JOINT DOCTRINE
DEVELOPMENT PROCESS

JOINT STAFF
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CHAIRMAN OF THE JOINT CHIEFS OF STAFF MANUAL

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JOINT DOCTRINE DEVELOPMENT PROCESS

References: See Enclosure I for References.

1. <u>Purpose</u>. This manual establishes adaptive joint doctrine procedures in support of the Chairman of the Joint Chiefs of Staff's (CJCS's) (referred to as the Chairman, based on the context of use, for the remainder of the document) responsibility to develop doctrine for the joint employment of the Armed Forces of the United States, as directed in reference a and as established in references b and c. Adaptive management of joint doctrine reduces revision time, while maintaining high quality. It optimizes the joint doctrine library and preserves linkage to joint functions and warfighter needs.

2. <u>Superseded/Cancellation</u>. Chairman of the Joint Chiefs of Staff Manual (CJCSM) 5120.01A, "Joint Doctrine Development Process," 29 December 2014, is hereby superseded.

3. <u>Applicability</u>. This manual applies to the Services, combatant commands (CCMDs), Joint Staff, National Guard Bureau (NGB), combat support agencies (CSAs), and other organizations involved in the development of joint doctrine.

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

5. <u>Summary of Changes</u>. This manual clarifies the responsibilities of the Director, Joint Force Development (DJ-7); adds responsibilities of the Chief, Joint Education and Doctrine, Joint Staff J-7 (Joint Force Development); revises lead agent (LA), Joint Staff doctrine sponsor (JSDS), and technical review authority (TRA) responsibilities (including the development and revision of classified joint publications [JPs]); adds information on the purpose and potential results of a preliminary review (PR); and provides details on LA/JSDS

training, in-person and virtual joint working groups (JWGs), and joint doctrine note (JDN) staffing. This manual also reduces revision staffing of previously approved JPs from two drafts to one planner-level (O-6 or civilian equivalent) staffing.

6. <u>Releasability</u>. UNRESTRICTED. This manual is approved for public release; distribution is unlimited on the Non-classified Internet Protocol Router Network (NIPRNET). Department of Defense (DoD) components, other United States Government (USG) departments and 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 Websites.

7. <u>Effective Date</u>. This manual is effective upon signature.

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For the Chairman of the Joint Chiefs of Staff:

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

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Enclosures:
     A – General
     B – Joint Doctrine Development and Revision Process
     C – Joint Doctrine Development Tool
     D – Joint Publication Organization Framework
     E – Formatting Joint Publications
     F – Information Systems
     G – Joint Doctrine Note
     H – Allied and Multinational Joint Doctrine Development
     I – References
     GL – Glossary

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ENCLOSURE A

GENERAL

1. <u>The Chairman</u>. Reference c outlines the Chairman's responsibilities.

2. <u>The DJ-7</u>:

    a. Represents and advises the Chairman on all matters concerning joint doctrine in accordance with (IAW) Title 10, United States Code (USC), Section 153 (reference a).

    b. Approves JPs as described in reference c.

    c. Approves outcomes for joint doctrine as described in Enclosure B. Outcomes occur at any stage of the JP life cycle include validate (which includes revalidation of doctrinal frameworks and terminology), update, revise, consolidate, transfer, or cancel.

    d. Chairs general officer/flag officer (GO/FO) or civilian equivalent-level meetings, that include Services and CCMDs, to discuss and resolve joint doctrine issues not resolved at the Chief, Joint Education and Doctrine, level.

    e. Sponsors any contentious joint doctrine issue for resolution in the Tank process (see references d and e), if not satisfactorily resolved at the DJ-7 GO/FO level.

3. <u>The Chief, Joint Education and Doctrine, will</u>:

    a. Be responsible to the DJ-7 on all matters concerning the joint doctrine development process.

    b. Ensure joint doctrine is consistent with DoD and Chairman policies and strategic guidance.

    c. Manage the joint doctrine development and revision process described in Enclosure B: with Joint Doctrine Branch (JDB) managing JP hierarchy content placement, packaging, and publishing and Joint Doctrine Analysis Branch (JDAB) managing the content analysis and validation.

    d. Waive, cease, or suspend any portion of the joint doctrine development and revision process described in this document or Enclosure B.

e. Implement CJCS directives and adaptive practice and disposition recommendations. These changes will be made after review with the LA and JSDS and notification to the joint doctrine development community (JDDC).

f. Publish and disseminate the Joint Doctrine Development and Assessment Schedule (JDDAS) to the JDDC. The JDDAS will prioritize JP development; list LAs and JSDSs; and project formal assessment report (FAR) completion, PRs, special studies, and signature dates over a one-year period. This document is published annually and updated semi-annually.

g. Produce a monthly joint doctrine assessment plan that refines FARs, PRs, and special study scheduling and a monthly milestones schedule that reflects due dates, dates for JWGs, JSDS and LA assignment changes, and additional information prioritized as required.

h. Assign publication numbers for JPs and JDNs.

i. Assign LA, JSDS, and, when appropriate, a TRA. Review and approve requests for adjustment of LA, JSDS, or TRA.

j. Incorporate joint lessons learned, insights, and validated elements of approved concepts into joint doctrine.

k. Coordinate with Director, Operational Test and Evaluation, Joint Test and Evaluation (JT&E) for test projects that may impact joint doctrine.

l. Train JSDS and LA action officers (AOs). Train and support JSDS and LA to develop quality JPs. Areas of focus include an overview of the joint doctrine development process; JP draft writing standards; Joint Doctrine Development Tool (JDDT) use; comment resolution matrix (CRM) adjudication; and techniques to conduct JWGs that resolve issues and, when possible, achieve JWG consensus on JP content.

m. Conduct front-end analysis (FEA) of all joint doctrine project proposals and evaluate requirements. Recommend disposition to the Joint Doctrine Planning Conference (JDPC) or staff a recommendation IAW out-of-cycle proposal procedures (see Validation Phase).

n. Serve as the coordinating review authority (CRA) for the Joint Staff unless otherwise directed to JSDSs. Collect and collate Joint Staff comments to prepare the Joint Staff CRM for all publications, program directives (PDs), and requests for feedback (RFFs). While a single Joint Staff position for

conflicting comments is not required, the assigned JDB/JDAB AO will work in consultation with the JSDS to minimize differences. However, when a JWG requires a formal vote to decide an issue, the designated representative of the Chief, Joint Education and Doctrine, will cast a single vote for the Joint Staff. Submit CRMs to the LA, JSDS, or assessment agent (AA), as required.

o. <u>Sponsor and chair semiannual JDPCs to bring together representatives from the JDDC to address doctrinal issues</u>. Approve and promulgate the JDPC minutes, which capture the discussions, recommendations, and decisions, to the JDDC. Consider JDPC recommendations when making doctrine development decisions.

p. <u>Coordinate and manage the U.S. contribution to multinational joint doctrine development efforts (references c, f, and g)</u>.

(1) Staff draft multinational doctrine publications with Joint Staff directorates, Services, and selected CCMDs to ensure consistency with U.S. law, policy, regulation, and doctrine to establish a coordinated U.S. position.

(2) Serve as JSDS for North Atlantic Treaty Organization (NATO) Allied Joint Doctrine (AJD) development and terminology committee proposal review efforts.

(a) Establish procedures to ensure effective U.S. participation in NATO AJD publication development and Military Committee Terminology Board (MCTB) proposal review efforts.

(b) Appoint the U.S. head of delegation (HOD) to the Allied Joint Operations Doctrine Working Group (AJODWG).

(c) Identify, staff, and submit relevant formal U.S. responses to AJD development projects and actions to the U.S. Military Representative to the Military Committee.

(d) Set and manage internal U.S. milestones (and alliance-wide milestones when the U.S. is the custodian or leader) for AJD development projects.

(e) Represent the U.S. (or delegate authority for establishing the U.S. position) at AJD custodial meetings and MCTB conferences. If not attending, ensure the U.S. joint position is represented or submitted.

q. Review doctrine, organization, training, materiel, leadership and education, personnel, facilities, and policy change recommendation (DCR) packages submitted to the Joint Staff per reference h that contain joint doctrine-related recommendations for their potential impact on current and emerging joint doctrine.

r. Make recommendations to validate, update, revise, consolidate, transfer, cancel, or conduct special studies regarding JPs at any stage of the JP life cycle.

s. Remove JPs from the hierarchy that are not changed or revised within five years. Identify relevant material in JPs slated to be removed to be integrated into other JPs during their revision processes.

4. The JDDC. The JDDC is a diverse body of organizations that includes the Joint Staff; CCMDs; Services; NGB; CSAs; National Defense University; United States Element, North American Aerospace Defense Command; and Chairman of the Joint Chiefs of Staff-controlled activities (CCAs). Reference c outlines JDDC responsibilities.

5. Services, CCMDs, Joint Staff directorates, the NGB, and selected CCAs will:

a. Perform joint doctrine development activities as described in this manual.

b. Serve as LA for assigned joint doctrine projects.

c. Assist in developing joint doctrine projects.

d. Participate in joint doctrine meetings (e.g., JDPCs and JWGs).

e. Assess JPs and observe exercises, real-world operations, war games, and experiments to gather input. Respond to RFFs in support of the assessment process.

f. Assign a single point of contact (POC), normally the CRA, for all joint doctrine matters.

g. Joint Staff directorates will assign a POC to each JP for which the directorate is assigned as JSDS. The POC will fully participate in doctrine development from FEA (or RFF for approved JPs), through PD development, to revision (or development) of drafts, to signature by the Chairman or DJ-7, as well as in maintenance issues and actions.

h. Except for Joint Staff directorates, assign a CRA for each joint doctrine project to serve as the POC for the assigned publication.

i. Except for Joint Staff directorates, send a designated representative (normally in the grade of O-6 or a civilian equivalent) to attend JDPCs and final coordination (FC)/revision final coordination (RFC) JWGs. The representative should be prepared to vote their organization's position. If an appropriate representative is not available, an O-6 or civilian equivalent-level representative from a JDDC organization must send a delegation of authority memorandum or e-mail identifying the alternate attendee for FC JWGs and JDPCs.

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

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

l. Identify practices, procedures, and organizational constructs validated by Service and joint war games and experiments, and based on extant capabilities, for the JDDC to evaluate to improve joint doctrine.

m. Assign draft JPs for review by subordinate commands, components, organizations, and agencies, as appropriate. Consolidate and adjudicate comments and provide a coordinated position.

n. Make, validate, update, revise, consolidate, transfer, cancel, or special study recommendations for JP disposition.

o. Except for the NGB, serve as U.S. custodian POC and conduct NATO Allied joint publication (AJP) custodial duties for the development, maintenance, and revision of NATO publications when assigned custodianship responsibilities of a NATO publication.

6. CSAs and the CCAs will:

a. Assign a POC to support the joint doctrine development process.

b. Assist in developing joint doctrine projects as appropriate.

c. Serve as TRA for assigned joint doctrine projects.

d. Participate in joint doctrine conferences (e.g., JDPCs and JWGs).

e. Support the assessment of JPs; provide inputs from the analysis of exercises, real-world operations, and experiments. Respond to all RFFs in support of the assessment process.

f. Review, analyze, and evaluate draft JPs for technical accuracy and relevancy. Comment on horizontal and vertical consistency with other approved and emerging joint doctrine.

g. Make, validate, update, revise, consolidate, transfer, or cancel recommendations for JP disposition.

h. Ensure agency capabilities, roles, and procedures are accurately described.

7. Joint Doctrine Development and Revision Roles. Joint Staff J-7 will post joint doctrine management products on the Joint Electronic Library Plus (JEL+) Website at <https://jdeis.js.mil/jdeis/generic.jsp>. The JDDC will also receive most products posted on JEL+ via e-mail. Additionally, JDAB will distribute RFFs and JDB will distribute JP draft products directly to interorganizational stakeholders. Members of the JDDC participate in the joint doctrine development process in one or more of the following roles:

a. LA. JDB, on behalf of the DJ-7, assigns an LA for each joint doctrine project

(1) The LA authors, develops, and maintains an assigned JP.

(2) The LA will meet milestones in the PD or promulgation memorandum. If unable to meet these milestones, the LA will coordinate a GO/FO or civilian equivalent request for milestone adjustment and forward it to the Joint Staff J-7. The LA will provide products to the JSDS that adhere to the standards outlined in this manual. The JSDS, in coordination with Chief, Joint Education and Doctrine, may return substandard products to the LA for revision.

(3) Joint Staff J-7 is the LA for the capstone publications, JP 1, Volume 1, "Joint Warfighting," and Volume 2, "The Joint Force."

(4) JDB, on behalf of the Chief, Joint Education and Doctrine, will assign a Joint Staff directorate, Service, CCMD, or the NGB as LA for all other joint doctrine projects.

(5) The assignment of the LA is based on available expertise in the subject matter of the joint doctrine project and resources available. LA assignments or reassignments are formalized in the PD or by Chief, Joint Education and Doctrine, memorandum if a PD revision is not anticipated.

(6) Upon assignment as LA, the LA will contact the Joint Staff J-7 JDB to receive information and training. This can include coordinating interorganizational stakeholder submissions with the JSDS and reviewing procedures for creating or revising a classified JP.

b. <u>Joint Staff Directorate and JSDS</u>. JDB, on behalf of the Director, Joint Staff (DJS), assigns a Joint Staff directorate to sponsor each joint doctrine project. Joint Staff directorates have cognizance over their keystone publication and each assigned publication. Each directorate will annually advise DJ-7 of potential consolidation, cancellation, or transfer of publications they sponsor. Joint Staff directorates, in coordination with or initiated by J-7 JDB, may recommend an update, change, or early revision to any JP they sponsor, regardless of where that JP is in its normal life cycle. The JSDS can present content and terminology solutions for their JP series by identifying modifications to keystone publications.

c. <u>Sponsoring directorates appoint an AO to be the JSDS for each assigned JP</u>. The JSDS works with the LA or primary review authority (PRA), reviews and adjudicates comments received from the JDDC during Joint Staff action processing (JSAP) staffing, and leads joint doctrine projects from assignment through signature.

(1) Joint Staff directorates will notify Joint Staff J-7 when JSDS AOs are assigned or changed. The Joint Staff J-7 will notify the JDDC of JSDS assignments and changes. The JSDS AO will either manage or participate in the assessment, development or revision, and approval of JPs under their purview. JSDS AO responsibilities start with developing RFF questions with the AA and LA, and include participation in and preparation of JWGs to adjudicate JDDC comments and manage signature draft facilitation.

(2) JSDSs will monitor the development of their publications; work with the Joint Staff J-7 AO to resolve contentious issues; and analyze publications for possible consolidation, cancellation, or transition. When requested, the

JSDS will provide access to subject matter experts (SMEs) and source documents and otherwise facilitate resolution of contentious issues.

(3) The JSDS communicates with the Office of the Secretary of Defense (OSD) on JP issues and relays OSD's position back to the Joint Staff J-7 and the JDDC. JSDS coordination with OSD should start with the RFF. JSDSs represent OSD on all matters related to joint doctrine revision. In all stages of JP development and revision, the JSDS facilitates Joint Staff review and identifies additional participants and staffing requirements. Other participants may include other USG departments and agencies, nongovernmental organizations, and private-sector stakeholder input. For JPs with multiple OSD primary staff assistant (PSA) responses, the Office of the Under Secretary of Defense for Policy deconflicts OSD PSA comments through the JSDS. These comments are provided to the JSDS or LA through the JDDT. Comments provided from outside DoD will follow procedures outlined in a separate interorganizational matrix to be submitted directly to the JSDS for incorporation into the JDDT.

(4) For Presidential, Secretary of Defense (SecDef), Chairman, or Joint Staff J-7 policy revisions that affect joint doctrine, Joint Staff J-7 will coordinate content changes developed by the assigned JSDS and LA to align joint doctrine with that policy.

(5) The JSDS or LA will meet milestones in the PD or promulgation memorandum. If the JSDS or LA cannot meet these milestones, the JSDS or LA will submit a GO/FO or civilian equivalent-level request to the Joint Staff J-7 for milestone adjustment.

(6) Upon assignment as a JSDS, the lead AO will contact Chief, Joint Education and Doctrine, or JDB to receive training on the duties and responsibilities of a JSDS.

(7) If any portion of a JP, to include appendices and annexes, contains classified or other sensitive information, the JSDS, in consultation with the LA and appropriate security manager (and PRA, if one has been designated, and TRA, if one has been assigned), will verify the proper security classification markings and handling restrictions (including paragraph and figure portion marking) are implemented. This responsibility applies to both derivative and originally developed classified content. JPs will only have one classified appendix.

d. <u>PRA</u>. The LA may assign a PRA for each joint doctrine project.

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

(2) In general, the PRA is the primary author of a JP project. The PRA conducts the detailed research, analysis, and coordination to develop and maintain the assigned publication under the guidance of the LA IAW Enclosures B and C.

e. <u>CRA</u>. The CRA is an agency or organization, Service, CCMD, the NGB, or a CSA appointed to assist the LA, PRA, JSDS, and AA to develop and maintain joint doctrine.

(1) CRAs review, analyze, and comment on each version of a new or revised JP or JDN. Additionally, CRAs collate and adjudicate command responses, providing a single, coordinated organizational position for PDs, drafts, proposed JP changes, and RFFs. When processing classified content, the CRA verifies that a valid source provides the required classification, releasability, and portion marking for all classified text or figures.

(2) JDB consolidates input from the Air Land Sea Application Center, National Defense University, JT&E, CCAs, and other non-voting DoD members that participate in the doctrine development process. The Joint Staff J-7 consolidates these comments, checks for duplications, corrects administrative errors, and submits a single CRM to the LA, JSDS, or AA. For classified publications, the Joint Staff J-7 verifies that responding organizations have provided a valid source for the classified comments (including classification, releasability, and portion markings) prior to submitting the CRM to the LA/JSDS/AA. The JDB AO incorporates the Joint Staff J-7 consolidated comments into the overall CRM and the LA, JSDS, or AA adjudicates them via normal doctrine development processes. Non-voting organizations are encouraged to attend JWGs to participate in discussions and defend their positions.

(3) CRAs ensure joint doctrine proposals or products produced by their commands or organizations are prepared and processed IAW reference c, this manual, and other applicable guidelines.

f. <u>TRA</u>. A TRA is an organization that may be tasked to provide specialized technical or administrative expertise to the PRA and LA. TRAs are secondary researchers and writers in their areas of expertise throughout the development or revision phase. To ensure the best product, the TRA should be involved in the drafting of the development or revision.

(1) Chief, Joint Education and Doctrine, approves TRA support from outside the LA's chain of command.

(2) Chief, Joint Education and Doctrine, may assign more than one TRA.

(3) The PD normally designates the TRA(s), but Chief, Joint Education and Doctrine, may assign a TRA based on the request of an LA or PRA during the development process.

(4) TRAs review, analyze, and provide comments on draft PDs and JPs for accuracy and compliance with policy and current and emerging doctrine in their areas of expertise. The TRA is part of the writing team and assists the LA and PRA (if designated) in the authorship of the publication. The TRA may also assist the LA and JSDS during adjudication of CRMs by providing recommendations in their area of expertise. Additionally, TRAs should attend JWGs.

(5) TRAs will assist the JSDS in determining the classification and marking of information within a classified JP or a classified appendix or annex.

g. AA. Joint Staff J-7 will assign an AA for each publication. The AA, normally from JDAB, conducts PRs, targeted updates, or assessments on JPs IAW the JDDAS. The depth of analysis for a PR and FAR vary, but each revolves around the analysis process described in Enclosure B, paragraph 6.b.

h. JDDC. In addition to responsibilities described earlier in this manual, members of the JDDC, specified in reference c, comprise the primary publication review community for joint doctrine products. JDDC members review and comment on new JPs and JDNs, those in revision, and assessment RFFs.

(1) JDDC members normally meet semiannually at the JDPC. While JDPCs are usually conducted in person, they may be held via teleconference at the discretion of the Chief, Joint Education and Doctrine, who chairs the JDPC for the DJ-7. This is a forum for JDDC voting members to share perspectives; vote on formal project proposals; address key joint doctrinal and operational issues; and discuss potential changes to the joint doctrine development process, the status of JP projects and emerging publications, and other initiatives. The JDPC and the plenary session are typically an unclassified forum. Classified executive or breakout sessions may be conducted.

(2) The chairperson moderates the members' discussion to achieve consensus on issues and future actions. If required, such as for a formal project proposal, the chairperson will ask for and record the voting members' votes to determine the majority position. The chairperson also considers the perspectives of non-voting JDDC members. However, DoD non-voting members that fall under OSD oversight (PSAs, DoD agencies, and field activities) must coordinate their position(s) through the JSDS for Joint Staff J-7 consideration. In the case of a tie vote, the chairperson will provide a single vote for the Joint Staff. After the JDPC, Chief, Joint Education and Doctrine, will send a JDPC report to the DJ-7 with a memorandum of recommendations for actions based on the voting members' discussion and votes. The DJ-7 will publish a subsequent memorandum with decisions. Chief, Joint Education and Doctrine, will forward the final JDPC report and DJ-7 memorandum to the JDDC and post a copy on JEL+.

