VCJCS.	CJCS VCJCS
MCM	MCM-####-YY	DJS or VDJS "For the CJCS"	All official memos signed by DJS or VDJS on behalf of the CJCS.	OCJCS
DJSM	DJSM-####-YY	DJS or VDJS	All official memos signed by DJS or VDJS.	Joint Staff
SM	SM-####-YY	SJS	All official memos signed by the SJS.	Joint Staff

Table 1. Control Numbers for Joint Staff Actions

10. <u>Top 4 Flash Coordination</u>

   a. Flash Coordination refers to a request for Top 4 coordination from a DoD component head that requires an expedited response, typically via e-mail.

   b. Components must gain approval from the DoD ExecSec or DepSecDef front office before sending out a request for flash coordination.

   c. When responding to a request for flash coordination, J-Dirs should prepare a ghost e-mail (GEM) from the DJS to the requestor and route the GEM through their front office to ODJS via a carrier e-mail from the J-Dir's Director or Vice Director, rather than through ETMS2 SLAP routes. The carrier e-mail should include relevant context and list coordination received (OCJCS/LC at a minimum). Cc SJS/AD leadership at <js.pentagon.js.list.sjs@mail.mil> (NIPRNET) or <js.pentagon.js.list.sjs@mail.smil.mil> (SIPRNET) on the GEM. Once DJS sends the GEM, AD will ensure the response is uploaded to ETMS2 and close the task. J-Dirs should ensure their carrier emails and GEMs only include necessary recipients rather than entire distro lists.

   d. AOs should still obtain OCJCS/LC review and coordinate the action with relevant CCMD(s), when applicable.

11. <u>4-Star Correspondence</u>

   a. Correspondence from 4-star officials (CCDRs or Service Chiefs) require an e-mail response from the DJS acknowledging receipt within 24 hours. If a J-Dir receives a 4-star memo through any means other than ETMS2, a copy should be immediately emailed to SJS/AD leadership at <js.pentagon.js.list. sjs@mail.mil> (NIPRNET) or <js.pentagon.js.list.sjs@mail.smil.mil> (SIPRNET). After receiving a 4-star correspondence tasker, J-Dirs will prepare a GEM from the DJS to the 4-star acknowledging receipt and informing them the Joint Staff is taking action to address their request.

   b. DJS GEMs to 4-star officials should be routed through the J-Dir's front office to ODJS via a carrier e-mail from the J-Dir's Director or Vice Director, rather than through ETMS2 SLAP routes. Cc SJS/AD leadership at <js.pentagon.js.list.sjs@mail.mil> (NIPRNET) or <js.pentagon.js.list.sjs@mail .smil.mil> (SIPRNET) on the GEM. Once DJS sends the GEM, AD will ensure the response is uploaded in ETMS2 and close the task. J-Dirs should ensure their carrier emails and GEMs only include necessary recipients rather than entire distro lists.

c. The standard suspense date for the final reply (usually from CJCS) to all 4-star correspondence is 10 business days from receipt of the memo.

12. <u>Combatant Commander "Thru" Memos</u>. The 2022 Unified Command Plan directs that communications between the President or SecDef and CCDRs be transmitted through the CJCS. When a CCDR writes to the SecDef through the CJCS, the Joint Staff should prepare a response for the CJCS by either:

a. Providing a copy of the memo to the CJCS to initial the "thru" line. This method should be used when the Joint Staff does not have additional analysis or input for SecDef on the content of the CCDR's memo. The CCDR memo, JS Form 136, and any supporting documents should be routed to the CJCS via ETMS2 SLAP routes.

b. Preparing an action or info memo from the CJCS to SecDef with supplemental information or recommendations regarding the content of the CCDR's memo. AOs should strive to provide thoughtful analysis on CCDR requests when applicable to assist the CJCS in fulfilling his role as the Global Integrator. The draft CJCS memo to SecDef, CCDR memo, JS Form 136, and any supporting documents should be routed to the CJCS via ETMS2 SLAP routes.