(3) The voting members of the JDDC are the CCMDs, Services, NGB, and Joint Staff J-7. While every effort is made to disseminate issues prior to the JDPC, previously announced issues may change and new issues may surface that require discussion by all members and adjudication by the voting members. The voting members vote based upon discussions and material presented at the JDPC. However, this requirement does not relieve Joint Staff J-7 of staffing responsibilities as outlined in references c and d.

(4) Non-voting members of the JDDC, interagency representatives, and multinational partners also frequently attend the JDPC. Non-voting members' positions are addressed through the Joint Staff J-7.

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ENCLOSURE B

JOINT DOCTRINE DEVELOPMENT AND REVISION PROCESS

1. <u>Introduction</u>. This enclosure describes the joint doctrine development and revision process.

    a. <u>General</u>. Joint doctrine's purpose is to enhance readiness and improve the operational effectiveness of joint forces by providing fundamental principles that guide the development and employment of U.S. military forces toward common objectives. Based on extant capabilities, joint doctrine reflects best practices and lessons learned from operations, training, exercises, and, when appropriate, validated concepts. Joint doctrine also includes standardized terminology and may include tactics, techniques, and procedures (TTP), where TTP add clarity to the operational discussion or joint equities are not adequately covered in Service or multi-Service doctrine. The Chairman, through the Joint Staff J-7, distributes joint doctrine using the Joint Electronic Library (JEL) and JEL+ web portals. The JDDC uses the JDDT to revise existing publications and develop new ones.

    b. <u>Development Philosophy</u>. The goal of joint doctrine is to optimize the application of U.S. military power, in conjunction with other instruments of national power, to support strategic objectives. Remembering this goal assists in keeping focus throughout the joint doctrine development process. While the principal target audiences for these publications are military forces at the operational level of warfare, various interorganizational participants may use these publications in both operational and strategic forums to better understand the organizations, capabilities, and operating philosophy of joint forces. Joint doctrine evolves to meet continuously changing national security challenges. The JDDC identifies and addresses these challenges through development of new JPs and revisions of existing JPs. The hierarchy of JPs holistically supports joint employment of the Armed Forces of United States. Individual JPs focus on specific topics, but they are not intended as single-source documents. Joint forces use each JP in conjunction with other JPs in the joint doctrine hierarchy. While some redundancy of content is necessary for continuity between JPs, redundant information, especially overviews and general descriptions, is restricted to material necessary to that JP's purpose. JPs will refer readers to the appropriate source publication for additional details specific to that function or operation.

    c. <u>Information Systems</u>. Various information systems support development, revision, and distribution of approved joint doctrine. See Enclosure F for a description of these systems.

2. JP Life Cycle. The life cycle of a JP is a sequence of five stages—**initiation, development** (a new JP), **approval, maintenance,** and **revision** (an existing JP). The stages reflect the systematic way the JDDC creates, validates, and revises joint doctrine. Once approved, a publication remains in the life cycle until it is no longer required. When no longer required as a separate product, relevant strategic and operational material in the publication will be consolidated with another JP or transferred to another publication. Each stage contains discrete phases that include key actions and deliverables, as Figure 1 shows.

3. Initiation Stage. All new JPs begin in the initiation stage (Figure 2). This stage starts when Joint Staff J-7 receives a proposal to develop a new JP and ends at the conclusion of the validation phase. The initiation stage has three phases: proposal, FEA, and validation.
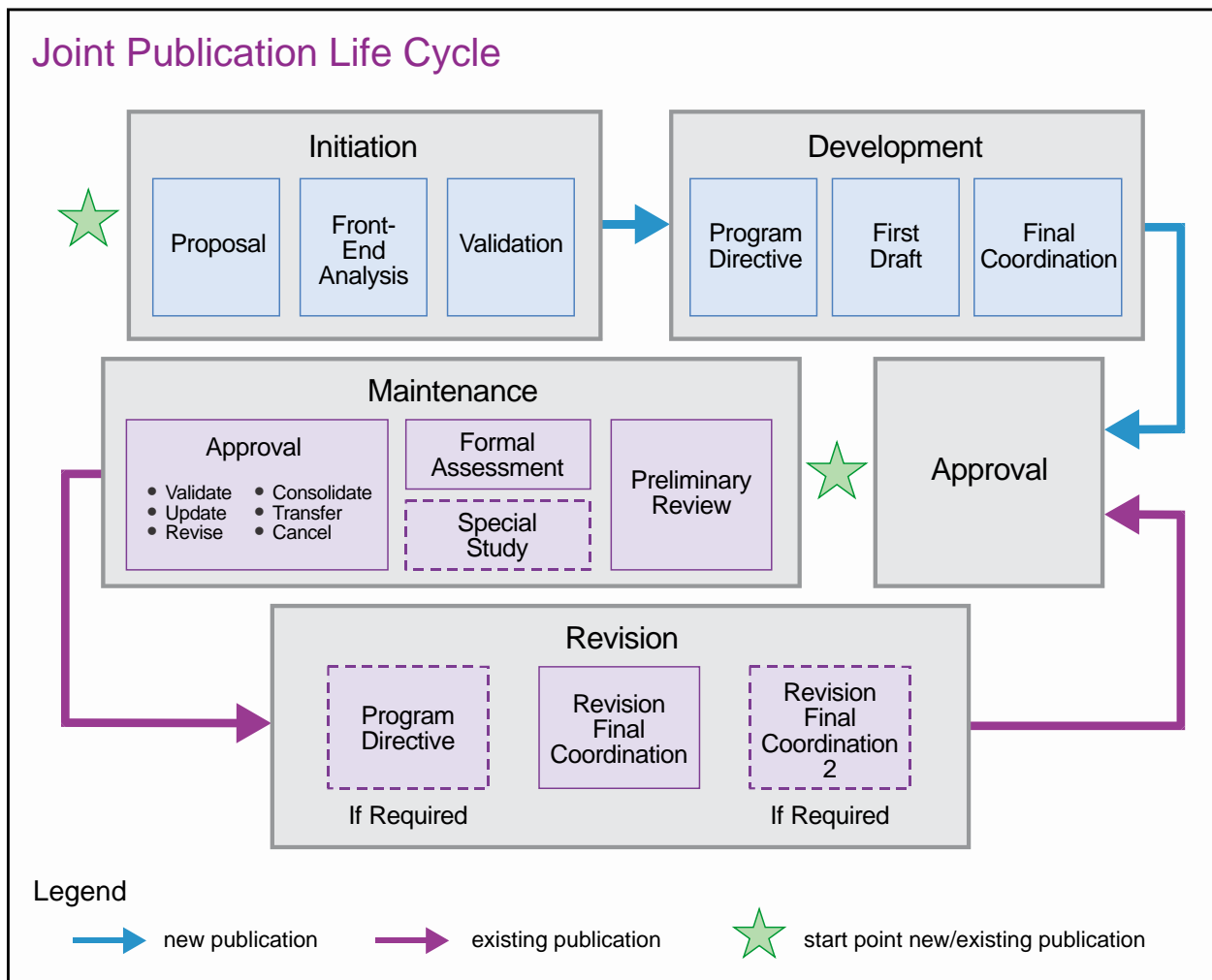
Figure 1. Joint Publication Life Cycle
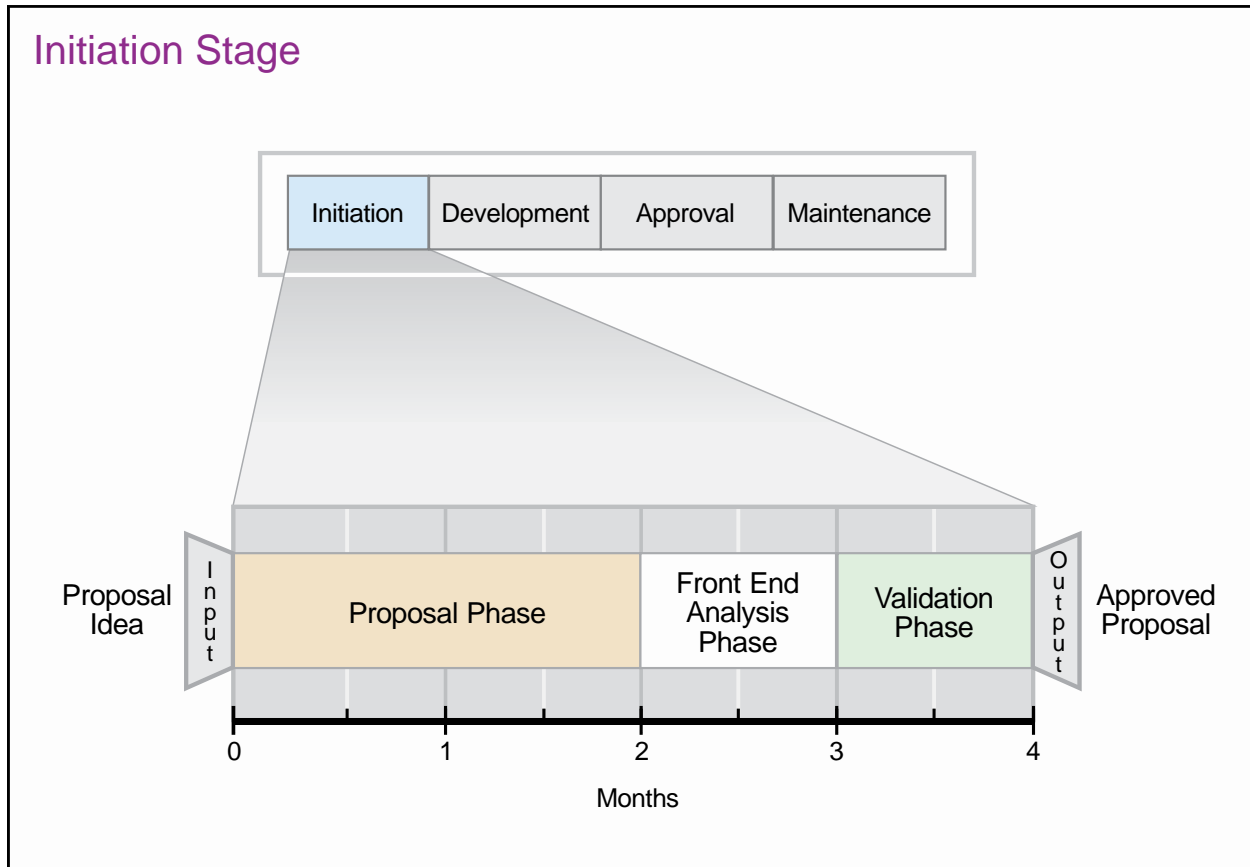
Figure 2. Initiation Stage

a. <u>Proposal Phase</u>. Any JDDC member may propose a new JP. However, a Service, CCMD, the NGB, or a Joint Staff directorate must formally submit the proposal by GO/FO or civilian equivalent memorandum.

(1) While the Joint Staff J-7 solicits project proposals for consideration four months prior to each semiannual JDPC, the JDDC members may submit a proposal at any time to the Joint Staff J-7, ATTN: Chief, Joint Education and Doctrine, using the format shown in Appendix A to Enclosure B. Adherence to this format, and early coordination with Joint Staff J-7 doctrine personnel, facilitates the proposal's staffing and review. Joint Staff J-7 reviews proposals for content, rationale, and completeness and returns insufficient proposals to the submitting agency with comment. A clear and complete proposal, with sound justification and an explicit scope, is essential to the Joint Staff J-7 FEA and an informed JDPC vote on the proposal. Proposals will include a draft of the PD as depicted in Appendix B to Enclosure B and a concept paper. The

detailed concept paper provides the basis for completing the FEA and should, at a minimum:

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

       (b) Identify the perceived doctrinal void.

       (c) Explain how the new publication will fill the identified doctrinal void.

       (d) List the capabilities necessary to execute the doctrine.

       (e) Identify relevant sections of JPs and other sources deemed critical to an accurate analysis of the proposal.

       (f) Describe the scope of the publication.

       (g) Recommend any unique command relationships necessary to execute the doctrine.

     (2) A JDDC member may propose moving information in a multi-Service publication or related information to a new or existing JP. Multi-Service transition proposals will consist of:

       (a) An information paper outlining the doctrinal void the multi-Service publication or information fills, the value it adds, and recommendations for its placement in the joint doctrine hierarchy;

       (b) A PD based on the publication's program statement, to include assignment of JSDS and LA (and TRA, if applicable); and

       (c) The current version of the multi-Service publication.

   b. <u>FEA Phase</u>. After Joint Staff J-7 accepts a project proposal as sufficient (i.e., meets the above requirements), Joint Staff J-7 will conduct the FEA.

     (1) The FEA includes an examination of relevant sources, such as current law and policies; international agreements; lessons learned files and databases; extant and emerging joint, multi-Service, Service, and multinational doctrine and TTP; approved campaign and operation plans, exercise issues, and observations; related joint concepts; experimentation results; JT&E reports; and DCR packages. It might also include the results of interviews, meetings, and JWGs, as well as research from other sources. This research

should identify relevant sources critical to an accurate analysis of the proposal and to the initial development of the PD and first draft (FD).

(2) The FEA analyst determines whether the subject meets the definition of joint doctrine, whether a doctrinal void actually exists (i.e., if there is an existing requirement), and whether the proposed doctrine is based on extant capabilities. These criteria are used to determine whether the proposal is acceptable. Based on this analysis, the FEA will recommend one of the following options to the JDPC at the validation phase:

(a) There is no requirement for a new publication.

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

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

(d) The proposal addresses subjects that should be nominated for possible multi-Service, multinational, or other publication such as a JDN.

(3) If the FEA recommends a new publication, it may also recommend an LA. However, the Joint Staff J-7 will formally assign the LA in the PD as outlined in paragraph 4.a.

(4) Joint Staff J-7 will distribute the completed FEA in the JDPC read-ahead package by posting the FEA and associated proposal on the JDPC Intelink Website at least 30 calendar days before the JDPC convenes. Decision briefings will not be presented to the JDPC until this requirement is met.

c. Validation Phase

(1) Routine Proposals for Joint Doctrine. The sponsoring organization briefs the proposal and the Joint Staff J-7 briefs the FEA at a semiannual JDPC. JDDC voting members deliberate and vote on the proposal and corresponding FEA recommendations. JDDC voting members may also recommend an LA. Chief, Joint Education and Doctrine, consolidates the voting results and forwards a formal recommendation to DJ-7 for decision.

(2) Out-of-Cycle Proposal. The Joint Staff J-7 will review project proposals submitted outside the semiannual JDPC to determine sufficiency. JDAB will conduct a FEA to determine whether the proposal meets the requirements. If the proposal is insufficient, the Joint Staff J-7 returns it to the sponsoring organization with comment. Joint Staff J-7 forwards an

accepted proposal and FEA recommendations to JDDC voting members for immediate review and vote via a JSAP IAW references c and d. The Joint Staff J-7 collects and adjudicates the voting members' responses and develops a consolidated recommendation that is submitted to the DJ-7 for a decision. The JDDC will have 15 calendar days for planner-level review of the recommendation and, if required, an additional 15 calendar days to resolve contentious issues.

(3) DJ-7's decision will result in one of the following:

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

(b) Revise an existing publication or a publication under development.

(c) Develop a new publication.

(d) Determine whether an alternate publication, such as a multi-Service or multinational publication or a JDN, would be more appropriate.

(4) After DJ-7 approves a proposal for development, Joint Staff J-7 will monitor the progress of each joint doctrine project; present status updates during each JDPC; and assist the LA and the JSDS, as required, to ensure complete coordination and timely completion.

4. Development Stage. The development stage starts when a new publication project is validated or initiated (e.g., new, Change 1). It ends with a post-JWG-adjudicated CRM. Additional information and assistance is also available in reference i.

a. Development Stage—New Publication. Normal development of a JP follows a 20-month process that starts with the proposal approval and ends with a post-JWG-adjudicated CRM (see Figure 3). The development stage has three phases: PD development, FD development, and FC development.

b. The Writing Team. Each JP in development or revision has a writing team that prepares the draft JP. The writing team includes the JSDS, LA, and, if assigned, a TRA and a PRA. Enclosure A describes responsibilities of each individual. The JSDS, LA, TRA, and PRA can have other individuals assist them. Under JSDS and LA leadership, the team collaborates on the distribution of writing responsibilities, which may vary based on available expertise, the JP's topic, and other factors. Regardless of the distribution of writing responsibilities, the LA and JSDS are responsible for delivering
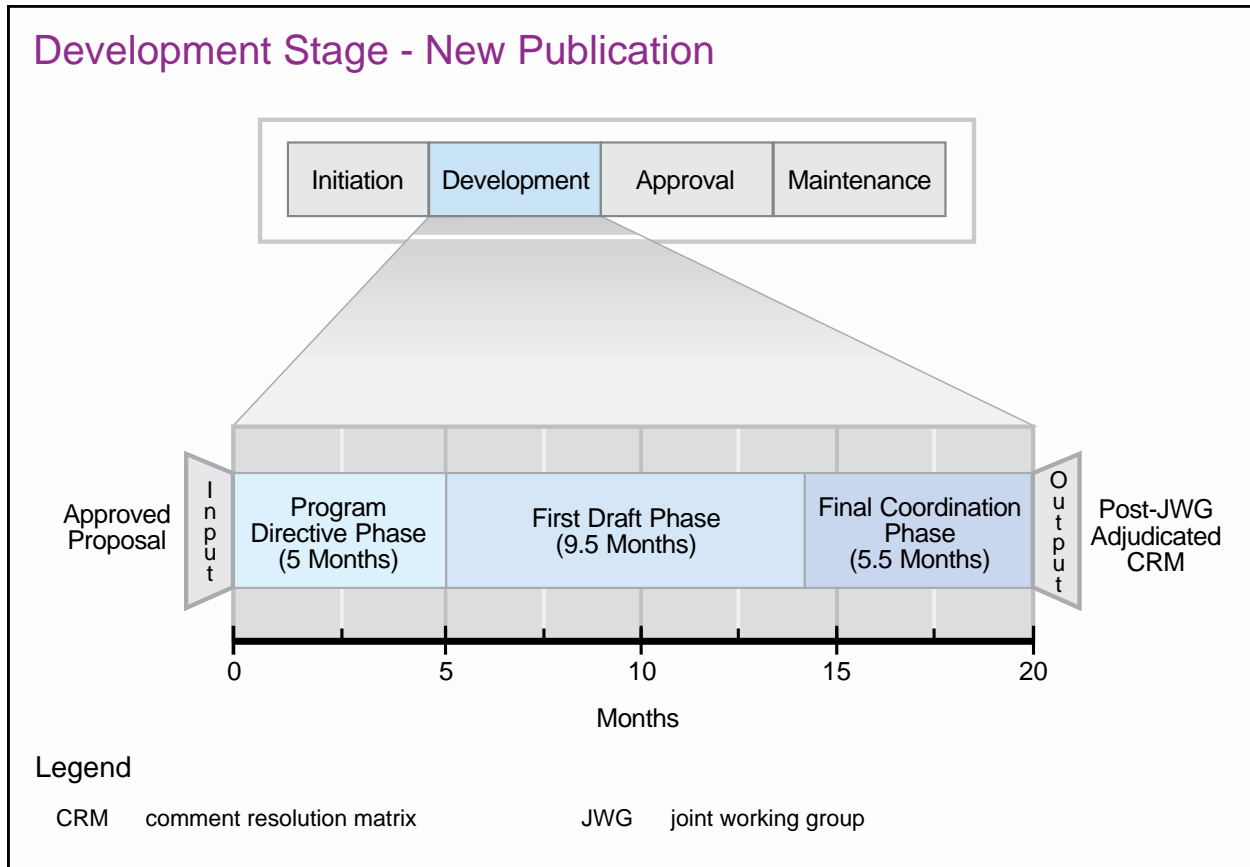
Figure 3. Development Stage – New Publication

products as this manual describes and for coordinating development with the JDDC. This manual refers to "writing team" as an informal convention unless reference to a specific individual is necessary.

     c. <u>PD Development Phase</u>. Joint Staff J-7 develops and coordinates PDs for joint doctrine projects (Figure 4). The DJ-7 approves PDs. The PD provides the JDDC with the JP scope, which covers the framework for the type and detail of information desired within the JP. The PD also provides a chapter outline, major paragraph entries, and appendices the writing team will follow during development. JDDC voting members must review and agree to the proposed changes. Additionally, the PD contains milestones, references recommended for use in developing the publication, and POCs (see Appendix B of this enclosure for an example of a PD).

          (1) Once a DJ-7 memorandum approves a new publication project, the LA has 15 calendar days to announce to the JDDC the intent to convene a PD JWG or provide a preliminary coordination (PC) draft PD to Joint Staff J-7 for
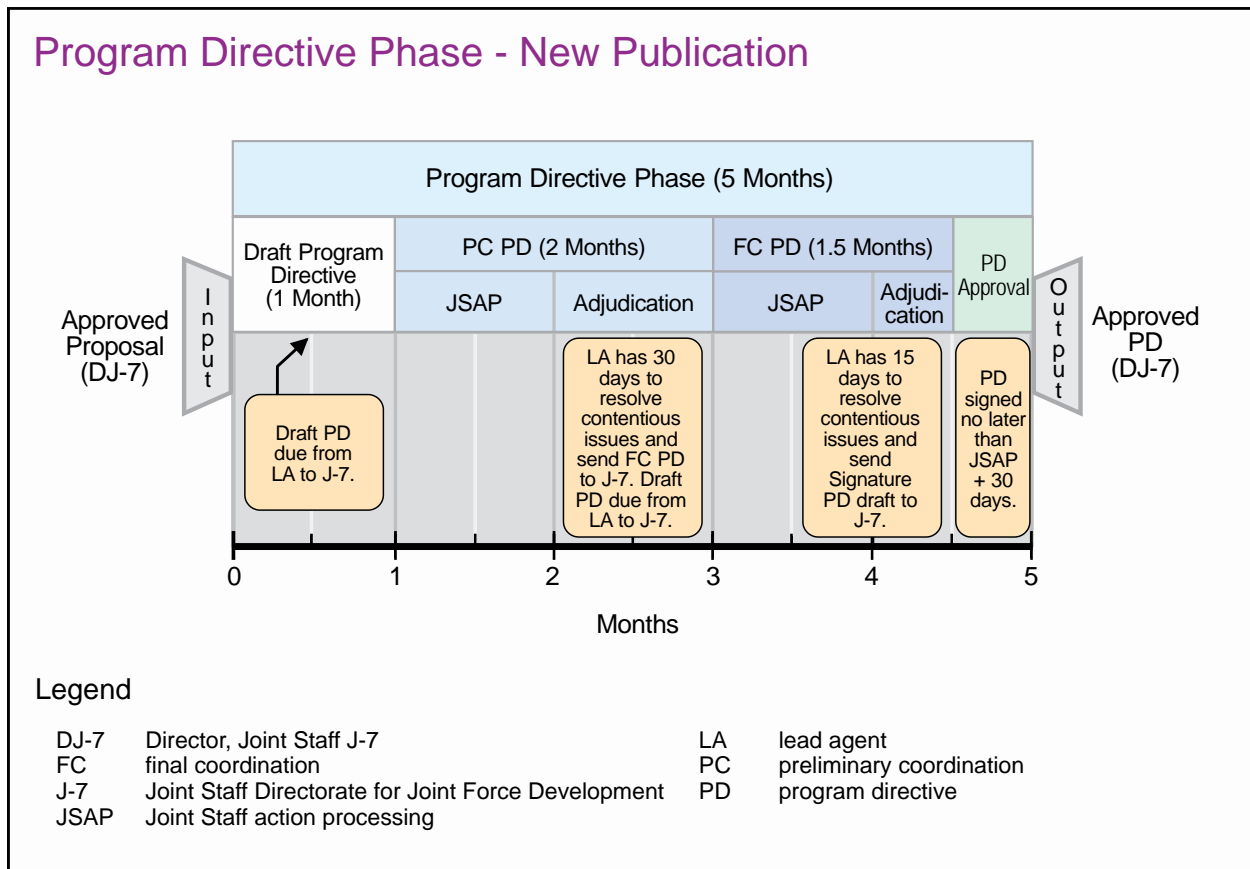
Figure 4. Program Directive Phase – New Publication

staffing. If contentious issues are anticipated, the LA should schedule a PD JWG.

(a) If the LA decides to host a PD JWG, Joint Staff J-7 provides the JDDC at least 30 days' notice. Joint Staff J-7 and the JSDS will assist the LA with the PD JWG. Attendees should include JDDC voting members, the LA, the JSDS, the PRA (if assigned), and Joint Staff directorates. Other interested parties may also attend. The PD JWG will develop the PD FC draft, which the LA submits to Joint Staff J-7 for staffing. Joint Staff J-7 will normally release the draft FC PD for coordination within 15 calendar days of receipt. The JDDC will have 30 days for planner-level review of the FC PD and, if required, 15 calendar days to resolve contentious issues.

(b) If the LA chooses not to convene a PD JWG, the LA will develop a PC PD in coordination with the TRA (if assigned). Joint Staff J-7 will normally release the submitted draft PC PD for staffing within 15 days of receipt. Joint Staff J-7 will staff the PC PD for 30 calendar days, and the LA

will have 30 calendar days to resolve issues and submit an FC PD to Joint Staff J-7. Joint Staff J-7 will normally release the draft FC PD for coordination within 15 calendar days of receipt. The JDDC will have 30 days for planner-level review of the FC PD and, if required, 15 calendar days to resolve contentious issues.

(2) Approval of the PD starts the time line for the FD development phase of the publication, unless DJ-7 directs alternative time lines to the ones specified in the approved PD.

(3) If the writing team decides to adjust the JP's scope with administrative changes during the FD (or RFC), the team will address changes in appropriate comments. The JWG will adjudicate the changes by a consensus vote. However, if Joint Staff J-7 determines the JWG-proposed changes significantly alter the intent of the original PD, Joint Staff J-7 may direct staffing IAW reference d and adjust development or revision milestones.

d. <u>FD Development</u>. As Figure 5 shows, the writing team will develop an FD of the JP based on guidance provided in the PD and the procedures described below. The LA will submit the completed FD to Joint Staff J-7 based on the milestone established in the PD, which is normally five months after the PD is published. Joint Staff J-7 will format the FD and subsequent versions, post them on JEL+, and staff them IAW reference d after loading into the JDDT.

(1) Early in the development of the FD, the writing team should produce an expanded outline as a project management tool. This can range from detailed paragraphs for each chapter outlined in the approved PD to the inclusion of drafts of essential subject matter or potentially contentious portions for review and concurrence. This outline helps confirm that the direction of the publication's development complies with the intended scope and addresses operational-level considerations of interest to the target audience. It also reduces time lost due to misunderstanding within the writing team, ensures the PD outline is being followed, eases resolution of complex and contentious issues, and enhances the quality of the FD. The LA/JSDS should submit the expanded draft, if developed, to the Joint Staff J-7 AO for internal staffing to ensure the scope is not exceeded.

(2) The writing team will adhere to formatting rules in Enclosure E. The writing team and Joint Staff J-7 will create and edit all drafts in Microsoft (MS) Word.

First Draft Development Phase - New Publication

First Draft Phase (9.5 Months)

Draft Prep J-7 (0.5 Mos)

FD Production LA (5 Months)

FD Review and Adjudication

JSAP JDDC (2 Months)

Adjudication LA (2 Months)

Approved PD (DJ-7)

Input

Output

Post-JWG Adjudicated Matrix

First Draft due from LA to J-7.

Adjudicated CRM due (JSAP + 30 days).

FD JWG

0 1 2 3 4 5 6 7 8 9 9.5

Months

Legend

CRM	comment resolution matrix		JWG	joint working group
DJ-7	Director, Joint Staff J-7		LA	lead agent
FD	first draft		Mos	months
J-7	Joint Staff Directorate for Joint Force Development		PD	program directive
JDDC	joint doctrine development community		Prep	preparation
JSAP	Joint Staff action processing			

Figure 5. First Draft Development Phase – New Publication

(3) The writing team may quote verbatim sentences, paragraphs, and passages taken directly from previously approved publications. It is not common practice to cite the reference unless the context is written as to allow such reference; for example "As stated in JP 1…" is acceptable. Limit copying text verbatim from other JPs to information that is within the scope of the publication, provides context, and does not repeat information found elsewhere. Quoting a paragraph and putting "(JP 1)" at the end is not acceptable. Likewise, the writing team should not include extensive, duplicate text from policy documents; instead, refer readers to the applicable document. Some duplication of the text from policy documents for roles and responsibilities discussion relevant to a JP's topic and scope may be acceptable. The LA and JSDS must align JPs with policy. Alignment means that the doctrine must faithfully implement the intentions of DoD and National policy even if doctrine uses different organization and terminology.

(4) The writing team will use, to the greatest extent possible, previously approved terminology contained in the text of other JPs or in the DoD

Dictionary. The writing team, assisted by the JDB AO, must review existing
DoD Dictionary terminology sourced by or related to the subject matter of the
publication for relevance and currency. Include and annotate obsolete
terminology in the glossary for deletion from reference j. When use of terms
and definitions not contained in reference j is required, include these terms
and their proposed definitions in the draft publication's glossary (see Enclosure
E for additional guidance). The glossary of a JP will contain only terms and
definitions that are sourced, or proposed to be sourced, in reference j to that
specific JP. Upon approval of the publication (or upon approval of a change or
revision), Chief, Joint Education and Doctrine, will include any changes to
reference j (new, modified, or deleted terms and definitions).

          (5) While references k, l, and m provide editorial guidance relevant to
the development and revision of JPs and JDNs, the editorial guidance
presented in this manual takes precedence.

          (6) Use only photographs, figures, quotes, and vignettes relevant to the
subject matter and essential to the clarity and understanding of the content in
a JP. Include these items in the FD for JDDC review and acceptance.

          (7) When using the Joint Lessons Learned Information System (JLLIS),
an after action report, or other source file information, authors should provide
sourcing information (such as JLLIS reference identification numbers) with the
comment rationale to allow for independent analysis by the LA and JDDC.

          (8) The LA or PRA shall review and update all references to ensure the
most recent issuances were used to update the text and are reflected in
reference list prior to staffing the FD or an RFC.

          (9) Most joint doctrine is written for public release. The LA/PRA and
JSDS should minimize the use of classified or operationally sensitive
information. When classified or operationally sensitive information is essential
to develop a topic, the LA/PRA and JSDS must portion mark classified content
and should obtain assistance in overall classification and marking from the
appropriate classifying authority. The JSDS will also determine the
releasability of sensitive, controlled, or classified JPs to domestic and foreign
audiences. Pursuant to the JSDS's determination, JDB will provide
releasability and distribution guidance in each JP's administrative instructions
(see sample administrative instructions appendix in Enclosure E). When
feasible, the LA/PRA and JSDS should place classified content in an appendix
to facilitate releasability of the JP.

(10) The writing team should use collaboration tools and, if required, conduct coordination meetings and JWGs to develop the FD. Collaborative practices enable SMEs to provide accurate information on extant roles, organizations, capabilities, employment philosophy, and specific Service equities and how they integrate and synchronize enabling the joint force commander (JFC) to optimize the joint force. Collaboration also enables a more detailed and accurate review for vertical and horizontal consistency with other approved JPs. Later in the development of the FD, it may be useful for the writing team to produce an author's draft for informal review by the JDDC. This may consist of complete drafts of each of the chapters and appendices. This collaborative approach helps confirm the publication's development is consistent with current joint doctrine and enhances the quality of the FD.

(11) Upon completion of the draft publication, the LA will ensure any TRA named in the PD has reviewed it for technical accuracy. Joint Staff J-7 will verify with the LA that any TRA review was completed prior to formatting. The LA will then forward an electronic version of the draft in MS Word as described in paragraph 2.b. of Enclosure E to Joint Staff J-7 for formatting. JP drafts that do not meet writing standards briefed during training will be returned to the LA for corrective action. Joint Staff J-7 will review the draft for administrative and editorial errors, and correct them, before placing the draft in JDDT. The text will be in a single column, with single-space layout. Line numbers will be included in draft publications to enable accurate reference to change recommendations. Publication figures will be provided to Joint Staff J-7 electronically as separate files in a common graphics format, appropriately annotated to convey location in the publication. Photos included, if any, should graphically illustrate a particular doctrinal point. Because JPs are not printed, but are distributed electronically, every effort should be made to minimize the bandwidth requirements to transmit a publication. Should it be necessary to insert photographs, they will be provided in Joint Photographic Experts Group (JPEG) format with a minimum resolution of 266 dots per inch (dpi) with a size of 5.75 inches x 3.75 inches for landscape orientation and 3 inches x 4.6 inches for portrait orientation.

(12) After formatting, Joint Staff J-7 will post the FD on JEL+ and on JDDT. Joint Staff J-7 will prepare and disseminate the FD from the LA and staff the package IAW the PD. The glossary will use line-out/line-in format to highlight any new or proposed changes to terms and definitions for which the new JP is assuming prepotency and that would be included in reference j.

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

will be made IAW guidance and examples in Appendix E to Enclosure B or instructions per JDDT user guidelines.

(a) The Joint Staff, Services, CCMDs, CSAs, NGB, and CRAs will follow the procedures in Enclosure B for commenting on the FD within the JDDT. In some instances, Joint Staff J-7 may decide to use a traditional CRM to staff the draft. In those instances, CRAs will submit only one CRM for review and adjudication. The CRA will collate and deconflict the CRM to provide their organization's position, which will be submitted via NIPRNET, unless the CRM contains classified information. Classified comments must include the classification source and will be submitted via SIPRNET. Joint Staff J-7 will function as the Joint Staff CRA and consolidate comments from all non-voting JDDC members and other USG departments and agencies to provide the LA with a single Joint Staff CRM. CSAs are authorized to submit their comments directly to the LA or Joint Staff J-7.

(b) CRAs will review comments electronically using the JDDT (Enclosure C) or, if specified by Joint Staff J-7, the standard CRM format in general comment or line-out/line-in format with supporting rationale. **When using a CRM and suggesting additional text, include specific text with the comment in line-out/line-in format.** CRM comments should include whole sentences from the draft to ensure clarity for the JDDC when reviewing the comment in the CRM. Keep general comments to a minimum. Line-out/line-in is the accepted method of comment for JPs. Specific line-out/line-in examples are provided in Table 1 in Appendix E to this enclosure. The MS Word "track changes" function should not be used if using the standard CRM format because the changes are often lost when comments are consolidated and sorted.

(c) Review Comments. There are four distinct categories of review comments: critical, major, substantive, and administrative. See Appendix E to Enclosure B for descriptions and examples.

(14) In the JDDT, Joint Staff J-7 assigns the LA or JSDS for each JP and subsequently assigns CRAs from the Services, CCMDs, NGB, and CSAs. When the commenting window closes and all comments have been received, the LA adjudicates the comments. The adjudication of each comment includes a rationale for rejection or modification of critical and major comments and may include rationales for rejected or modified substantive comments. The JDDT report is in Rich Text Format and should be converted to docx format for use and reduction in file size. Specific guidance on the review process and adjudication of comment matrices can be found in Appendix E to this enclosure, which also contains a sample of the comment matrix used when

commenting on doctrine items not using the JDDT (e.g., PDs, AJPs, classified publications). The LA/JSDS (in coordination with the assigned TRA) will normally complete and forward the adjudicated CRM to Joint Staff J-7 within 30 calendar days of the JSAP suspense for providing comments.

(15) A Joint Staff J-7 AO will review the matrix to determine if it is in the proper format (e.g., all comments have a proposed adjudication, rationales are included for rejected or modified critical and major review comments, the CRM is properly sorted, all attachments referenced in the CRM are included, and matrices containing classified information are marked). If the matrix is in the proper format, it will be forwarded to the JDDC for review. It will also be posted to JEL+ in the Development section. If the CRM is not properly formatted, the Joint Staff J-7 AO will either correct it or return the CRM to the LA for correction. Classified matrices with missing or conflicting classification or releasability information will be returned to the JSDS for resolution. If the Joint Staff J-7 AO has scheduled a JWG, the LA will forward the adjudicated CRM to Joint Staff J-7 at least 12 working days prior to the JWG so the Joint Staff J-7 AO can send the CRM with all attachments to the JDDC at least 10 working days in advance. The Joint Staff J-7 AO should consider extra time for holidays. Failure to make the established deadline may result in rescheduling the JWG.

(a) The Joint Staff J-7 AO and LA/JSDS will determine if a virtual JWG is a better option than meeting in person. A virtual JWG can provide a mechanism for the JDDC to receive input from the JDDC to enable the LA or JSDS to adjudicate matrices and produce final drafts. A virtual JWG may be a viable option when the total number of comments is relatively small and there are no critical comments or contentious issues. If the decision is to conduct a virtual JWG, Joint Staff J-7 will forward the adjudicated matrix to the JDDC who will review the CRM and notify Joint Staff J-7 and the LA/JSDS of the specific comment(s) being challenged. The Joint Staff J-7 AO will allow a minimum of 10 working days for CRM review. See Appendix F to Enclosure B for procedures to comment on adjudicated CRMs for virtual JWGs.

(b) The JWG's decisions on CRM comments are the final adjudication of the FD and provide the authoritative basis to develop the FC draft. JWG decisions and rationale will be documented in the CRM. Post-JWG-adjudicated matrices are usually delivered for preparation of the next draft within 60 calendar days after the JSAP suspense for comments.

e. <u>FC Draft</u>. Joint Staff J-7 will develop the FC draft using the consolidated FD CRM (Figure 6). Unless agreed to by the JWG or directed by the Chairman, new or modified text will not be introduced into the final draft. Joint Staff J-7

Final Coordination Development Phase - New Publication
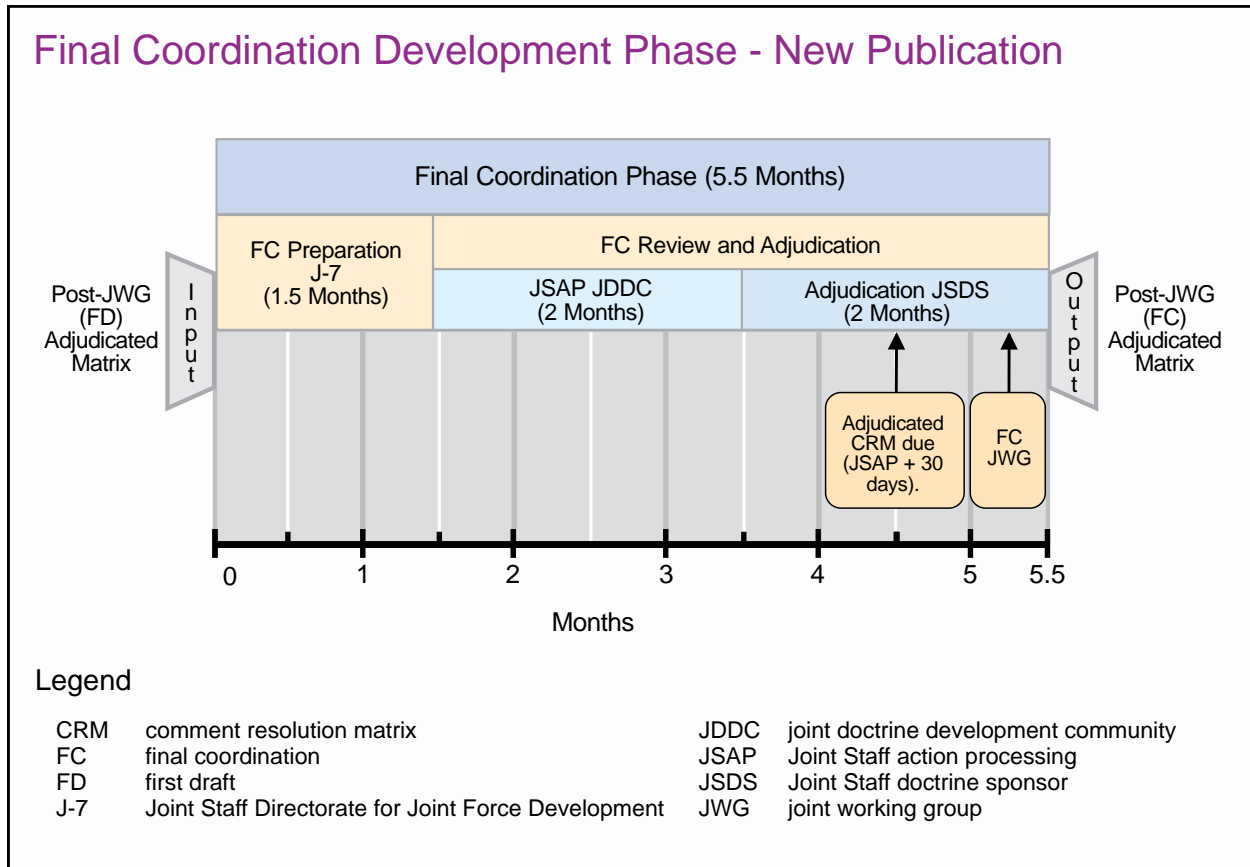
Figure 6. Final Coordination Development Phase – New Publication

will normally produce the final draft within 30 days from receipt of the adjudicated FD CRM and staff it to the JDDC in the JDDT 15 days later. The final draft will be properly formatted, with quotes, vignettes, figures, and text in single-column, single-space layout and with line numbers for easy reference. Revised or changed material from the previous draft will be presented in MS Word track changes format. The JDDT can display and print a clean copy, if required, but line numbers will change.