13. <u>Congressional Correspondence</u>

a. SJS/AD receives and analyzes congressional correspondence assigned to the Joint Staff. Upon receipt, SJS/AD forwards tasking documents to OCJCS/Legislative Affairs (OCJCS/LA) via e-mail to determine if the Joint Staff or CCMDs should lead the effort.

b. OCJCS/LA is responsible for assigning congressional tasks to the appropriate J-Dir and coordinating with the Office of the Assistant Secretary of Defense for Legislative Affairs (OASD(LA)) on any misassigned tasks.

c. For tasks in which the Joint Staff is the OPR, J-Dirs are responsible for preparing an interim response letter to the Senator or Representative if the original suspense will not be met. The letter should outline the reason for the delay and provide an expected date of completion. The VDJS is the signature authority for interim response letters.

d. J-Dirs are responsible for seeking OCJCS/LA coordination on congressional tasks after a response has been generated. OCJCS/LA does not coordinate on tasks when assigning them for action.

ENCLOSURE C

COORDINATION

1. <u>Overview</u>

a. Proper coordination ensures organizations that have an interest in or may be affected by an action have the opportunity to provide comments or raise concerns prior to a final decision being made. Thorough coordination ensures that final products present all options, critical issues, and relevant facts to decision makers.

b. The extent of coordination depends on the nature of the action. J-Dirs and Special Staff offices are encouraged to coordinate and maintain active liaison with the DoD Components, Services, NGB, and CCMDs to ensure early involvement of all concerned organizations.

c. As SMEs, AOs must use professional judgment to determine which organization(s) to coordinate with when initiating Staff Actions. Actions assigned by SJS/AD include preliminary coordination instructions; however, AOs are responsible for identifying any additional coordination required.

d. Actions should be coordinated as thoroughly as possible without allowing the coordination process to cause the final product to avoid issues or provide ineffective advice to achieve consensus. Disagreements about recommendations or a lack of response from a coordinating office should not delay an action. Tight suspense dates and turnaround times do not negate the need for appropriate coordination with stakeholders.

2. <u>Coordination Requirements for Top 4 Actions</u>

a. Unless otherwise noted, individuals providing coordination on Top 4 actions must be at the O-6/GS-15 level or higher. AOs should include this requirement in their instructions to coordinating organizations.

b. If an organization is nonconcurring with a Top 4 action, coordination must be provided at the GO/FO/SES level.

c. OCJCS/LC coordination is mandatory for all Top 4 actions. OCJCS/LC coordination should be requested once the Joint Staff response is fully developed and coordinated with other stakeholders, but prior to submission to the SJS/AD Editors. Allow sufficient time for any legal concerns to be addressed before routing for Top 4 approval.

3. <u>Coordination Guidance</u>. Subject matter determines coordination requirements with internal organizations (Special Staff offices and J-Dirs) and external organizations (CCMDs, Services and NGB, and DoD Components). See reference (m) for a list of ETMS2 teams for external coordinators.

    a. <u>Special Staff Office Coordination</u>

       (1) <u>OCJCS/LC</u>. In addition to OCJCS/LC coordination on all Top 4 products, OCJCS/LC coordination is required on actions with legal implications or that relate to statutory matters, DoD directives, deployment of forces, rules of engagement, or Department of State cables.

       (2) <u>OCJCS/Legislative Affairs</u>. OCJCS/LA coordination is required on all congressional testimony, inquiries, and reports, and any actions with legislative implications. OCJCS/LA does not coordinate on tasks when assigning them to J-Dirs for action.

       (3) <u>OCJCS/Public Affairs</u>. OCJCS/Public Affairs coordination is required on all actions relating to the media; speaking venues for the CJCS and VCJCS; issue papers and correspondence that have high media and public interest; deployment orders; operations, activities, and investments that may or will elicit public interest; congressional inquiries and correspondence; CJCS and VCJCS public statements; J-Dir public speeches or interviews; and the Joint Staff public-facing web site.