(1) FC draft staffing will be at the planner-level using guidance herein and in reference d. Joint Staff J-7 will staff the FC draft via JSAP after it is loaded and assigned in the JDDT. Additionally, the JDDC will be informed of the tasking via e-mail. The JDDT will normally be used for JP and JDN review and comment submission (Enclosure C). Additionally, Joint Staff J-7 will post the FC draft and the post-JWG-/final FD-adjudicated matrix on JEL+ and task each Service, CCMD, Joint Staff directorate, the NGB, and non-voting member to review the draft and provide comments to the JSDS within 60 calendar days. The JSDS may include in the JSAP the tentative date for the FC JWG.

Notification of the JWG will be given at least 30 calendar days prior to its conduct. Notification will include the number of critical comments, major comments, and total number of comments. The JSDS will notify Joint Staff J-7 of the organizations that fail to respond by the suspense date. Joint Staff J-7 will contact the organization's CRA to ascertain the organization's concurrence/nonconcurrence with the document.

(2) Normally, the JSDS, in coordination with the LA and any assigned TRA(s), will adjudicate comments on the CRM generated from the JDDT. In instances when a traditional CRM is used to provide comments, the JSDS receives and consolidates the FC draft comments into one matrix. In either case, the JSDS adjudicates each comment and writes rationales for rejected or modified critical and major comments. The JSDS may elect to provide rationales for rejected or modified substantive comments. The JSDS then forwards the matrix to Joint Staff J-7 within 30 calendar days after the JSAP suspense. Joint Staff J-7 reviews the CRM and, after determining it is in proper format (i.e., all comments have a proposed adjudication, rationales are included for rejected or modified critical and major comments, the CRM is properly sorted, and ensures all attachments referenced in the CRM are included), disseminates the matrix to the JDDC. The JSDS will forward the adjudicated matrix to Joint Staff J-7 at least 12 working days prior to the JWG. Joint Staff J-7 will distribute the matrix and all attachments at least 10 working days prior to the JWG and post on JEL+. Joint Staff J-7 and the JSDS will ensure JDDC members have access to JWGs via teleconference or Defense Collaboration Services when requested.

(3) JDDC members will review the FC matrix of adjudicated comments, identify any contentious issues in the adjudicated matrix, and come prepared to address the issues at the JWG.

(4) The JSDS will normally convene a JWG to discuss and attempt to achieve consensus on the recommended adjudications, resolve all contentious issues, and present a final adjudicated CRM that will form the basis of the signature draft of the JP. If there are few or no contentious issues, the JSDS and Joint Staff J-7 will query the JDDC to see if a JWG is desired and, if not, resolve any issues via a virtual JWG (e.g., e-mail, teleconference). The FC JWG is conducted at the O-6 civilian equivalent level. Services and CCMDs will ensure their representative is empowered to speak and make decisions for their organization. Unless previously coordinated with Joint Staff J-7 through the JSDS in writing, organizations not participating in the JWG are assumed to concur with the adjudicated CRM and any modifications made at the JWG. Only specific language developed and agreed upon by the JWG or directed by the Chairman will be used in developing the signature version. JWGs will

document decisions and rationales in the CRM. Any unresolved review comments will be considered contentious issues and be addressed IAW paragraph 4.g. of this enclosure and reference d. Moreover, J-7 JDB or JSDS-led JWGs can recommend immediate Change 1 for insertion into the next JDDAS. The JSDS may request an additional staffing from Joint Staff J-7 when the JWG accepts significant text and graphics changes or to review resolution of contentious issues. The JSDS will submit this request via a memorandum to Joint Staff J-7. If Joint Staff J-7 grants the request, the Joint Staff J-7 AO will staff the JP with the JDDC, with milestones established by Joint Staff J-7. Any unresolved issues from this staffing may require a GO/FO or civilian equivalent nonconcurrence with the publication. Resolution of these issues will be IAW reference d. The JSDS will forward the final adjudicated FC draft CRM from the JWG to Joint Staff J-7 within two weeks of adjournment of the JWG. This ends the development stage and begins the approval stage for a new publication.

     f. <u>Fast-Track Joint Doctrine Development</u>. Fast-track development is an abbreviated process to develop a new JP in about 12 months from PD approval. Any JDDC voting member or director of a Joint Staff directorate may recommend fast-track development of a JP. The JDPC or out-of-cycle coordination process validates the recommendation, and DJ-7 approves it. The process is the same as normal JP development, but most milestones after FD development are compressed. The LA/JSDS, with the support of a joint doctrine development team, including the Services and other interested agencies, produce the revision draft. All drafts are coordinated and comments adjudicated at the planner level or higher. The LA/JSDS tracks progress monthly with status reports to the DJS, DJ-7, other JDDC voting members, and director of a Joint Staff directorate, with the intent of completing the project in 12 months.

     g. <u>Elevating Contentious Issues</u>

       (1) The LA/JSDS elevate contentious issues to appropriate decision-making authorities as early as practical in the development stage to resolve them before they impact the development time line. When issues arise that JWGs do not resolve, the JSDS should take appropriate action IAW reference d. The JSDS should be prepared to take unresolved issues to the JDPC, GO/FO or civilian equivalent review, or Tank process (see reference e) for resolution, if appropriate.

       (2) All members of the JDDC should raise critical concerns in the development stage rather than the approval stage, unless extenuating circumstances exist.

(3) Joint Staff J-7 will post contentious issues associated with the FC/RFC version that are resolved outside the JWG review in JEL+.

h. Milestones

(1) Joint Staff J-7 will establish milestones for the development or revision of a publication in the PD. The LA is responsible for meeting established milestones through the comment resolution of the FD. The JSDS, in coordination with the LA, is responsible for meeting the milestones for the FC/RFC draft. The JSDS is responsible for moving the JP through preparation for signature in all cases. Once any milestone is 14 days overdue, the first GO/FO or civilian equivalent in the LA/JSDS chain will send a letter to Joint Staff J-7 requesting an adjustment to the milestones and prescribing a "way ahead" for the publication.

(2) Joint Staff J-7 will review the memorandum and, if approved, adjust the milestones. If a milestone is overdue or delayed due to an unresolved contentious issue, the LA or JSDS will identify the issue in the memorandum. Joint Staff J-7 may convene a planner-level JWG to provide FC/RFC review of the issue. If the planner-level JWG is unable to resolve the issues, the procedures in reference d will be followed to resolve the issue and move the publication forward. Normally, Joint Staff J-7 will revise the milestones to reflect the time taken to resolve the issue.

5. Approval Stage. Once staffing is complete, the JSDS will deliver the FC-/RFC-adjudicated matrix to Joint Staff J-7. A normal approval stage lasts 2.5 months (Figure 7). Within six weeks, Joint Staff J-7 will prepare the signature draft of the publication, including the preface, executive summary, and, with assistance from the LA and JSDS, the summary of changes page (RFC only). Joint Staff J-7 will return the signature draft to the JSDS, who will prepare the JSAP staffing package for signature. The signature draft represents the JDDC recommendation to Joint Staff J-7 for approval of joint doctrine.

a. Joint Staff doctrine planners, also known as terminologists, will ensure JP glossaries are correct during maintenance and prior to DJ-7's final approval.

b. The JSDS staffs the publication through the chain of command for approval by the appropriate director of a Joint Staff directorate. Following approval by the DJS, Joint Staff J-7 forwards the publication for signature. This process should be completed within 30 calendar days. The JSDS updates the appropriate director of a Joint Staff directorate on the progress of the publication during the staffing process. Any issues should be adjudicated IAW

Approval Stage - New and Existing Publications
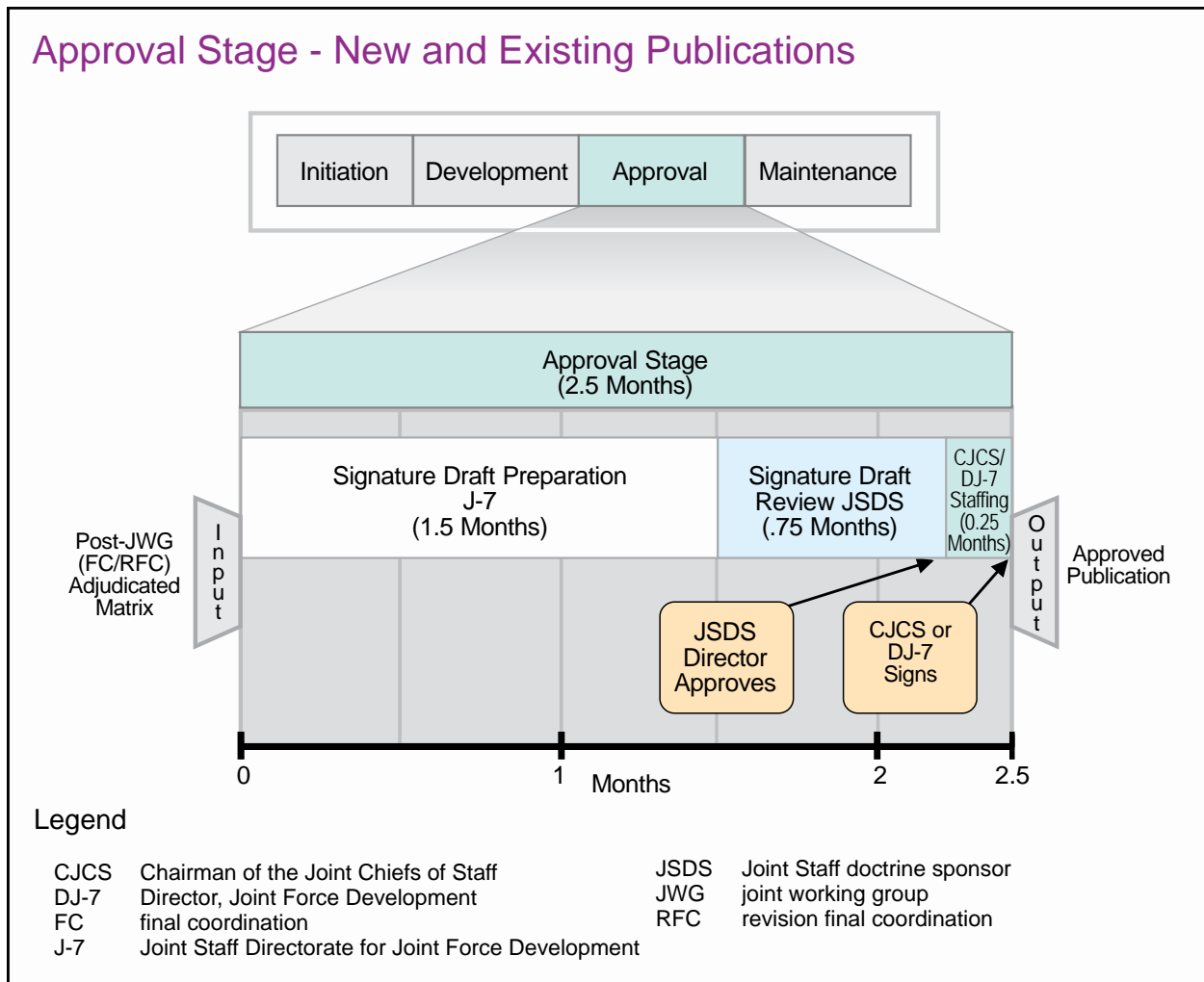
Figure 7. Approval Stage – New and Existing Publications

this manual. If the Joint Staff director wishes to make changes to the JDDC-agreed signature draft, the procedures in reference d will be followed. Substantive, major, and critical changes must be coordinated with the JDDC.

c. <u>JPs are approved and signed as follows</u>:

(1) By the Chairman for the capstone publication (JP 1, Volume 1).

(2) By the DJ-7, for the Chairman, for JP 1, Volume 2, and all other JPs.

d. <u>Joint Staff J-7 will notify the JDDC through joint doctrine distribution when a new publication or revised JP has been signed and then post, as</u>

appropriate, the signed publication to the NIPRNET JEL+ and the JEL (as appropriate) and SIPRNET JEL+.

6. <u>Maintenance Stage</u>. The purpose of the maintenance stage is to monitor the efficacy of JPs after approval to ensure their relevance; provide a mechanism for the joint community's informal and formal feedback, including a change process; and to develop recommendations on their future disposition. The maintenance stage begins with the signature of the JP.

   a. <u>JP Change Process</u>. The JP change process is designed to allow for responsive, adaptive, and timely revisions to JPs outside the normal revision process. Proposed changes should reflect extant capability and may be based on recent lessons learned, changes in operating capabilities, new or approved revisions to other publications that influence the content of the JP, capability development recommendations derived from approved joint concepts, changes in law or policy, or new mission areas. Changes to publications are categorized as urgent or routine. There are specific processes for each. Urgent or routine changes are submitted to Joint Staff J-7 IAW the procedures listed below.

      (1) Urgent. Any member of the JDDC may recommend an urgent change. Urgent changes require immediate promulgation to prevent personnel hazard or damage to equipment, emphasize a limitation that adversely affects operational effectiveness, or is necessary to respond adaptively to swiftly changing operational priorities or senior-leader guidance. Urgent change recommendations require GO/FO or civilian-equivalent endorsement from the submitting organization and will be forwarded to the Joint Staff (Attn: Joint Staff J-7), the LA, and the JSDS. The change recommendation should include a justification for the urgent change request and the proposed new or revised text. The LA will advise Joint Staff J-7 if the recommendation requires an urgent change. If so, the LA/JSDS will provide Joint Staff J-7 with a properly formatted edit to the JP, and Joint Staff J-7 will staff the proposed change via JSAP and allow the Services, CCMDs, CSAs, NGB, and Joint Staff directorates three working days to concur or propose modifications to the proposed change. Once approved, Joint Staff J-7 will release a message notifying the JDDC of the change and will incorporate the change into the electronic version of the publication posted to the JEL and JEL+ Websites.

      (2) Routine. Any member of the JDDC may recommend routine changes at any time that includes during the revision process (e.g., J-7, JSDS, or JWG decision) or in maintenance. Routine changes provide validated improvements; address potentially incorrect, incomplete, misleading, or confusing information; correct operating techniques; and update a JP with new terms and other information to harmonize it with other recently updated JPs.

Submitters will forward routine change recommendations electronically to Joint Staff J-7 with an information copy to the LA. Routine changes to JPs are not limited in scope but should not be so extensive that the JP requires a complete revision. Routine changes are considered during the JP's normal maintenance cycle.

(3) User Feedback. The joint community is encouraged to submit comments regarding a JP whenever there is a perceived need for modification of any kind.

(4) The administrative instructions appendix of each JP contains instructions for submitting user comments and change recommendations, including comments based on lessons learned. These comments are considered for incorporation during the JP's maintenance cycle. If the comments recommend any changes, the AA will forward them to Joint Staff J-7 and the LA for action. A sample administrative instructions is included as Enclosure E, Appendix A, to this publication.

b. <u>Analysis Process</u>. The utility and quality of approved JPs are continuously assessed. Joint Staff J-7 reviews and conducts analysis on JPs based on their priority. Priority is determined through a periodic review of the joint doctrine hierarchy to determine the degree that the subject matter of JPs are linked to execution of the current national strategies (e.g., security, defense, and military), alignment of global campaign plans, CCMD plans and input, and other criteria determined at the time of the review. Joint Staff J-7 uses this prioritization to schedule reviews and analysis of JPs, ensuring each publication is considered in conjunction with the needs of the joint force. Capstone and keystone JPs are, by default, "high priority" and receive a formal assessment approximately two years following their promulgation, unless directed otherwise. Based on a JP's priority, Joint Staff J-7 conducts analysis to determine the optimal option for maintaining the JP's relevancy. At any level of analysis, Joint Education and Doctrine can change LA and JSDS assignment as well as render the decision to validate, update, revise, consolidate, transfer, cancel, or conduct special study. There are four types of analysis.

(1) PR. Joint Staff J-7 conducts an early, focused analysis of a JP (in coordination with the JSDS, LA, and TRA [if one is assigned]) to determine the most appropriate option for maintaining the relevancy of an existing JP as it approaches the revision stage. The PR informs the decision on the type of action and identifies the associated risks involved in scheduling a JP's revision. PRs are not conducted on capstone and keystone JPs.

(2) Targeted Update (TU). TUs are analysis efforts that focus on an identified portion(s) of a JP or specific topics captured in a PR. A TU will not include changes to a JP's scope.

(3) Formal Assessment. Formal assessments are conducted on JPs when a PR determines significant revision is required or as directed. As noted above, capstone and keystone publications will be formally assessed approximately every two years of their promulgation, unless directed otherwise.

(4) Special Study. Joint Staff J-7 conducts special studies to address additional considerations outside the scope of a formal assessment in order to determine the most efficient course of action for maintaining the relevancy of joint doctrine.

c. Disposition Recommendations

(1) Validate without change

(a) The JP's core subject matter is factually correct; content contains only minor administrative inconsistencies; content does not conflict with capstone, keystone, or functional JPs; and there is low risk to the joint force with this recommended action.

(b) Validated JPs may contain minor administrative inconsistencies such as reference dates; numbers and titles; web links, contact information; and grammatical, punctuation, and spelling errors. Joint Staff J-7 will post a "validated" date on the JP in addition to the existing approval date, and the JP will remain in the joint doctrine library until the next scheduled analysis.

(c) Validation is not revision. JPs that are not revised within five years, will be removed from the hierarchy by JDB. Relevant strategic and operational material in the publication will be consolidated with another JP or transferred to another publication.

(2) Update

(a) The JP's subject matter is still current; administrative or substantive factors require clarification; and the anticipated magnitude of change does not reach the level that requires a formal assessment based on coordination between the AA, JSDS, and LA.

(b) Updates focus on an identified portion(s) of a JP. This can include the text, addition of new text or changes to existing text for clarification

or currency, and new or changed terminology from other JPs. An update will not include changes to a JP's scope.

(c) Updated recommendations entail a moderate risk to the joint force because analytical resources are allocated to other priorities.

(3) Assess. A JP should undergo a formal assessment when the PR determines significant revision is required. The following examples are circumstances that could lead to a recommendation for a formal assessment: the JP's subject matter is no longer current; new or revised policy creates inconsistencies in the JP that can affect joint operations; significant extant capabilities have emerged that impact the JP; lessons learned highlight necessary changes; joint commands have implemented joint training best practices not reflected in the JP; centers of excellence or communities of interest have highlighted the need for change; CCMD plans have established improved methods of planning, executing, and assessing operations; the JP conflicts with other JPs; and the JP's content is factually incorrect or has changed significantly since the last revision.

(4) Consolidate. Consolidating or reorganizing a JP into a new or existing JP for future revision, which may require integrating the text into keystone or other JP(s); changing classified material (if any) into an appendix; or additional actions. This recommendation would likely require a new scope for the existing JP. It would typically be accomplished "in-stride" with ongoing revisions and may require a reassessment of the PD and JSDS, LA, and TRAs (if assigned). Once the material is consolidated, the legacy publication(s) is/are canceled.

(5) Transfer. A JP may be transferred to a CCMD, Service, Joint Staff directorate, or other organization after J7 JDB consults with the receiving organization at any stage of revision. Content in the JP which is still valid will migrate to a different type of publication upon J7 JDB direction (e.g., Service or multi-Service doctrine, guide, handbook, or manual). Action will be taken after Joint Staff J-7 and the JSDS, LA, and TRA (if assigned) review content placement and notify the JDDC. Considerations for transferring a JP include disposition of terms within the DoD Dictionary and ensuring essential information is retained.

(6) Cancel. The JP is removed from the joint doctrine hierarchy. Notification of cancellation will be placed on JEL+ and emailed to the JDDC at least 90 days prior to cancellation. JPs scheduled to be canceled pursuant to policy direction or executive decision will be marked with a white box in the bottom right-hand corner on the joint doctrine hierarchy chart, which is posted

on the JEL and JEL+ Websites. The DoD Terminologist will assist relevant Joint Staff J-7 joint doctrine planners in recommending term and definition changes to preserve valid terms.

(7) Special Study. Recommendations to determine optimum disposition of content.

d. Analysis Methodology

(1) PR. The AA begins a PR IAW the calendar year JDDAS, which is developed on a JP's priority and Joint Staff J-7 capacity. In coordination with the JSDS and LA, the AA recommends one of four options: validate without change, TU, assess, or special study. The AA forwards findings and recommendations to Chief, Joint Education and Doctrine, through JDB, who signs a promulgation memorandum for JDDC distribution.

(2) TU. When Joint Staff J-7 agrees to a TU, the AA will develop an RFF questionnaire in coordination with the LA, JSDS, and TRA (if one assigned) and issue a JSAP IAW the JDDAS. The JSAP will contain a stipulation restricting comments to only those issues identified in the RFF questionnaire.

(a) The AA will adjudicate the RFF and assist the LA and JSDS by developing a draft PD that establishes milestones, POCs, and other information necessary to guide RFC development. After coordination and review with the LA and JSDS, Chief, Joint Education and Doctrine, will sign the promulgation memorandum and the draft PD with milestones. Joint Staff J-7 will send the PD with the adjudicated RFF CRM as an enclosure to the JSDS and LA by e-mail for execution, as appropriate.

(b) Due to potential changes that may occur between the PR recommendations up to the JP TU's draft PD, the analysis type may change during the maintenance phase. A JP update's other potential outputs include validate, assessment, or a special study.

(3) Formal Assessment. The formal assessment will be initiated by the Joint Staff J-7 AA IAW the JDDAS. The AA will develop an RFF, IAW the LA, JSDS, and TRA (if assigned), to focus efforts on detailed information collection. The LA will use the formal assessment as the basis to develop a revision draft of the JP.

(a) Formal Assessment Process. The AA will conduct a formal assessment when it has been determined by a PR that significant revision is

required. Formal assessments are a holistic, analytic effort and are conducted as scheduled in the JDDAS or as otherwise directed.

(b) Methodology. The AA will develop an assessment plan that specifies milestones, research and potential collection venues, and POCs (i.e., LA, JSDS, TRAs [if assigned], and SMEs). Research typically includes a thorough review of the subject JP; strategic guidance and policy review; doctrine review (joint, Service, multi-Service, Allied); exercise observations, to include joint training insights and best practices; universal joint tasks (UJTs); lessons learned; operation plan/concept plan review; professional military education; capability development recommendations derived from approved joint concepts for incorporation into joint doctrine; and input from the JDDC via an RFF that queries the JDDC and other organizations to provide input concerning the JP being assessed.

(c) RFF. The AA develops RFF questions in coordination with the LA, JSDS, and TRA (if assigned). The RFF JSAP will solicit comments and recommended changes with a 90-day suspense. The questions request feedback on general areas such as scope, organization, readability, consistency with other doctrine, graphics, and photos and specific areas of concern concerning the JP under assessment. The RFF also includes an opportunity for the JDDC to provide additional comments on any aspect of the publication. RFF questions on the scope, table of contents, and organization are intended to produce a PD ready for approval when Joint Staff J-7 approves the FAR packet, thus reducing or eliminating PD coordination.

1. Respondents submit their answers to RFF questions in the JDDT, and the AA will analyze them to determine how they may affect the publication's revision. Detailed and in-depth answers to the RFF questions, including appropriate line-out/line-in changes to the existing text when possible, are essential to the assessment process. Since this feedback is the primary input for an RFC, the quality of the RFF responses can affect the quality of the FAR's conclusions and recommendations and, ultimately, the quality of the RFC.

2. The AA adjudicates the RFF responses and completes the FAR within 90 calendar days following the suspense date for RFF comments.

(d) FAR disposition

1. The AA will forward the FAR for Chief, Joint Education and Doctrine, approval, through JDB. FARs will typically contain a summary report; an adjudicated CRM; a proposed PD; and a recommendation to revise,

consolidate, transfer, cancel, or initiate a special study. Recommendations to revise, consolidate, transfer, cancel, or initiate a special study will include disposition of transferable content. A FAR recommendation to consolidate, transfer, or cancel a JP will be briefed by the JSDS/LA to the JDDC members at the next JDPC or staffed via JSAP. JSAP notification or decision to be presented to DJ-7.

      2. Joint Staff J-7 will review and coordinate the report with the LA, JSDS, and TRA (if assigned) to issue a promulgation memorandum within 30 calendar days that approves, disapproves, or modifies the FAR recommendations. Joint Staff J-7 will post the FAR to JEL+ and send the promulgation memorandum, with the FAR as an enclosure, to the JSDS, LA, and AA by e-mail for execution as appropriate. For revisions, the LA will consider the FAR's findings and recommendations to prepare the RFC draft, although all changes are still subject to JDDC review and approval through staffing and subsequent JWG discussion. The LA should follow the guidance in paragraph 4.e., "FC Draft," to develop and staff the RFC.

    (4) Special Study. Special studies generally arise from three sources. The first is a directed study to answer specific questions and provide information to Joint Staff J-7 on doctrine issues. The second is a recommendation to consolidate, transfer, or cancel a JP and provide results for the disposition of transferable content. The last is a result of a JDPC decision. In all cases, JDAB examines the subject to answer the questions of the study. The studies are typically briefed at the next JDPC following their completion. Special study findings are coordinated with the LA and JSDS for each of the affected JPs. Special study outcomes include no change to current doctrine or revise, consolidate, transfer, or cancel the studies' subject material, any type to include content disposition.

7. <u>Revision Stage</u>

    a. <u>Revision of a JP follows an 12.5 month process that starts with approval of the FAR or the "update" RFF CRM as appropriate</u>. The revision stage ends with delivery of a post-JWG-adjudicated CRM (see Figure 8). For an existing JP, the revision stage has two phases: PD development and RFC development.

    b. <u>PD Phase—Existing JP</u>. An approved FAR that recommends revision will include a draft PD. Chief, Joint Education and Doctrine, may approve the FAR PD (after coordination with the JSDS, LA, and TRA [if assigned]) or the PD may require additional staffing. Updates will include a PD, which Chief, Joint Education and Doctrine, will approve after coordination with the JSDS, LA, and TRA (if assigned). See Figure 9.
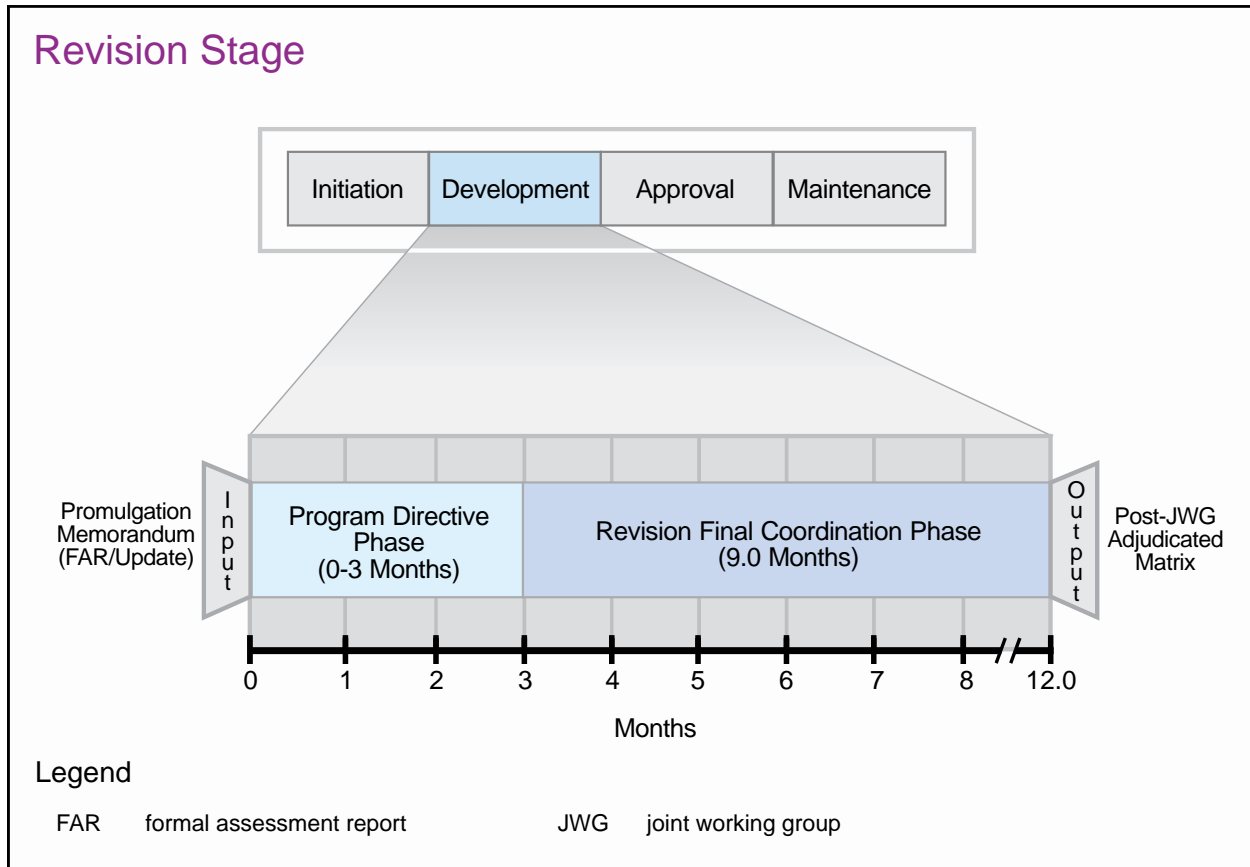
Figure 8. Revision Stage

    c. <u>RFC Phase</u>. For an existing JP, a normal revision involves a single staffing of an RFC. By exception, the LA, in coordination with the TRA (if assigned) or JSDS, may request a second RFC staffing prior to development of the signature draft. A second RFC staffing requires Chief, Joint Education and Doctrine, approval.

       (1) The LA, in coordination with the JSDS, TRA (if assigned), and Joint Staff J-7, develops the RFC draft. The FAR is used as a consideration in the draft's development by the writing team.   In general, the administrative procedures and time allotted to develop and coordinate the RFC draft are the same as those described in the FC Development Phase for new publications (paragraph 4.e.). RFC draft development can take up to five months. See Figure 10.

       (2) Joint Staff J-7 provides the LA and TRA (if assigned) with the FAR and an MS Word copy of the publication. At the request of the LA and TRA (if assigned), the MS Word copy may contain track changes with the inputs

Program Directive Phase - Existing Publication

| Initiation | Development | Approval | Maintenance |

Program Directive Phase (0-3 Months)

Revision (1 Staffing) — Input — Draft Development (1 Month) — FC PD (1.5 Months) — JSAP — Adjudication — PD Approval (0.5 Months) — Output — Approved or Existing PD

Revision (No Staffing) — Input — Use Existing PD/Recommended Draft with No Staffing — PD Approval (if required)

Months: 0 1 2 3

Legend

| FC | final coordination | PD | program directive |
| JSAP | Joint Staff action processing | | |

Figure 9. Program Directive Phase – Existing Publication

received through JDDT RFF submissions for consideration. A quick start guide on the basic MS Word track changes function will be included. Prior to providing this copy, Joint Staff J-7 may review the document and incorporate additional editorial changes not captured in the RFF review for the LA, TRA (if assigned), and JSDS to consider when beginning their revision. For a publication to be converted into a JDDT format, the LA must use the MS Word track changes function (not the MS Word strikethrough and underline command functions) to annotate changes. Set the track change options as follows: Insertions—Underline Blue; Deletions—Strikethrough Red.

(3) Staffing procedures, matrix adjudication, JWG procedures, and the process to elevate contentious issues are identical to those discussed in the FC development phase. The JSDS will forward the final adjudicated RFC draft
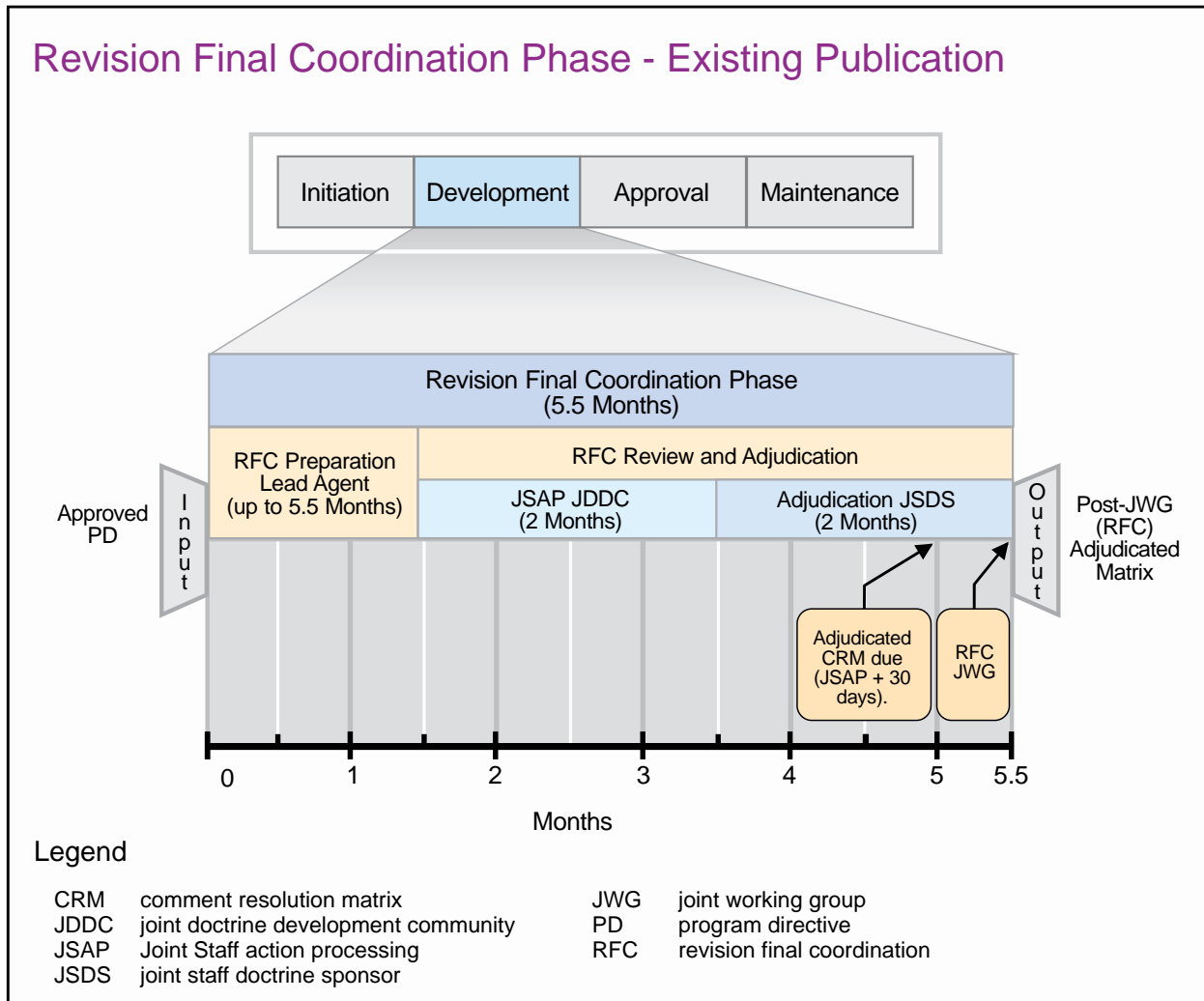
Figure 10. Revision Final Coordination Phase – Existing Publication

CRM from the JWG to Joint Staff J-7 within two weeks of adjournment of the JWG. This marks the end of the revision stage and the beginning of the approval stage (see paragraph 5) for a revised/updated publication.

8. <u>Cancellation Process.</u> A JP can be considered for cancellation at any time during the JP life cycle. In this action, Joint Staff J-7 will initiate a formal staffing to the JDDC to cancel the JP and identify locations for relevant content to be placed within the joint doctrine hierarchy.

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APPENDIX A TO ENCLOSURE B

SAMPLE PROJECT PROPOSAL FORMAT

(Letterhead)
Reply ZIP Code:
(Zip Code)   (date)

MEMORANDUM FOR DIRECTOR, J-7, JOINT STAFF

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

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

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

3. Scope. (Provide detailed recommendations as to what this project should cover.)

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

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

6. Recommended Lead Agent and Joint Staff Doctrine Sponsor. (Recommend each one.)

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

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

9. Point of Contact. The (organization) POC is (name, rank, organization, phone number, and e-mail address).

(Name)
(Rank)

(Title)

Enclosure

A Concept Paper

B Program Directive

APPENDIX B TO ENCLOSURE B

SAMPLE PROGRAM DIRECTIVE FORMAT

(Letterhead)

Reply ZIP Code:
(Zip Code)   (date)

MEMORANDUM FOR JOINT DOCTRINE DEVELOPMENT COMMUNITY

SUBJECT: Program Directive for Joint Publication (JP) X-XX, Title

1. Purpose. This memorandum provides the chapter outline, milestones, and guidance for the [development/revision] of JP (number), (title). It also assigns [organization] as the lead agent (LA), [organization] as primary review authority (PRA) (if applicable), [organization(s)] as technical review authorities (TRAs) (if applicable), and the [Joint Staff directorate] as the Joint Staff doctrine sponsor (JSDS).

2. Background. (Discuss relevant background information that generated the project. Include such things as the FAR or FEA that validated development or revision and the JDPC decision regarding the project. Example: IAW Chairman of the Joint Chiefs of Staff Manual (CJCSM) 5120.01B, *Joint Doctrine Development Process,* the assessment agent [AA] completed a formal assessment of JP X-XX and recommended the LA develop a complete revision.)

3. Scope. (Concisely describe the aspect of joint force operations that will be explained in the JP. This statement will be used verbatim in the preface of the JP, and the target audience is the joint force reader, though it will also guide those involved in the publication's development/revision. Once Joint Staff J-7 approves the PD, any substantive or higher level changes to this paragraph will be accomplished IAW paragraph 4.c. (3) of Enclosure B, "Joint Doctrine Development and Revision Process," under the initiation stage.)

4. Chapter Outline. (Provide a detailed chapter outline based upon draft outline in project proposal, read-ahead package, FAR or as agreed upon in the PD JWG. Shortened word forms (e.g., acronyms, initialisms, and abbreviations) will not appear in the chapter outline of PDs since that serves as the basis for the JP table of contents.)

5. <u>Recommended Target Audience</u>. (Identify the intended target audience. Example: This publication provides guidance to the Joint Staff, Services, combatant commanders (CCDRs), subordinate joint force commanders (JFCs), component commanders, the National Guard Bureau, combat support agencies, and their staffs. This publication also provides information to US Government departments and agencies, international organizations, nongovernmental organizations, and the private sector.)

6. <u>References</u>. This JP will be (developed/revised/changed) IAW Chairman of the Joint Chiefs of Staff Instruction (CJCSI) 5120.02E, *Joint Doctrine Development System,* and Chairman of the Joint Chiefs of Staff Manual (CJCSM) 5120.01B, *Joint Doctrine Development Process.* Additionally, the LA and JSDS will use relevant Department of Defense (DoD) issuances and CJCS directives; joint, Service, multi-Service, and multinational doctrine; Joint Staff J-7 Deputy Director, Joint Education and Doctrine Division, Joint Doctrine Branch, formal assessment results; lessons learned from recent operations and exercises; and other pertinent regulations and manuals in the [development or revision] of this JP.

7. <u>Project Development Milestones</u>

   a. <u>First Draft (FD) for a new JP: MMM YY (5.5 months after PD approval)</u>. NOTE: This is not part of an RFC for an existing JP.

   b. <u>[Revision] Final Coordination</u>: MMM YY (TBD)

   c. <u>Approval</u>: MMM YY (TBD)

Note: The actual "MMM YY" will be added when the PD is submitted for signature.

8. <u>Coordination</u>. The LA is directed to coordinate with the Services, combatant commands, other Joint Staff directorates, and combat support agencies. Coordination with relevant interagency partners is recommended and encouraged. Direct liaison is authorized between relevant US Government departments and agencies.

9. *DoD Dictionary of Military and Associated Terms* [Short title: DoD Dictionary] terminology will be used to the greatest extent possible during the [development/revision] of this (project/publication). New or modified DoD Dictionary terms should only be used when such terms are essential to the

development and understanding of the proposed doctrine. **Terms that are no longer used or needed for this publication should be identified and proposed for deletion or recommended for another JP proponent.**

10. Other Relevant Information. (Specify.)

11. Points of Contact. (e.g., LA, PRA, JSDS, TRA (if assigned), Joint Staff J-7. Include DSN, commercial phone, and e-mail.)

(Director, J-7, signature block)

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APPENDIX C TO ENCLOSURE B

JOINT DOCTRINE RESEARCH SOURCES (BY TYPE)

Note: This list is designed to assist doctrine developers or reviewers in identifying sources that may be useful during doctrine development. This is neither an all-inclusive list, nor is it meant to limit the doctrine developer from consulting other sources as appropriate.

1. FARs.

2. Other JPs/JDNs.

3. Service doctrine.

4. Multi-Service publications.

5. Joint, Service, NGB, and CSA insights and lessons learned and validated best practices and observations.

6. Operations (e.g., commander's facilitated after action review, trip reports, and best practices).

7. JT&E results.

8. Approved joint concepts (reference n).

9. Trip reports.

10. CJCS directives (i.e., instructions, manuals, guides, general directives [military committee memorandum {memorandum issued in the name of the Chairman}, and notices).