       (4) <u>Office of the Joint Staff Surgeon</u>. Office of the Joint Staff Surgeon coordination is required on all actions relating to medical issues, health service support matters, military medicine, and force health protection and readiness.

       (5) <u>Joint Staff Comptroller</u>. Joint Staff Comptroller coordination is required on all fiscal, funding, and contracting issues involving Joint Staff budget programs.

    b. <u>J-Dir Coordination</u>

       (1) <u>Directorate for Manpower and Personnel, J-1</u>. J-1 coordination is required on all actions relating to manpower, human capital, personnel readiness, and sexual assault prevention and response.

       (2) <u>Directorate for Intelligence, J-2</u>. J-2 coordination is required on all actions relating to crisis intelligence support, indications and warning, and intelligence requirements. When J-2 develops the Joint Staff's position on actions that affect the Defense Intelligence Agency (DIA) as a defense agency,

the position is coordinated with the appropriate J-Dirs to ensure Joint Staff equities are accommodated. J-2 carries out coordination with DIA.

(3) <u>Directorate for Operations, J-3</u>. J-3 coordination is required on all actions relating to current and planned operations; homeland defense; National Nuclear Command, Control, and Communications; Global Force Management; and special operations.

(4) <u>Directorate for Logistics, J-4</u>. J-4 coordination is required on all actions relating to:

(a) Operational Logistics, including supply; maintenance operations; deployment and distribution; health services support; engineering; logistics services; and operational control support.

(b) Strategic Logistics, including long-term strategy; knowledge-based logistics; multinational partnerships; capabilities; analysis; and resources.

(c) Actions related to environmental issues and climate change.

(5) <u>Directorate for Strategy, Plans, and Policy, J-5</u>. J-5 coordination is required on all actions relating to global integration, joint strategic planning, politico-military affairs, strategic stability, and any actions dealing with Supreme Headquarters, Allied Powers Europe and the North Atlantic Treaty Organization.

(6) <u>Command, Control, Communications, and Computers (C4)/Cyber Directorate, J-6</u>. J-6 coordination is required on all actions relating to C4 requirements, cybersecurity modernization and governance, warfighter communications, cyber policy, Combined Joint All-Domain Command and Control, coalition interoperability, C2 capabilities, data standards, and artificial intelligence.

(7) <u>Directorate for Joint Force Development, J-7</u>. J-7 coordination is required for all actions containing doctrine. Issues concerning doctrine or terminology are coordinated with the J-7/Joint Education and Doctrine Division to ensure conformity. Notify J-7 of any terminology approved for addition to the "Department of Defense Dictionary of Military and Associated Terms."

(8) <u>Directorate for Force Structure, Resources, and Assessment, J-8</u>. J-8 is responsible for providing force structure and budget and program analysis advice to the CJCS, VCJCS, and CCDRs. Refer force structure issues

to the J-8/Forces Division. Coordinate all actions concerning programming and budget analysis assessment, cost and budget tradeoff analysis, congressional matters affecting resource allocations, and funding for contingency operations with the J-8/Program and Budget Analysis Division.

(9) <u>Directorate of Management</u>. Directorate of Management coordination is required on actions relating to information, personnel, and communications security; insider threats; the protection of classified information; support services; and facilities.

c. <u>Combatant Command Coordination</u>

(1) Coordinate with CCMDs on issues affecting their area of responsibility, and any actions involving the development, revision, or change of joint publications.

(2) Use CCMD SJS ETMS2 teams to request CCMD coordination rather than contacting a specific individual or office.

(3) CCMDs are authorized to coordinate with each other, the Services, and other DoD Components without going through the Joint Staff. This coordination process does not require a J-Dir sponsor. CCMDs must route tasks for Services through Service JACOs.