11. DoD issuances.

12. USC.

13. Joint and Service periodicals/newsletters (e.g., Naval Institute Proceedings, Joint Force Quarterly).

14. Books.

15. Studies.

16. Standard operating procedures.

17. Interviews.

18. Oral histories.

19. Independent documents from the NIPRNET and SIPRNET.

20. Websites dedicated to particular subject areas.

21. USG Websites.

22. Joint Requirements Oversight Council-endorsed DCR packages.

23. Mission training guides.

24. Universal Joint Task List (UJTL).

25. News sources.

26. United Nations publications, treaties ratified by the United States (e.g., Geneva and Hague conventions), and publications from other international organizations.

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

28. U.S. military education institutions (e.g., School of Advanced Studies) and foreign military education institutions, (e.g., *Bulletin d'Etudes de la Marine*).

29. Exercises/war games.

30. Seminars/conferences/JWGs (e.g., worldwide civil affairs conference, personnel recovery conference).

31. Policies and documents from other USG departments and agencies.

32. Executive orders.

33. National Security Presidential Memorandum.

34. Other Presidential or SecDef guidance (e.g., Unified Command Plan, SecDef memorandums).

35. Interagency memorandums of agreement and understanding.

36. Campaign and operation plans.

37. CCMD and joint task force (JTF) operation orders.

38. JDPC documents.

39. AJODWG documents.

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APPENDIX D TO ENCLOSURE B

SAMPLE DOCTRINE TASKER E-MAIL

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

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

COMMENTS:

1. The subject JSAP has been formally tasked in the JSAP system (either on
NIPRNET or SIPRNET, as appropriate) IAW CJCSI 5120.02 and CJCSM
5120.01 for (AO or planner)-level coordination.

2. Coordination instructions are provided in the attached Joint Staff Form
136.

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

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

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APPENDIX E TO ENCLOSURE B

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

1. <u>General</u>

   a. <u>There are four types of review comments: critical, major, substantive, and administrative</u>.

   (1) Critical Review Comments. A critical comment indicates the submitting organization's intent to nonconcur with the text of a publication under consideration unless the LA/JSDS resolves the comment. During FC/RFC staffing, critical review comments require a GO/FO- or civilian equivalent-level-signed memorandum from the submitting organization. Per JSAP instructions, the JSDS will downgrade any critical comment to a major comment **if submitted without the GO/FO- or civilian–equivalent-signed memorandum.** While the LA/JSDS and submitter of critical comments may agree to compromise language during the LA/JSDS adjudication, the final text will be determined by consensus of the JWG, as is the case for all comments. Acceptable rationale for submitting a critical comment includes any of the following:

       (a) Existing or proposed text is inconsistent with approved joint doctrine.

       (b) Existing or proposed text violates (or potentially violates) U.S. law or international law, including the law of war.

       (c) Existing or proposed text contains flaws that might contribute to confusion, potential incidents of friendly fire, or unacceptable employment of military forces.

       (d) Existing or proposed text does not address an operationally significant topic and leaves a doctrinal void.

       (e) Existing or proposed text contains inconsistencies or omissions when compared to DoD or national policy.

   (2) Major Review Comments. A major review comment highlights an issue important to the submitting organization, but does not merit a "critical" designation. The LA/JSDS and submitting organization should discuss major comments during the adjudication. This dialogue may carry through the JWG if required. The submitter has an option to upgrade the comment to critical if

resolution is not satisfactory but only if it meets the criteria described in the previous paragraph on critical comments and the submitter provides the required GO/FO- or civilian equivalent-level-signed memorandum. While the LA and submitter of the comment may agree on modified language, the final text will still be determined by consensus of the JWG, if convened, or by staffing with JWG members when a JWG is not convened. Examples of rationale for categorizing a comment as major include:

       (a) Existing or proposed text has significant deviations from approved doctrine.

       (b) Existing or proposed text contains inaccuracies in fact or procedure that could cause significant degradation in joint processes or operations.

       (c) Existing or proposed text addresses multiple issues or entries, that when taken together, highlight key shortfalls in the doctrine.

       (3) Substantive Review Comments. Substantive review comments are provided because sections in the document appear to be, or are, incorrect, incomplete, inconsistent, misleading, or confusing. Examples of rationale for categorizing a comment as substantive include:

       (a) Existing or proposed text contains factual inaccuracies, voids, or inconsistencies with—or needless duplication of—existing, approved joint doctrine that should be addressed for clarity or accuracy.

       (b) Existing or proposed text does not offer a better solution than other approved joint doctrine that should be offered as a model for the document under review.

       (c) Existing or proposed text contains flaws in approach, organization, or philosophy that, if modified, would significantly improve the utility or accuracy of the doctrine.

       (4) Administrative Review Comments. Administrative review comments correct typographical, grammatical, and editorial errors (e.g., misuse of capitalization, establishment, or use of shortened word forms).

Note: General comments, or comments without line-out/line-in text, sufficient rationale, or substantiation, may simply be "noted" by the LA or JSDS.

b. <u>Rationale</u>**.** The rationale for critical, major, and substantive comments should include objective evidence, historical precedent, conflicts with existing policy or joint doctrine, lessons learned, observed best practices, or validated concepts. Administrative comments should identify the correct grammar, punctuation, acronym usage, or other editorial issues. This will help support the institutionalization of editorial standards for the JDDC for future drafts.

c. <u>The sample CRM in Table 1 is in the format generated by JDDT</u>. The CRA submits the organization's CRM in this format, as discussed in paragraphs d (1) through (7). The CRM generated by JDDT for the LA or JSDS includes additional columns, as described in paragraphs d (8)-(9).

					Sample Standard Comment Resolution Matrix				
ITE M	#	SOUR CE	T Y P E	PG(LI NE)	COMMENT	RATIONALE	DCSN (A/R/M)	MODIFICATION	MOD RTNLE
80	3	USA	S	006(26) - 006(30)	The supported ~~joint force commander (JFC)~~ JFC requires all commanders tasked for CD and countering transnational organized crime (CTOC) operations have the requisite shared understanding of the authorities and statutory limitations under which they are to be tasked, and their responsibilities, therein, to include standing rules of engagement (ROE) and standing rules for the use of force (RUF).	IAW CJCSI 5705.01 after the initial introduction of the acronym use only the acronym.			
81	6	USA F	S	006(39) - 006(41)	(a) Title 18, USC, Section 1385 created in 1878, ~~The PCA)~~ is a criminal statute~~,~~ known as the Posse Comitatus Act (PCA)~~created in 1878,~~ that prohibits the willful use of the Army or the Air Force in the enforcement of the laws of the US. ~~The PCA only applies to active duty members of the Army and the Air Force.~~ However, in 1981, Congress passed Title 10, USC, Section 375, which directed the Secretary of Defense (SecDef) to extend the prohibition of direct participation in civilian law enforcement activities, such as searches, seizures, arrests, or similar activities, to US military personnel in the United States Marine Corps (USMC), United States Navy (USN), United States Army (USA), and United States Air Force (USAF).	Accuracy. Written from the USC Title 18 Section 1385 and Title 10 USC, Section 375.			
82	11	US MC	S	006(39) - 007(02)	(a) The PCA is a criminal statute, created in 1878, that prohibits the willful use of the Army or the Air Force in the enforcement of the laws of the US. The PCA only applies to active duty members of the Army and the Air Force. However, in 1981, Congress passed Title 10, USC, Section ~~3~~275, which directed the Secretary of Defense (SecDef) to extend the prohibition of direct participation in civilian law enforcement activities, such as searches, seizures, arrests, or	This is not 375.			

Sample Standard Comment Resolution Matrix									
ITEM	#	SOURCE	TYPE	PG(LINE)	COMMENT	RATIONALE	DCSN (A/R/M)	MODIFICATION	MOD RTNLE
					similar activities, to the United States Marine Corps (USMC), United States Navy (USN), United States Army (USA), and United States Air Force (USAF).				

Table 1. Sample Standard Comment Resolution Matrix

d. <u>The sample CRM in Table 2 shows an example of how to adjudicate comments</u>. Except as noted below, an entry is required in each of the columns.

Sample Joint Publication Adjudicated Matrix									
ITEM	#	SOURCE	TYPE	PG(LINE)	COMMENT	RATIONALE	DCSN (A/R/M)	MODIFICATION	MOD RTNLE
11	1	JS, J-7, JEDD	M	1	General Comment: This Joint Pub does not reference opioids. Given the national focus on addressing the opioid crisis, efforts to interdict fentanyl, and that the opioid crisis is mentioned in the National Security Strategy, should we incorporate a discussion on opioids into this document?	Align Joint Pub 3-07.4 with national guidance.	N		
12	1	DTRA	A	001(01) - 001(07)	**Joint Publication 3-07.4** ~~**Joint**~~ **Counterdrug Operations Revision Final Coordination XX Month 2018**	Correct name of JP.	OB 13		
13	1	NGB	S	001(01) - 001(07)	**Joint Publication 3-07.4** ~~**Joint**~~ **Counterdrug Operations Revision Final Coordination XX Month 2018**	NG-J377: Correct title of this revision per the lead agent.	A		

Sample Joint Publication Adjudicated Matrix									
ITEM	**#**	**SOURCE**	**TYPE**	**PG(LINE)**	**COMMENT**	**RATIONALE**	**DCSN (A/R/M)**	**MODIFICATION**	**MOD RTNLE**
14	2	US CENT COM	A	002(05) - 002(06)	This publication provides doctrine to plan, execute, and assess United States (US) military support for counterdrug operations.	First time seen in document, should be spelled out.	A		
15	3	US CENT COM	A	002(11) - 002(14)	It sets forth joint doctrine to govern the activities and performance of the Armed Forces of the US~~United States~~ in joint operations, and it provides considerations for military interaction with governmental and nongovernmental agencies, multinational forces, and other interorganizational partners.	Previously spelled out.	R		Not for this term
16	2	NGB	S	002(23) - 002(25)	a. Joint doctrine established in this publication applies to the Joint Staff, commanders of combatant commands, subordinate unified commands, joint task forces, subordinate components of these commands, the Services, ~~and~~ combat support agencies, the National Guard Bureau, state, local, and tribal governments.	NG-J377: NGB and NG JFHQ-States have a large role in CD operations.	A		

Table 2. Sample Joint Publication Adjudicated Matrix

(1) Column 1: ITEM. Numerical order of consolidated comments based on an original sort by page number and line number. Numbers in this column are added automatically by JDDT.

(2) Column 2: #. Used to track comments by source. JDDT automatically inserts these numbers. They are linked to the submitting command or organization and will not change when consolidated with other comments.

(3) Column 3: SOURCE. JDDT automatically inserts the source of the comment, as follows:

J1—J-1
J2—J-2
J3—J-3
J4—J-4
J5—J-5
J6—J-6
J7—J-7
J8—J-8
OCJCS/LC—Joint Staff Office of Legal Counsel
OJSS—Office of the Joint Staff Surgeon
DCMA—Defense Contract Management Agency
DHA—Defense Health Agency
DIA—Defense Intelligence Agency
DISA—Defense Information Systems Agency
DLA—Defense Logistics Agency
DTRA—Defense Threat Reduction Agency
NGA—National Geospatial-Intelligence Agency
NGB—National Guard Bureau
NSA—National Security Agency
USAFRICOM—United States Africa Command
USCENTCOM—United States Central Command
USCYBERCOM—United States Cyber Command
USEUCOM—United States European Command
USINDOPACOM-United States Indo-Pacific Command
USNORAD—United States Element, North American Aerospace Defense Command
USNORTHCOM—United States Northern Command
USSOCOM—United States Special Operations Command
USSOUTHCOM—United States Southern Command

USSPACECOM—United States Space Command
USSTRATCOM—United States Strategic Command
USTRANSCOM—United States Transportation Command
USA—United States Army
USAF—United States Air Force
USCG—United States Coast Guard
USMC—United States Marine Corps
USN—United States Navy
USSF—United States Space Force

      (4) Column 4: TYPE. C—Critical; M—Major; S—Substantive; A—Administrative.

      (5) Column 5: PAGE (Line) are automatically assigned by JDDT and used to sort the CRM.

      (6) Column 6: COMMENT. Comment text is automatically formatted by JDDT in line-out/line-in format. Ensure track changes is turned on within JDDT. **JDDT** copies complete sentences into the matrix so that reviewers need not refer back to the publication to understand the rationale for the change. For glossary entries, copy the entire term and definition, to include source tag. Comments must include rationales with references, whenever possible. If commenting on text within a figure, select figure caption, turn off track changes in JDDT, and manually type in current text. Turn on track changes in JDDT and modify the text.

      (7) Column 7: RATIONALE

        (a) Comments without sufficient rationale or substantiation may be rejected or "noted" by the AA, LA, or JSDS.

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

      (8) Column 8: DECISION

        (a) Accept ("A"), reject ("R") (rationale required for rejection of critical and major review comments), accept with modification to the comment ("M") (rationale required for modification), overcome by ("OB") (refer to ITEM number from the far left hand column that caused the OB), or noted ("Noted") for

comments that are non-specific and contain information that cannot be readily incorporated. OB should not be used if the intent of the recommended change is not captured in the comment being accepted. In this case the comment should be rejected. OB is acceptable if the text being commented on is removed by another accepted comment.

(b) This column is for the LA and/or JSDS use only. No rationale is required for accepted items.

(9) Column 9: MODIFICATION. LA or JSDS may modify a comment in the JDDT.

(10) Column 10: MODIFICATION RATIONALE. LA or JSDS must provide a rationale for the proposed modification. Rationales for rejection or modification of substantive or administrative comments are optional.

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APPENDIX F TO ENCLOSURE B

PROCEDURES TO COMMENT ON ADJUDICATED COMMENT MATRIX

1. The adjudicated CRM, with all attachments (if applicable), will be forwarded to the JDDC a minimum of 10 working days prior to a JWG for review and preparation for the JWG. Typically, a JWG will be held for the FD and FC/RFC. However, if the LA, JSDS, and Joint Staff J-7 agree that a JWG is not necessary due to the limited number of comments on an FD or FC/RFC (there can be no critical comments), the adjudicated CRM may be staffed for comment instead, following the guidelines for a virtual JWG. The procedures for commenting on the adjudicated CRM for a virtual JWG are:

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

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

   c. Use line-out/line-in format to indicate modification (Table 3).

ITEM	SOURCE	TYPE	PG(LINE)	COMMENT	RATIONALE	DCSN (A/R/M)	MODIFICATION	MOD RTNLE
**Sample Comments on Adjudicated Comment Resolution Matrix**
17	USCENTCOM	A	002(23) - 002(25)	Joint doctrine established in this publication applies to the Joint Staff, commanders of combatant commands (CCMDs), subordinate unified commands, joint task forces (JTFs), and subordinate components of these commands, the Services, and combat support agencies.	First time appears in document and is used throughout the document.	R		Preface stands alone
18	USCENTCOM	A	002(31) - 002(33)	Commanders of forces operating as part of a multinational (alliance or coalition) military command should follow multinational doctrine and procedures ratified by the United States (US).	Previously spelled out	JWG-R	Commanders of forces operating as part of a multinational (alliance or coalition) military command should follow multinational doctrine and procedures ratified by ~~the United States~~ US.	
19	USCENTCOM	S	003(06) - 003(14)	*"We continue to devote significant law enforcement resources to reduce the supply of drugs via sea, air, and land interdiction, and law enforcement operations and investigations. We also continue to partner with our international allies, helping them address transnational organized crime, while addressing substance use disorders and other public health issues."*	Delete entire quote and, in lieu of no current NDCS, replace with CN quote from either current President or from the President's commission on combatting drug addiction and the opioid crisis.	OB 20		

Table 3. Sample Comments on Adjudicated Comment Resolution Matrix

Sample Comments on Adjudicated Comment Resolution Matrix								
ITEM	SOURCE	TYPE	PG(LINE)	COMMENT	RATIONALE	DCSN (A/R/M)	MODIFICATION	MOD RTNLE
20	US CG	S	003(09) - 003(16)	*"It shall be the policy of the United States to use all lawful means to combat the drug demand and opioid crisis currently afflicting our country, Heads of executive departments and agencies shall exercise all appropriate emergency authorities."* ~~*"We continue to devote significant law enforcement resources to reduce the supply of drugs via sea, air, and land interdiction, and law enforcement operations and investigations. We also continue to partner with our international allies, helping them address transnational organized crime, while addressing substance use disorders and other public health issues."*~~ **President Donald Trump, 2018 National Drug Control Strategy** ~~**Barack Obama, 2015 National Drug Control Strategy**~~	Update to current administration quote	M	*"It shall be the policy of the United States to use all lawful means to combat the drug demand and opioid crisis currently afflicting our country, ...Heads of executive departments and agencies shall exercise all appropriate emergency authorities."* ~~*"We continue to devote significant law enforcement resources to reduce the supply of drugs via sea, air, and land interdiction, and law enforcement operations and investigations. We also continue to partner with our international allies, helping them address transnational organized crime, while addressing substance use disorders and other public health issues."*~~ **Presidential Memorandum for the Heads of Executive Departments,** *Combatting the National Drug Demand and Opioid Crisis***, October 26, 2017**	

Appendix F to Enclosure B

Sample Comments on Adjudicated Comment Resolution Matrix								
ITEM	SOURCE	TYPE	PG(LINE)	COMMENT	RATIONALE	DCSN (A/R/M)	MODIFICATION	MOD RTNLE
							~~Barack Obama, 2015 National Drug Control Strategy~~	

Table 3. Sample Comments on Adjudicated Comment Resolution Matrix (continued)

d. <u>Provide rationale for modification and flag</u>.

e. <u>In the modification column, provide new recommended adjudication (e.g., USN–M [modify])</u>.

f. <u>If your organization wishes to recommend a change to the adjudication, provide recommended adjudication and rationale for the change</u>.

2. <u>The JSDS and Joint Staff J-7 will review all comments to the original adjudicated CRM and will provide a revised CRM to the JDDC</u>. Through the virtual JWG, a final adjudication will be finalized with the JDDC. The comments to the final adjudicated CRM will then be reviewed to ensure they do not conflict with other comments in the original adjudicated CRM. Should there be a change to the adjudication of a major comment, the change will be sent to the JDDC for further comment.

ENCLOSURE C

JOINT DOCTRINE DEVELOPMENT TOOL

1. <u>General</u>. The JDDT is a collaborative, web-based application, for both primary and contributing reviewers, residing on the NIPRNET. Access to JDDT requires DoD common access card (CAC). The JDDT implements automated business capabilities to improve the joint doctrine development process.

2. <u>The JDDT</u>

a. <u>Overview</u>. The JDDT automates joint doctrine development staffing and coordination. It includes printable user's guides. It is a subsystem component of the umbrella Joint Doctrine, Education, and Training Electronic Information System (JDEIS) technology and deployed on the NIPRNET along with the JEL+ web portal. JEL+ and JDDT are considered one interrelated capability under the JDEIS program for purposes of information system certification and accreditation (see Enclosure F for more information).

b. <u>Functions</u>. The primary functions of the JDDT are to enable the distribution of a draft document by Joint Staff J-7 for coordination within the Joint Staff and among other DoD entities and to create, preserve, collect, and consolidate comments on the draft(s) into a common database. The JDDT also has the capability to facilitate the review and adjudication of large numbers of comments on draft documents. Upon collection and consolidation of these comments, they may be distributed and displayed in matrix format among the JDDC to further the coordination and adjudication process. Additionally, the JDDT offers management and administration features for designated Joint Staff J-7 AOs, JSDSs, and LAs in the doctrine development process.

c. <u>Description</u>. The JDDT consists of a central comment and draft publication database and a web application for distribution, collation, and tracking of comment data and the entering, reviewing, adjudicating, and editing of comment data. It is designed to handle JPs but can easily accommodate other types of documents such as Chairman of the Joint Chiefs of Staff instructions (CJCSIs) and CJCSMs. The system facilitates capture and adjudication of comments made against a draft document, to include RFFs. It is also capable of generating various reports to assist in the management, analysis, and assessment of comment data.

d. <u>Reviewer Types</u>. The JDDT supports two classes of reviewers: primary reviewers and contributing reviewers. The role of an individual will depend upon which JP is being staffed. For example, an AO in Joint Staff J-4

[Logistics Directorate] may be the LA (i.e., primary reviewer) for a logistics publication and concurrently be a contributing reviewer for logistics issues in intelligence or operations publications. When registering for an account, users will enter their organization. User organization is essential to attribute user comments to the correct CRA.

(1) Primary Reviewers. Primary reviewers have accounts in the JDDT that enable assignment to establish a reviewer hierarchy. The LA and the JSDS for each JP and the joint doctrine POCs for each voting member must be primary reviewers to establish a hierarchy. The hierarchy of reviewers is established when the LA (or JSDS) is assigned and the CRA organizational accounts are assigned as subordinates. This hierarchy ensures the LA (or JSDS) receives comments only from the person authorized by their organization. CRAs, using the organizational accounts, can make subsequent assignments to subordinate primary reviewers within their organization for internal staffing.