(4) AOs may establish working groups, solicit comments, etc. outside the normal action processing procedures. In these cases, requests to CCMDs may be sent to the appropriate CCMD staff offices.

d. <u>Service and National Guard Bureau Coordination</u>

(1) Coordinate with the Services and/or NGB on any actions that provide military advice to the President, SecDef, or NSC; actions that affect Service and NGB plans or policies; actions that have corporate JCS or Service Chief interest; and on any action a Service or the NGB requests the opportunity to provide coordination.

(2) Request Service and NGB coordination through their respective JACO ETMS2 team rather than contacting a specific individual or office.

e. <u>DoD Component Coordination</u>

(1) Coordinate with DoD Component(s) when the Component has a particular interest in an action or when OSD ExecSec directs the Joint Staff to coordinate with a specific Component.

(2) Component AOs may choose to coordinate on the action at their level or elevate it to a higher authority. For SecDef and DepSecDef actions, coordination must come from the Component head or Principal Deputy.

f. <u>Defense Agency Coordination</u>. When a Defense Agency has an interest in an action, use the same procedures for staffing and issue resolution as with the Services and CCMDs. If the Joint Staff needs to establish working groups and solicit comments outside the normal action processing procedures, AOs may engage directly with the appropriate defense agency office.

g. <u>Joint Staff Coordination on DoD Component Actions</u>

(1) Joint Staff AOs and division chiefs provide final coordination on DoD Component actions that do not reach the ExecSec, DepSecDef, or SecDef level (Direct Reply actions).

(2) VDJS provides final coordination on DoD issuances and component action packages for the DoD ExecSec, DepSecDef, or SecDef, unless the Joint Staff nonconcurs. Concurrence is provided via a JS Form 136, with an attached DD Form 818 if comments are being submitted. Nonconcurrence with a DoD issuance or component action package requires a memo from the DJS explaining the Joint Staff's critical comments.

(3) When requesting coordination, Joint Staff AOs must use the DD Form 818 template that conforms with the definitions below.

4. <u>Coordination Responses</u>. When receiving or providing coordination, organizations either concur with the action as written, concur and provide comments for consideration, or nonconcur.

a. <u>Concur as Written</u>. Concur means that a coordinating organization agrees with the content of the action and does not have any comments or recommendations.

b. <u>Concur and Provide Comments for Consideration</u>. Concur and provide comments for consideration means that a coordinating organization agrees with the content of the action, but has comments, recommendations, or adjustments. Organizations may concur and provide two types of comments:

(1) <u>Administrative Comments</u>. Administrative comments correct typographical, format, or grammatical errors. If the error changes the intended meaning of the text, the comment is considered substantive. Administrative comments should be provided at the AO-level only.

(2) <u>Substantive Comments</u>. Substantive comments identify information in the document that is or may be unnecessary, incorrect, misleading, confusing, or inconsistent with other sections, but, if left unchanged, would not cause the coordinating organization to nonconcur with the action. Substantive comments must include suggested changes to the content to correct the issue.

c. <u>Nonconcur</u>. Nonconcur means that a coordinating organization has a significant, critical issue with an action that warrants elevation to a higher authority. Organizations may nonconcur with an action by submitting critical comments and following the procedures outlined below.

(1) <u>Critical Comments</u>. Critical comments highlight conflicts with policy, strategy, law, or information that is factually incorrect. Critical comments must include suggested changes to the content and supporting rationale when appropriate.

(2) AOs should make every attempt to resolve nonconcurrences at their level. However, if AOs are unable to reach a consensus, nonconcurrences require GO/FO/SES-level coordination between the organization providing critical comments and the lead J-Dir and/or the DoD component.

(3) GO/FO/SES personnel should make every attempt to resolve nonconcurs before presenting the action to the Top 4. If a contentious issue cannot be resolved, clearly outline unresolved issues and efforts taken to resolve the issues in the JS Form 136, notify the originating organization of the Joint Staff's intent to nonconcur, and prepare a memo for DJS signature.

(4) A memo from the DJS to the originator of the action is required if a nonconcur cannot be resolved. The memo should explain the reason for the Joint Staff's nonconcur, and outline possible solutions, if applicable.

(5) Organizations should avoid responding to an action by concurring upon resolution of their critical comments. Doing so presents an unclear position and hinders further resolution. **The Joint Staff does not concur contingent upon resolution of critical comments.**

d. <u>No Equity</u>. An entry of "no equity" means the coordinating organization does not feel it is a stakeholder in the action. If a CCMD has no equity in a task, coordination from the CCMD's SJS is sufficient, provided the CCMD SJS is authorized to coordinate on behalf of the CCMD Chief of Staff.

e. <u>No Response</u>. An entry of "no response" indicates an organization failed to respond by the suspense date for coordination. The word "pending" should not be used in this circumstance.

f. <u>Copy Provided</u>. An entry of "copy provided" indicates an organization was not identified as a stakeholder but was provided a courtesy copy for situational awareness.

g. <u>Re-coordination</u>. Substantive changes accepted by the Joint Staff following final coordination must be re-coordinated. Any change made to accommodate the nonconcurring view of one organization is substantive and requires coordination with all concerned. **Coordination received more than 6 months before an action is approved must be re-coordinated.**

5. <u>SecDef Read Aheads</u>. SecDef Read Aheads (RAHs) are typically event driven and time sensitive. Extensions are not granted. Staff RAHs for Top 4 coordination if time permits. If comments on a RAH are not substantive or controversial, J-Dirs should respond directly to the component AO. If comments require Top 4 review, expedite the response to allow time for Top 4 coordination.

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Enclosure C

ENCLOSURE D

SUSPENSE ASSIGNMENT AND MANAGEMENT

1. <u>Suspense Management</u>. AOs should allow sufficient time at each step in the coordination and approval processes for offices to meet required suspense dates. AOs are responsible for meeting suspense deadlines or requesting extensions from the OPR or POC.

2. <u>Direct Reply Suspense Dates</u>. Actions tasked for J-Dir direct reply have one suspense date set by the originator of the action. AOs must provide a fully coordinated response by this date or request an extension from the originator.

3. <u>Top 4 Suspense Dates</u>. Top 4 actions have staggered suspense dates to allow review time at each approval level. These dates appear in ETMS2 in the "My Instructions" field for SJS/AD-assigned actions.

   a. <u>Joint Staff Suspense</u>. The Joint Staff suspense is the date by which the designated Top 4 official must approve the action for distribution to the final recipient. Joint Staff suspense dates are determined by the originator of the action or by the J-Dir for J-Dir–initiated actions ("Staff Actions"). When determining the Joint Staff suspense date for J-Dir Staff Actions, AOs should consider the length and complexity of their action, and the amount of time needed for review at each approval level.

   b. <u>SJS Suspense</u>. The SJS suspense is the date by which AD must review, edit, print, package, and deliver a Top 4 action to OVDJS. SJS suspense dates are determined by SJS/AD for actions assigned by SJS/AD, and by the J-Dir for J-Dir Staff Actions. When initiating actions, AOs should consider the length and complexity of their action when setting SJS suspense dates. AD Editors can typically review and edit routine action packages within two business days.

   c. <u>J-Dir Suspense</u>. The J-Dir suspense is the date by which a J-Dir must submit a Top 4 action to SJS/AD for editing. J-Dir suspense dates are determined by SJS/AD for actions assigned by SJS/AD, and by the J-Dir for J-Dir–initiated Staff Actions. When initiating actions, AOs should consider how much time their J-Dir Director or Vice Director needs to review and approve a package, and plan appropriately.