(a) A primary reviewer may comment on a publication assigned to them in the JDDT. The Services, CCMDs, NGB, and CSAs (as organizational accounts) and Joint Staff J-7 AO (or JDAB assessment agent for RFFs) are assigned when the draft publication is initially uploaded in the JDDT. A primary reviewer may then assign the publication to other primary reviewers within their organization and task contributing reviewers to review the draft JP.

(b) Primary reviewers select "Submit Comments" under Draft Actions to send the comments for adjudication. The JDDT generates an e-mail notification to the reviewing authority informing them that comments have been submitted.

(c) Primary reviewers may elect to review drafts as contributing reviewers without creating a separate account.

(2) Contributing Reviewers. Contributing reviewers are individuals from organizations who may possess specialized knowledge of, or have an interest in, a draft JP. External tasking must provide guidance to direct a contributing reviewer to perform a review of the JP in the JDDT. Contributing reviewer comments must be uploaded by an organization's primary reviewer (CRA) for the comments to be consolidated in the JDDT. The JDDC member organization or tasking authority should provide a comment key. The comment key allows the contributing reviewer to open and comment on a draft JP. The contributing reviewer must select "Commenting Complete" when the review is complete, in addition to notifying their POC or CRA and providing the comment key. Upon notification of completion and receipt of the comment key,

the primary reviewer (or another contributing reviewer) must load the comments into their view of the publication to see them.

(a) The CRA or tasking authority should supply a comment key when sending the tasker. This simplifies retrieving comments from multiple commenters. The same comment key can be used by multiple reviewers because all comments are differentiated by the reviewer's e-mail address. The rules for creating a comment key follow:

<u>1.</u> The comment key should reflect the short name of the publication.

<u>2.</u> Comment keys are not case-sensitive in JDDT v5. If contributing reviewers are not assigned a comment key, they should check with their organization's POC or the JDDT administrator for assistance.

<u>3.</u> The comment key should not contain any spaces or special characters **except an underscore.**

(b) Supplemental instructions sent out with the JSAP include the comment keys for the Joint Staff directorates. The Joint Staff J-7 AO uses these keys to retrieve Joint Staff directorate comments. Other commands or DoD departments and agencies not represented by a CRA can modify a comment key to represent their command or agency (e.g., OSD can use OSD_JP401). However, upon completion of their review, they must notify the Joint Staff J-7 AO and provide the comment key they used so their comments can be retrieved. If the comment key is not provided, the reviewer's e-mail address can be used to retrieve the comments. Guidance for contributing reviewers is provided in the supplemental instructions.

(3) <u>Consolidation/Submission of Comments to LA/JSDS</u>. CRAs consolidate all reviewer comments (primary and contributing) for their organization and submit them to the LA/JSDS. Before submitting, CRAs should review their organization's comments for consistency.

3. <u>Basic Workflow Outline</u>

a. <u>The system administrator loads a document into the JDDT and assigns it to the LA/JSDS for further assignment</u>.

b. <u>The Joint Staff J-7 AO tasks joint doctrine development actions via the JSAP on either the NIPRNET or SIPRNET, as appropriate</u>. To provide timely notification to JDDC members, the Joint Staff J-7 AO will also send the JDDC

an e-mail with supporting attachments. The JSAP is one of the attachments. It provides the purpose, background, and coordinating instructions. Another attachment is the supplemental instructions, which provides guidance on the use of the JDDT.

c. <u>Organizational accounts are assigned under the LA or JSDS</u>. Authorized CRAs who have access to the organizational account may further assign subordinate primary reviewers or task contributing reviewers within their organizations. The CRA must approve or vet these comments and consolidate them into a single submission.

d. <u>AOs in other Joint Staff directorates tasked to review JPs or RFFs in the JDDT log in as contributing reviewers and use the comment key provided in the supplemental instructions</u>. They must notify the Joint Staff J-7 AO once completed. The Joint Staff J-7 AO will collect and collate Joint Staff directorate comments and submit the consolidated Joint Staff comments to the LA/JSDS. A single Joint Staff position for conflicting comments is not required.

e. <u>CRAs, using the organizational account, may assign additional primary reviewers within their organization</u>. If CRAs elect to assign other primary reviewers, they must consolidate and deconflict their organizations' comments in the JDDT. CRAs will submit their organization's consolidated and deconflicted comments to the LA and JSDS. The LA or JSDS then adjudicates all comments, usually, in the JDDT. The adjudicated CRM is used to support JWGs.

4. <u>Responsibilities</u>

a. <u>Joint Staff J-7</u>. Develop, deploy, maintain, and upgrade the JDDT. Provide a system administrator to perform the functions noted above and to manage the JDDT. Plan and implement the migration of joint doctrine development processes to the JDDT.

b. <u>Other Joint Staff Directorates</u>. Use the JDDT as appropriate to perform functions assigned (LA/JSDS, etc.). Joint Staff users will normally use the JDDT as contributing reviewers.

c. <u>JDDC</u>. Utilize the JDDT as appropriate to perform functions assigned under the joint doctrine development process.

(1) Each JDDC member organization will designate one or more CRAs as primary reviewers in the JDDT. The authorized CRAs will be provided access to the command's organizational account.

(2) The CRA, as well as the LA and JSDS, will register for a primary reviewer account in the JDDT. The JDDT administrator reviews and approves the request. On approval, an automated e-mail is sent that provides a verification code. The registrant, using the link provided, must enter the verification code to activate his or her account. When the account is activated, the individual's CAC will be associated with the account. CRAs are assigned to review draft publications and RFFs and submit their organization's comments to the respective LA/JSDS.

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ENCLOSURE D

JOINT PUBLICATION ORGANIZATION FRAMEWORK

1. <u>JP Hierarchy</u>

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

       (1) Above-the-line publications include capstone and keystone publications, which are intended to be used by combatant commanders (CCDRs), subordinate unified commanders, subordinate JFCs, JTF commanders, Service component commanders, the NGB chief and staff, CSA directors, and Joint Staff directors. The capstone publication (JP 1, Volume 1 and Volume 2) links joint doctrine to national strategy and the contributions of other USG departments and agencies, alliances, and coalitions and covers policy for joint command and control. The keystone publications (JPs 1-0, 2-0, etc.) constitute the doctrinal foundation of the series.

       (2) Below-the-line publications include supporting JPs and contain specific mission-area guidance for the joint community.

    b. <u>A current version of the joint doctrine hierarchy will be maintained on the JEL and JEL+</u>.

2. <u>JP Series Description</u>

    a. <u>Capstone Doctrine</u>. JP 1, Volume 1, "Joint Warfighting," and Volume 2, "The Joint Force," provide doctrine for unified action by the Armed Forces of the United States. As such, JP 1 specifies the authorized command relationships and authority that military commanders can use, provides guidance for the exercise of that military authority, provides fundamental principles and guidance for command and control, prescribes guidance for organizing joint forces, and describes policy for selected joint activities. It also provides the doctrinal basis for interagency coordination and for U.S. military involvement in multiagency and multinational operations.

    b. <u>Keystone Doctrine</u>. JP 1-0, JP 2-0, JP 3-0, JP 4-0, JP 5-0, and JP 6-0 are the keystone JPs for each series of their publications. The keystone JPs, and each subordinate JP, will align with the capstone JP's content and terminology.

Keystone JPs drive the content and terminology for each subordinate JP within their series, as follows:

(1) JP 1-0 Series—Joint Personnel. Publications in this series establish joint doctrine for personnel support of joint operations.

(2) JP 2-0 Series—Joint Intelligence. Publications in this series provide the doctrinal foundation and fundamental principles that guide intelligence support to joint operations across the range of military operations.

(3) JP 3-0 Series—Joint Operations. Publications in this series establish joint doctrine to plan, execute, and assess joint operations.

(4) JP 4-0 Series—Joint Logistics. Publications in this series establish joint doctrine to plan, execute, and assess logistic support of joint operations. Included in this series is guidance on transportation, distribution, supply, maintenance, logistics services, operational contract support, engineering, and health services.

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

(6) JP 6-0—Joint Communications System. This publication establishes joint doctrine for communications system support to joint and multinational operations and outlines the responsibilities of the Services, CSAs, CCMDs, and NGB with respect to ensuring effective communications system support.

3. JP Titles. The full title of a JP consists of a numeric designation and a subject. The Joint Staff J-7 assigns the publication number to ensure subject matter continuity. The LA or JSDS proposes and develops the title, in coordination with the JDDC. Chief, Joint Education and Doctrine, approves JP titles. The title will contain the word "joint."

a. With the exception of JP 1, the first numerical group (one digit) identifies the functional field as listed above.

b. The second numerical group (possibly two digits), preceded by a hyphen, places the publication within a functional field. The single digit "0" is the designator for the keystone manual for the series of a functional field. The double digit designator indicates a below-the-line publication.

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

4. JP Releasability. The administrative appendix of each JP will contain releasability information. JPs fall under one of three categories of releasability: unclassified with unlimited distribution, controlled unclassified information (CUI) with controlled dissemination, and classified. Examples of the releasability text for these categories are shown in the samples of the administrative instructions in Enclosure E. Classified publication release must adhere to the procedures in references o, p, and q. Foreign governments desiring copies of classified JPs must make such requests through their embassies in Washington, DC. Respective defense attachés may request classified JPs by sending written requests to Defense Intelligence Agency/IE-3, MacDill Blvd., Joint Base Anacostia-Bolling, Washington, DC 20340-5100.

a. Approved Publications. Only approved, unclassified publications are releasable outside the Services, CCMDs, NGB, CSAs, DoD agencies, and Joint Staff. Approved unclassified JPs with unlimited distribution are hosted on the JEL and are available to the public. Approved CUI JPs are hosted on the JEL+ and may only be distributed per the annotated limited dissemination controls, IAW DoD Instruction 5200.48, "Controlled Unclassified Information (CUI)."

b. Publications Under Development. Draft or proposed publications (including JDNs) are only releasable to the JDDC. Such publications, when unclassified, may be released to other individuals and agencies but only for the express purpose of review and comment as part of the doctrine development process. Classified publications will be handled IAW DoD policy and the level of classification. Draft unclassified publications are not found on the publicly accessible JEL but, instead, are posted only on the NIPRNET JEL+ <https://jdeis.js.mil/jdeis/index.jsp> and SIPRNET JEL+ <https://jdeis.js.smil.mil/jdeis/index.jsp?>. This is to help prevent the possibility of misrepresenting joint doctrine under development as approved doctrine and precludes quoting or publishing "doctrinal statements" that may eventually change before final staffing and approval. Any exceptions must be approved through Joint Staff J-7.

5. Printing and Distribution. The Joint Staff does not print hard copies of JPs for distribution. The distribution of a JP is dependent upon its releasability (see paragraph 4 above). Examples of each type of distribution guidance are shown in the samples of the administrative instructions in Enclosure E.

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ENCLOSURE E

FORMATTING JOINT PUBLICATIONS

1. Structure. JPs will have several main parts. JPs will be organized as shown in the appendix to this enclosure and as described below.

a. Front and Back Covers. The JP number, title, date, and logos of the Joint Chiefs of Staff and the five Services will be printed on the front cover (sample, Appendix A to Enclosure E). For classified and CUI publications, the overall classification of the publication will be printed at the top and bottom of the front and back covers. A figure showing the joint doctrine development process and hierarchy describing the relative position of the publication being presented will be printed inside the back cover. In classified publications, the figure inside the back cover (sample, Appendix A to Enclosure E) will be marked UNCLASSIFIED. The publication covers will be color-coded as follows:

(1) UNCLASSIFIED and CONTROLLED UNCLASSIFIED INFORMATION—dark blue (R=21, G=61, B=89)

(2) CONFIDENTIAL—blue. (R=0, G=0, B=255)

(3) SECRET—red. (R=255, G=0, B=0)

(4) TOP SECRET—orange. (R=255, G=165, B=0)

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

(1) The long and short titles of the JP will be UNCLASSIFIED. They can both be used when referring to the JP in all forms of communications. However, within the text of a JP, the long title will be used when referring to another JP.

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

(3) Instructions for foreign release and sanitization.

c. CJCS Letter. A letter (sample, Appendix A to Enclosure E) is included in any JP the Chairman signs, to provide personal guidance concerning the subject matter of the publication (currently only JP 1, Volume 1). The final

draft of this letter is the responsibility of the JSDS and will be included in the FC/RFC version.

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

   e. <u>Summary of Changes</u>. A summary of changes (sample, Appendix A to Enclosure E) will be included in all revised and changed JPs and will provide bulletized statements as to what significant changes were made since the previous edition. It should be prepared by the LA/JSDS during preparation of the signature draft.

   f. <u>Table of Contents</u>. A table of contents (sample, Appendix A to Enclosure E) will be included in a bullet-style format; no shortened word forms are allowed.

   g. <u>Executive Summary</u>. An executive summary (sample, Appendix A to Enclosure E) provides an overview of the publication and is prepared by the Joint Staff J-7 during preparation of the signature draft. The executive summary opens with a "Commander's Overview," which is a bullet-format list of overarching themes presented in the publication, followed by a section that synopsizes the fundamental discussions within the publication. The executive summary will consist of material extracted directly from the body of the publication without substantive modification and will not introduce any new material. Slight modifications may be made for readability (e.g., replacing a pronoun with the noun it represents, establishing or spelling out shortened word forms, formatting, and excising information from a paragraph that is clearly intended as an elaboration in the original text but superfluous to a summary). The material in the executive summary must not conflict with the material contained in the body of the publication. The synopsis portion of the executive summary is formatted in two columns, with detailed information on the right and corresponding key points on the left. The left column entry should not be duplicated in the right column. Shortened word forms in the executive summary must be independently established in the Commander's Overview, as well as the left **and** right columns in the second section. Abbreviations, acronyms, and initialisms established in the executive summary must be reestablished again in the body of the publication. Executive

summaries should not be prepared until the signature draft is complete to alleviate having to rewrite them to match the publication.

h. <u>Body of Publication</u>. The body of the publication (sample, Appendix A to Enclosure E) will be divided into chapters that use Roman numerals. The chapters may be divided into sections (e.g., SECTION A), and paragraphs are numbered and are continuous through the chapter. Footnotes will not be used in JPs or JDNs. Terms normally capitalized when referring to a specific person, place, or thing are not capitalized when used in a general context (e.g., "In most scenarios, joint task forces will conduct stability activities" as opposed to, "Joint Task Force Abel is tasked to …") This editorial rule applies throughout the publication.

i. <u>Appendices and Annexes</u>. Appendices and annexes provide supplemental information that is initially discussed in the chapters, with the exception of the POCs, reference, and administrative instructions appendices. Appendices are placed at the end of the narrative body before the glossary. Annexes to appendices, if required, follow the appendix to which they apply.

(1) Checklists, Sample Formats, and Historical Vignettes. Appendices or annexes that are designated as a checklist or sample format (e.g., operation plan, message) may use shortened word forms without first establishing them. It is understood that a checklist for SMEs will not require an explanation of such terms common to the area of expertise associated with the checklist. Similarly, a sample format will likely be understood for the area of use for which it is intended. Shortened word forms in appendices or annexes that are not established in the text under the normal acronym usage guidelines will not appear in the JP's glossary. Appendices that are historical vignettes should establish shortened word forms for the reader. Shortened word forms in historical vignettes will not appear in the JP's glossary.

(2) References. References, if any, are listed in the next to the last appendix to the JP (see sample, Appendix A to Enclosure E). This list is to include all documents used to develop or revise the JP; it is not intended to be a bibliography of source material related to the JP's content. References should be listed in alphabetical/numerical order within each major hierarchical category (general, DoD publications, CJCS publications, AJPs, Service publications). For example, CJCSIs should be listed before CJCSMs. CJCSI 5120.02 should be listed before CJCSI 5715.01; JP 2-0 should be listed before JP 2-01.2. JP titles will be used verbatim, except when a JP is under revision and an approved PD has changed the title. In such cases, the new title will be used. Dates are not used in references, unless the date is actually part of a title. Correct use of "series" in a JP is in the context of referring to DoD

issuances or CJCS directives in a series (e.g., CJCSM 3122 series, since there are 3122.02 and 3122.05 issuances in the series). Series will not be used in a JP to refer to the letter of an issuance. Series may also be used to refer to a JP series. Establish shortened word forms (if necessary) will not be used in the reference appendix as designators unless they were properly established in the text of the document (i.e., CJCSI, CJCSM). Spell out shortened word forms if not properly established in the text of the document and not used a second time in the reference appendix. Shortened word forms used in the text and used again in the reference appendix or those established in the reference appendix and used again in the reference appendix are included in Part I of the JP's glossary.

(3) POCs. This appendix is required and lists POCs who were instrumental in the development of the JP. Shortened word forms may be used in the POCs appendix without first being established but will not be included in Part I of the JP's glossary.

(4) Administrative Instructions. This appendix is required and is always the last appendix (sample, Appendix A to Enclosure E). If the publication is a change or a revision, the administrative instructions appendix will contain information on which JP(s) is being superseded by the revised JP. Shortened word forms may be used in the administrative instructions appendix without first being established. These are not included in Part I of the JP's glossary.

j. Glossary. The glossary (sample, Appendix A to Enclosure E) usually consists of two parts: Part I, "Shortened Word Forms (e.g., Abbreviations, Acronyms, and Initialisms)" and Part II, "Terms and Definitions." It is placed in the back of the publication after the appendices.

(1) Part I—Shortened Word Forms (e.g., Abbreviations, Acronyms, and Initialisms). Part I will list shortened word forms established in the body of the JP. Such shortened word forms can be established when the term they represent is used at least twice, consistent with guidelines in this manual. Shortened word forms are placed in parentheses following their first appearance after the word or phrase they represent. They **will not** be used to establish other shortened word forms (e.g., the meaning of J-2X is "joint force counterintelligence and human intelligence staff element" and should not be written as "joint force counterintelligence [CI] and human intelligence [HUMINT] staff element" to establish CI and HUMINT for later use). There is no requirement to establish and use shortened word forms. Where a shortened word form stands for more than one term in reference j, it may have only one meaning in a publication. Once established, shortened word forms may be

used as adjectives as well as nouns. Publication writers are encouraged to review existing shortened word forms listed in reference j and verify, modify, or remove any that are obsolete.

(a) For the following portions of a JP, shortened word forms may be established if used twice within that portion. If established in one of these portions, it does not establish the term for use within other portions of the JP. Shortened word forms not established in the main body of a JP are not listed in Part I of the glossary.

1. Preface;

2. Summary of changes;

3. Executive summary (shortened word forms must be established separately in the commander's overview and both columns of the synopsis portion);

4. Figures. Shortened word forms will either be established in the figure or in a legend within the figure; and

5. Vignettes cited as various sources.

(b) Special considerations:

1. Shortened word forms used in a quote will be identified in brackets immediately following their use and will not be included in the glossary. If used in a vignette, and not properly established in the vignette, the meaning of shortened word forms will be placed in brackets immediately following their use and will not be included in the glossary.

2. In rare cases where a shortened word form is more widely recognized than the word or phrase it represents, and it is used only once in the text, the term may be used with its meaning placed in brackets immediately following (example, DNA [deoxyribonucleic acid]). If such a term is used two or more times, it will be established in the normal way (with the shortened word form in parenthesis) and included in Part I of the glossary.

3. To distinguish Joint Staff directorates (specific usage) and directorates of a joint staff (general usage), follow these conventions:

a. When referring to the Joint Staff, the construct is: Joint Staff J-# [Name of Directorate] (e.g., Joint Staff J-7 [Joint Staff Directorate for

Joint Force Development]). It can then be referred to in the JP as 'Joint Staff J-#' or 'JS J-#' based on whether "JS" has been previously established. The use of Joint Staff directorates will not be listed in Part I of the JP's glossary.

b. When generally referring to a joint staff, the proper construct is: name of directorate (J-#) (e.g., operations directorate of a joint staff [J-3]). If the J-# appears more than twice and after proper establishment, it can then be referred to as J-# (e.g., J-3) throughout the text of the JP. The general usage will be listed in Part I of the glossary.

4. The shortened word forms "U.S." and "DoD" should be adjusted for consistency to "US" and "DoD" for JP usage, whether used in quotes, vignettes, or directive/issuance titles. This change does not change the intent of the term and allows for consistent use within joint doctrine. "US" should only be used as an adjective and be spelled out when used as a noun in a sentence.

5. Avoid excessive use of shortened word forms, especially in a single sentence or paragraph.

6. Shortened word forms will not appear in the table of contents.

7. Shortened word forms will not be established or used in chapter titles, section headings, major paragraph titles, figure titles, or titles of appendices, as these entries appear in the table of contents.