4. <u>Coordination Suspense Dates</u>

   a. When requesting coordination and setting coordination suspense dates for other organizations, AOs should consider the length and complexity of their

action, the requested reply level, as well as the time it will take to consolidate and adjudicate responses once received and plan accordingly.

b. AOs should strive to allow a reasonable opportunity for other organizations to analyze and respond to an action and request an extension in advance if a coordinating organization is likely to need more time to respond.

c. Organizations should allow no less than 10 business days for members of the JCS and CCDRs to provide an official position on an issue. This 10 business-day rule applies only when CCDR coordination is required and is the minimum number of days AOs should allow for coordination. When possible, AOs should allow coordinating organizations more than 10 business days to provide a response.

Correspondence Type	Response Suspense Date
CCDR memos to SecDef thru CJCS	10 business days (request extensions through SJS/AD for routing to ODJS)
4 Star memos, reports, assessments, etc.	10 business days (request extensions through SJS/AD for routing to ODJS)
DJS GEM acknowledging receipt of 4-star correspondence	24 hours from receipt
Responses to foreign CHODs	7 business days
Condolence letters	4 business days
"Stoplight" actions from SecDef and DepSecDef (requests for info)	15 business days (request extensions through SJS/AD)
OSD "Stoplight" actions from SecDef and DepSecDef (prepare reply for SecDef or DepSecDef)	15 business days (request extensions through SJS/AD)
OSD "Stoplight" actions from ExecSec (prepare reply for ExecSec)	20 business days (request extensions through SJS/AD)
Letters/memos to VCJCS/CJCS from Cabinet members and Congress	7 business days (interim response required if suspense will not be met)
Letters/memos from NSC or White House	Determined by originator
Requests for Top 4 coordination from DoD Components	Suspense set by component (request extensions from Component POC)

Table 2. Standard Suspense Dates

5. <u>Top 4 Review Time</u>. When possible, AOs should allow three days for the VDJS to review an action, four days for the DJS to review an action, five days for the VCJCS to review an action, and seven days for the CJCS to review an action. NOTE: Editor review time is already accounted for in the above timeframes.

6. <u>Extension Requests</u>. When requesting an extension, AOs should provide detailed justification for the extension and sufficient lead time for approval.

    a. Request extensions on DoD Component actions from the Component POC. For Top 4 actions, notify SJS/AD once the extension has been approved. AD Action Assigners will update the suspense in ETMS2.

    b. Request extensions on OSD "Stoplight" actions through SJS/AD. OSD ExecSec requires SJS/AD to submit a SD Form 391, "Secretary of Defense Correspondence Action Report," to request extensions, closures, transfers, or cancellation of OSD "Stoplight" and congressional actions.

    c. If the Joint Staff is unable to meet a suspense set by Congress, AOs must draft and submit an interim response letter to Congress as soon as it is clear the Joint Staff will not meet the suspense. For tasks assigned to the Joint Staff by OASD(LA), the interim response letter must be coordinated with OASD(LA) and included with the SD Form 391 to gain an extension.

    d. Request extensions for responses to CCDR memos from SJS/AD leadership at <js.pentagon.js.list.sjs@mail.mil>, who will coordinate the request with ODJS. Include the originating CCMD, subject, ETMS2 tasker number, lead J-Dir, the original suspense date, requested suspense date, and a detailed justification for the extension. To ensure that the Joint Staff remains responsive to CCDRs, extensions for CCDR actions require DJS approval. If DJS approves an extension request, AD will adjust the suspense in ETMS2 and inform the AO of the new suspense.

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ENCLOSURE E

REFERENCES

a. Title 10, U.S. Code, section 151 – Joint Chiefs of Staff: composition; functions

b. Title 10, U.S. Code, section 153 – Chairman: functions

c. Title 10, U.S. Code, section 155 – Joint Staff

d. DoDM 5110.04, Volume 1, 6 June 2022, "Manual for Written Material"

e. JSI 1200.01F, 25 May 2023, "Joint Staff Actions Process – Training Program"

f. CJCSI 5701.01D, 14 December 2023, "Policy for the Development of Chairman of the Joint Chiefs of Staff, Joint Staff, and Joint Staff Directorate Directives"

g. JSI 5713.01E, 15 June 2022, "Freedom of Information Act Program"

h. JSI 5227.01C, 4 October 2022, "Automatic Declassification Review Program"

i. EO 13526, 29 December 2009, "Classified National Security Information"

j. DoDM 5200.01, Volumes 1–3, 28 July 2020, "DoD Information Security Programs"

k. Information Security Oversight Office, 4 January 2018, "Marking Classified National Security Information"

l. Office of the Under Secretary of Defense for Intelligence and Security CUI Guide, 17 March 2022, "Controlled Unclassified Information Markings"

m. EO 13556, 4 November 2010, "Controlled Unclassified Information"

n. DoDI 5200.48, 6 March 2020, "Controlled Unclassified Information (CUI)"

m. List of External Coordinators: <https://jsportal.sp.pentagon.mil/sites/ Training/TMT_AO_Transition/Guides/HowTo%20Guides/Joint%20Staff% 20ETMS2%20External%20Coordination%20Guide%20and%20Listing.pdf>

o. JSG 5711, 31 August 2022, "Editorial Guidance and Accepted Usage for Joint Staff Correspondence"

Enclosure E

GLOSSARY

Part I – ABBREVIATIONS AND ACRONYMS

AD	Actions Division
AO	action officer
ASD/LA	Assistant Secretary of Defense for Legislative Affairs
CCDR	Combatant Commander
CCMD	Combatant Command
CHOD	Chief of Defense
CJCS	Chairman of the Joint Chiefs of Staff
CNGB	Chief, National Guard Bureau
DIA	Defense Intelligence Agency
DJS	Director, Joint Staff
DoD	Department of Defense
EA	Executive Assistant
ETMS2	Enterprise Task Management Software Solution
GO/FO	General Officer/Flag Officer
HSC	Homeland Security Council
IMD	Information Management Division
J-1	Directorate for Manpower and Personnel
J-2	Directorate for Intelligence
J-3	Directorate for Operations
J-4	Directorate for Logistics
J-5	Directorate for Strategy, Plans, and Policy
J-6	Directorate Command, Control, Communications, and Computers/Cyber
J-7	Directorate for Joint Force Development
J-8	Directorate for Force Structure, Resources, and Assessment Directorate
JACO	Joint Action Control Office
JCS	Joint Chiefs of Staff
LC	Legal Counsel
MILSEC	Military Secretariat
NGB	National Guard Bureau

NORAD	North American Aerospace Command
NSC	National Security Council
OCJCS	Office of the Chairman of the Joint Chiefs of Staff
OCR	office of coordinating responsibility
OPR	office of primary responsibility
OpsDeps	Operations Deputies
OSD	Office of the Secretary of Defense
OVDJS	Office of the Vice Director, Joint Staff
PA	Public Affairs
POC	point of contact
RAH	Read Ahead
SecDef	Secretary of Defense
SES	Senior Executive Service
SJS	Secretary, Joint Staff
SLAP	Senior Leader Approval Process
SME	subject matter expert
VCJCS	Vice Chairman of the Joint Chiefs of Staff
VDJS	Vice Director, Joint Staff

PART II – DEFINITIONS

<u>coordination</u>. The process of requesting input and feedback from organizations that have equity in or will be affected by the outcome of a particular action.

<u>office of coordinating responsibility</u>. The organization that provides input and feedback to an office of primary responsibility. Also called OCR.

<u>office of primary responsibility</u>. The organization that has overall responsibility for responding to a task. Also called OPR.

<u>Principal-level coordination</u>. Principal level-coordination refers to coordination from the head of an organization or their deputies. On the Joint Staff, principal level coordination refers to coordination from the Top 4. Within the Combatant Commands, principal refers to the Combatant Commanders or their deputies.

<u>Stoplight Action</u>. Requests for action or information from the Secretary of Defense, Deputy Secretary of Defense, or Department of Defense Executive Secretary.

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