8. Shortened word forms will not be established or used in picture captions.

9. When establishing shortened word forms, terms should not be capitalized unless they are proper nouns.

10. A shortened word form should not be used to create other shortened word forms (i.e., DLA support team [DST], should be Defense Logistics Agency support team [DST]).

11. Brevity terms will not be listed in a JP's shortened word form list. The use of a brevity term in the text of a document will be consistent with the current version of reference r. Brevity terms required in a specific part of a JP may be presented in a figure format. If not presented in a figure format, a brevity term may be presented as "brevity term" [brevity term meaning] in text where first used in the JP.

(2) <u>Part II—Terms and Definitions</u>. The glossary shall include terms and definitions currently in reference j for which the JP is already the proponent; proposed terms and definitions not previously defined in joint doctrine but that are being recommended for inclusion; or terms and definitions in reference j for which the JP is not currently the proponent of but recommends for modification, thus assuming proponency. Each term will be annotated in parentheses at the end of the definition as to its proponency, inclusion, modification, or removal. Coordinate any proponency change (i.e., a JWG for JP 3-XX recommends proponency change of a term in JP 3-YY) with the LA/JSDS of the JP owning the term and submit as part of the comments for the JPs concerned and subsequently for JWG consideration. The LA/JSDS must ensure changes to terms and definitions are annotated on the summary of changes page when the JP is approved. Glossary notations for terms and definitions are summarized in Table 4.

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

Table 4. Glossary Notations for Terms and Definitions Placement

(a) <u>Publication writers are encouraged to examine existing DoD Dictionary terminology relating to the subject matter of the publication for relevance and currency and verify, modify, or remove terms and definitions as appropriate</u>. All terms and definitions must meet the criteria of reference s. Publication writers are also encouraged to examine the existing terminology in the Terminology Repository and policy terminology relating to the subject matter of the publication. The definition of terms in the Terminology Repository may provide a starting point for adapting terms for joint doctrine. Terms in the Terminology Repository may be adopted into joint doctrine, as practices they describe are validated.

(b) <u>Publication writers should remove obsolete terminology from the DoD Dictionary by using the notation in Table 4 for the term in the proponent publication glossary</u>. Terms that are modified by a JP will, by default, show that JP as the proponent in the next update to reference j. If a JP revision proposes to assume proponency of, or modify a definition of a term currently sourced to another JP, coordination between LA/JSDSs is required before staffing of the revision. The joint terminologists will coordinate any change of this nature with the respective JSDS, LA, and Services for informal input. Any changes of this nature must still go through the joint doctrine development process.

(c) <u>Publication writers should avoid repeating glossary definitions verbatim in the text of a JP but should use text to discuss or expand the definitions</u>.

(d) <u>Glossary terms should be written in lower case unless otherwise designated</u>. For example, "operational control" is in lower case. However, a glossary term that is the title of a one-of-a-kind organization or capability is capitalized (e.g., Joint Electronic Library).

(e) <u>Joint doctrine should avoid defining terms that have a commonly understood meaning or a combination of terms where their root meaning is understood or meets definition criteria defined per references</u>. If additional text is desired to elaborate on a definition, that information should be provided in the text of the publication. Reference j also provides additional criteria for inclusion of terms in reference n.

(f) <u>Glossary definitions do not contain shortened word forms</u>.

2. <u>Page Formatting</u>

a. <u>FD</u>. FD editions of new publications and revisions or changes to previously approved publications will be 8.5 x 11-inch, black and white standard page format. FDs will be single-spaced and single-column with numbered lines.

b. <u>Additional Drafts and FCs</u>. Revised material will be presented in MS Word track changes format. Setting for track change makeup should be the following: Insertions, Underline, Blue; Deletions, Strikethrough, Red. FCs and additional drafts (e.g., RFC or RFD) will be single-spaced and single-column with numbered lines. Joint Staff J-7 will convert all additional drafts and FC editions of each publication, with the assistance of the JSDS and LA, into an 8.5 x 11-inch format, with text single-spaced in single-column layout, with continuously numbered lines throughout the document. Changed material will be presented using MS Word track changes function. Vertical lines will be retained in approved routine changes and the footer annotated with "CH" initialism and change number in Arabic numerals.

c. <u>Approved Publications</u>. All publications will be available for download from the JEL or JEL+ in Adobe Acrobat PDF [portable document file] 8.5 x 11-inch format with the following resolutions:

(1) Low-Resolution Version. This version is optimized for download with 72 dpi photos and figures.

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

d. <u>Page Classification</u>. The classification is shown at the top and bottom centers of each page. Unclassified publications are not marked.

e. <u>Margins</u>. The top and bottom margins of each page will be 1 inch. The left and right margins of each page will be 1.25 inches.

f. <u>Chapters</u>. The top line on the first page of each chapter contains the chapter number in Roman numerals (e.g., CHAPTER II) and is centered on the page (sample, page Appendix A to Enclosure E) in regular type, Times New Roman 14-point font. The title of each chapter is printed in capital letters directly below the chapter number and centered on the page in bold type, Times New Roman 12-point font. The top line and title will be purple (R=129, G=0, B=129). All chapters will start on the right side (odd-numbered pages) of the publication.

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

h. <u>Paragraphs</u>. Paragraphs are numbered sequentially within each chapter using Arabic numerals when there are at least two paragraphs or subparagraphs at the same level. A paragraph numbered "1" must have a paragraph "2," just as subparagraph "a" must have a subparagraph "b." If sections are used within a chapter, paragraph numbering will be continuous within the chapter and will not begin again with each new section. Paragraph headings are left justified, in bold type, Times New Roman 12-point font, and purple (R=129, G=0, B=129). The text of the paragraph is in regular type, Times New Roman 12-point font with bold type used to emphasize key points, as desired. Paragraph classification markings will be IAW references o, p, and q.

i. <u>Indenting</u>. Paragraphs and subparagraphs will be indented as follows (Table 5):

---

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

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

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

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

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

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

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

Table 5. Indenting Sample

j. <u>Headers and Footers</u>. With the exception of the first page of a preface, summary of changes, table of contents, executive summary, chapter, appendix, or annex, all JP pages will display a header consisting of a margin-to-margin horizontal line (one point thickness). Above the horizontal line, odd-numbered

pages will have the chapter title displayed (right justified); even-numbered pages will have the chapter identifier (i.e., "Chapter II") left justified. Footers will display a similar horizontal line below the page text. Page numbering information IAW subparagraph (11) will be placed below the horizontal line. Headers and footers will be purple (R=129, G=0, B=129) and will use Times New Roman 12-point font, title case, for text.

k. <u>Page Numbering</u>. Publications will have the page number for odd-numbered pages in the bottom right corner. For even-numbered pages, the page number is placed in the bottom left corner with the publication short title (e.g., JP X-XX.X) in the lower right corner.

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

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

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

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

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

(6) Blank Pages. For proper JP printing, so all chapters and specific sections of the JP start with the odd-numbered page on the right side, the following guidelines are given:

(a) A blank page with no text should follow the cover of the JP.

(b) If any of the following parts of the JP end on an odd-numbered page, then a blank page with "Intentionally Blank" (without quote marks) centered on the page will be inserted on the following page: signature page, preface, summary of changes, table of contents, executive summary, chapters, appendices, and glossary part II.

3. Other Guidance

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

b. Figures. Figures should be used to illustrate points and support the text. Figures are numbered consecutively within chapters or appendices using a chapter number or appendix letter, a hyphenated figure number, and a period followed by an appropriate caption (e.g., "Figure IV-2. Health Services Tenets"). The figure number and caption are centered under the figure in bold type, Arial 10-point font. The caption of the figure and the heading at the top of the figure should match. The figure should have a black outline box. If the caption is more than two lines in length, it shall be full justified under the figure. If there is a full page, landscape-layout figure, the figure number and caption remain centered under the figure. There will be a reference to each figure within the text. Figures should be placed as close as possible to, and immediately following, the text they support. Avoid use of shortened word forms in figures. If used, shortened word forms must be established in the figure or in a legend within the figure.

c. Photographs. Use JPEG photographs sparingly to reinforce the contents of the text. Photographs should be placed as close as possible to the text they support. Photographs will not be numbered but will have a caption in italic type, Arial 11-point font. If the caption is two lines or fewer, the text is centered; if three lines or more, it is full justified. Photo captions will not use shortened word forms.

d. Quotes. Each chapter may begin with a quote that has relevance to the chapter material. Avoid using quotes elsewhere in the remainder of a chapter. The source of each quote must also be provided with a date for time-frame reference if appropriate. Quotes will be placed in a light blue (R=153, G=204, B=255) text box and indented .3 inches from both the left and right margins in italic type, Arial 11-point font. Source notations will be right justified in bold type, Arial 10-point font.

e. <u>Blue Boxes</u>. Blue boxes are used to emphasize key terms or concepts that are central to understanding a particular topic. Each blue box that contains a vignette will have a title. A source or reference is optional. Unlike figures and photographs, there is no caption. The text will be placed in a light blue (R=153, G=204, B=255) box and indented .3 inches from both left and right margins in Arial 10-point font.

f. <u>Vignettes and Examples</u>. Vignettes and examples support the publication by providing short, pertinent narratives that enhance the meaning of the text but should not be construed as being doctrine. Each vignette or example will be placed in a light blue (R=153, G=204, B=255) box and indented .3 inches from both the left and right margins. Include a title and the source for vignettes that are cited verbatim. For vignettes developed from several sources, citing "Various Sources" is acceptable. The body and source will be in bold type, Arial 11-point font; the source will be right justified. Use the same format for "Key Terms" in JDNs.

g. <u>Reference to Chapters, Appendices, and Other Documents</u>

(1) When placed within a paragraph, references within the body of the text and appendices to other chapters or appendices of the same publication will include the full name of the referenced chapter or appendix and will be in quotations and not in italics. References to other JPs, DoD issuances, CJCS directives, Service publications, or other documents will include the full name of the referenced document (less the version identifier) and the title of the document will be in italics without quotations; the document designator will not be in italics. When referencing a document containing supporting information, the order of precedence is JP over JDN. Do not include edition letter on CJCS issuances, as readers should use the most current edition when reviewing policy.

(2) When placed at the end of a paragraph and separate from the paragraph, references to other chapters or appendices of the same publication will include the full name of the referenced chapter or appendix and will be in quotations, and the entire reference will be in italics. References to other JPs, DoD issuances, CJCS directives, Service publications, or other documents will include the full name of the referenced document (less the version identifier) and will not be in italics or have quotations; the rest of the reference sentence will be italicized, to include the document designator. References will be set off from the paragraph and full justified. Margins will be equal to the paragraph above, and the first line will not be indented. When more than two references are listed, a semicolon will separate the individual references, as commas separate the designator and the reference title.

(3) References to federal law should state the chapter or section of the USC (e.g., Title 10, United States Code [USC], Section 402). References to the Code of Federal Regulations (CFR) will list the part referenced (e.g., Title 32, Code of Federal Regulations [CFR], Part 176). Subsequent references may be abbreviated (e.g., Title 10, USC, Section 402). Do not reference a public law or the specific national defense authorization act for a fiscal year. If a law has a ubiquitous title such as the Posse Comitatus Act, it may be included in parentheses after the correct reference to the USC or CFR (e.g., Title 18, USC, Section 1385 [Posse Comitatus Act]). Normally, the name of the chapter, section, or part is not listed when citing U.S. law.

h. <u>Italics</u>. The use of italicized text will be consistent with the specific uses as described in this manual. No other use of italicized text is acceptable. Place a term or terms in **bold text** for emphasis.

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APPENDIX A TO ENCLOSURE E

SAMPLE JOINT PUBLICATION ORGANIZATION AND FORMAT
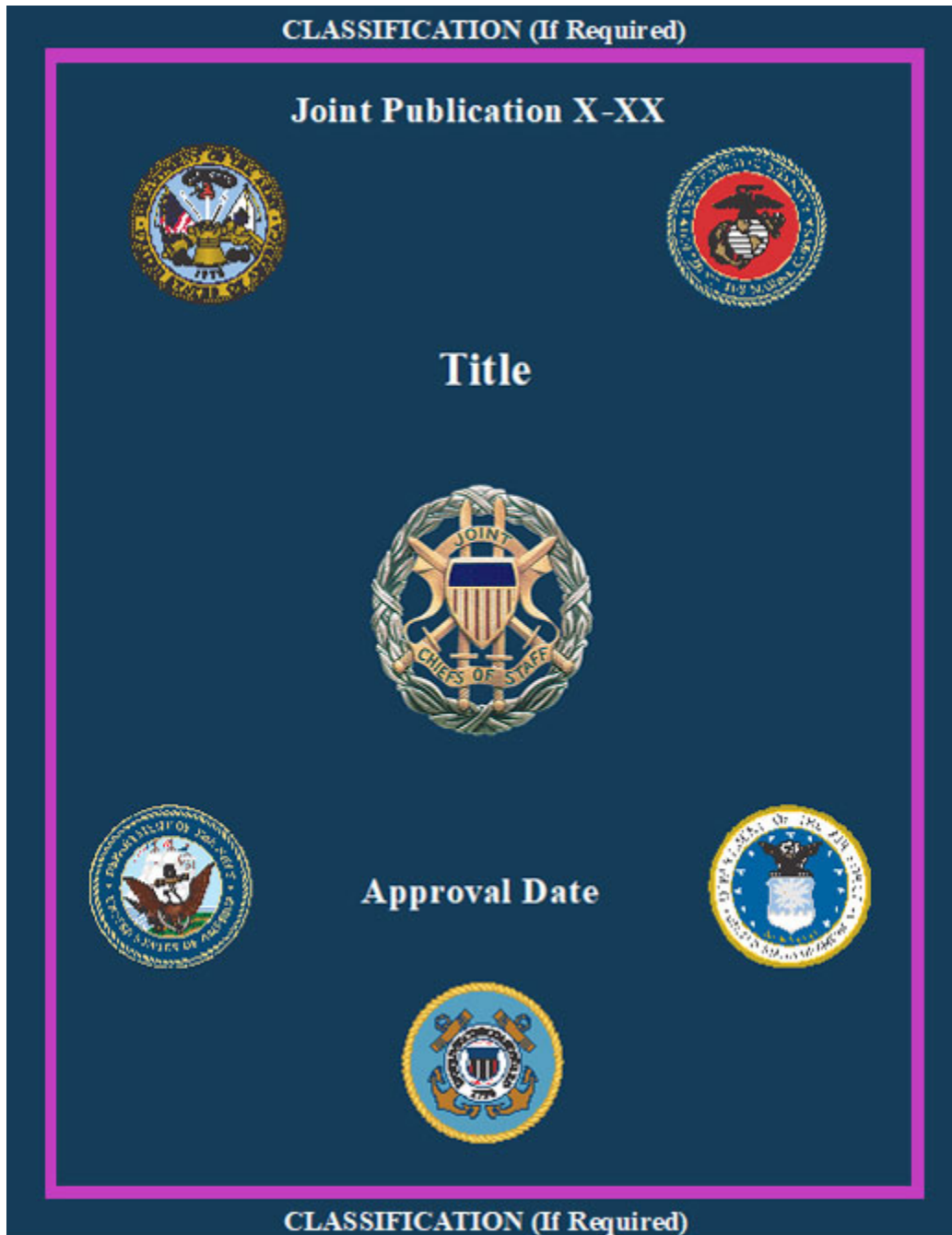
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<u>SAMPLE CJCS LETTER</u>

*J*oint *Warfighting* is the **capstone** doctrine for the US military. This joint doctrine is designed to sharpen our ability to **compete, deter,** and **win** in the most dangerous security environment seen in decades, one distinguished by great power competition, disruptive technology, and the accelerating pace of change in the character of war. Our strategic objectives are to achieve decisive advantage for our warriors and victory.

From competition through armed conflict, adversaries are challenging our national security through combined conventional and irregular approaches, across all domains (ground, air, maritime, space, cyber, and the associated electromagnetic spectrum). In this rapidly evolving environment, we adaptively prepare for simultaneous threats and opportunities worldwide. Our missions are to defend the homeland, respond to contingencies, deter strategic and conventional attack, assure allies and partners, and compete below the level of armed conflict. **Global integration** is the joint force's strategic approach to retaining overmatch and expanding the competitive space through integrated **multifunctional, all-domain,** and **transregional** operations.

Doctrine provides fundamental principles and authoritative guidance for the unified action of US military forces. Since we cannot predict the timing, location, and conditions of the next fight, commanders are expected to adapt doctrine to circumstance. The Armed Forces of the United States function within the US system of civil-military relations, serve under the civilian control of the President as Commander-in-Chief, and embody the highest values and standards of American society. We defend the United States, our allies, and our partners with the *strength, agility, endurance, resilience, flexibility,* and *awareness* to fight and win against any potential adversary.

MARK A MILLEY
General, U.S. Army
Chairman of the Joint Chiefs of Staff

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SAMPLE PUBLICATION PREFACE

PREFACE

1. Scope

This publication provides fundamental principles and guidance for…. This publication is the keystone document of the joint operations series. It provides the doctrinal foundation and fundamental principles that guide the Armed Forces of the United States in joint operations across the competition continuum.

2. Purpose

This publication has been prepared under the direction of the Chairman of the Joint Chiefs of Staff (CJCS). It sets forth joint doctrine to govern the activities and performance of the Armed Forces of the United States in joint operations, and it provides considerations for military interaction with governmental and nongovernmental agencies, multinational forces, and other interorganizational partners. It provides military guidance for the exercise of authority by combatant commanders and other joint force commanders (JFCs), and prescribes joint doctrine for operations and training. It provides military guidance for use by the Armed Forces of the United States in preparing and executing their plans and orders. It is not the intent of this publication to restrict the authority of the JFC from organizing the force and executing the mission in a manner the JFC deems most appropriate to ensure unity of effort in the achievement of objectives.

3. Application

a. Joint doctrine established in this publication applies to the Joint Staff, combatant commands, subordinate unified commands, joint task forces, subordinate components of these commands, the Services, National Guard Bureau, and combat support agencies.

b. This doctrine constitutes official advice concerning the enclosed subject matter; however, the judgment of the commander is paramount in all situations.

c. If conflicts arise between the contents of this publication and the contents of Service publications, this publication will take precedence unless the CJCS, normally in coordination with the other members of the Joint Chiefs of Staff, has provided more current and specific guidance. Commanders of forces operating as part of a multinational (alliance or coalition) military command should follow multinational doctrine and procedures ratified by the United States. For doctrine and procedures not ratified by the United States, commanders should evaluate and follow the multinational command's doctrine and procedures, where applicable and consistent with US law, regulations, and doctrine.

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SAMPLE SUMMARY OF CHANGES

SUMMARY OF CHANGES
REVISION OF JOINT PUBLICATION 3-32
DATED 07 AUGUST 2013

- **Changes title from Command and Control for Joint Maritime Operations.**

- **Revises scope statement.**

- **Revises discussion of composite warfare and adds a figure on composite warfare commander organization.**

- **Revises command and control considerations for specific maritime operations.**

- **Adds a paragraph on seapower essential functions.**

- **Adds figure on operational employment constructs for amphibious ready groups and marine expeditionary units (aggregated, disaggregated, distributed).**

- **Removes discussion of global fleet station, Maritime Civil Affairs and Security Training Command, and maritime expeditionary security force.**

- **Revises the discussion on maritime domain awareness.**

- **Enhances discussion on assessment.**

- **Enhances consistency among other doctrinal publications and Department of Defense (DoD) and other United States Government policies.**

- **Modifies, adds, and removes terms and definitions from the *DoD Dictionary of Military and Associated Terms.***

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UNCLASSIFIED

SAMPLE TABLE OF CONTENTS

TABLE OF CONTENTS

UNCLASSIFIED

(Table of contents has been condensed for this sample)

SAMPLE EXECUTIVE SUMMARY

EXECUTIVE SUMMARY
COMMANDER'S OVERVIEW

- **Discusses how global integration is used to arrange cohesive military actions in time, space, and purpose to address transregional, all-domain, and multifunctional challenges**.

- **Presents the foundations of the profession of arms and joint force campaigns and operations.**

- **Outlines the fundamentals of unified action.**

- **Introduces joint functions.**

Global Integration

Contemporary Security Environment

The joint force operates in a complex and volatile security environment characterized by contested norms and persistent disorder. National security threats continue to evolve and have become increasingly transregional, all-domain, and multifunctional.

Most adversaries would prefer to achieve objectives by operating below the threshold that would provoke a US military response. Their ability to operate by manipulating popular perceptions and using nonmilitary means has produced strategic gains in opposition to US security interests and ends. Accordingly, the joint force refined the spectrum of strategic relationships as the competition continuum.

Global Integration

Global integration is the arrangement of cohesive military actions in time, space, and purpose, executed as a whole to address transregional, all-domain, and multifunctional challenges.

(Executive summary has been condensed for this sample)

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SAMPLE TEXT FORMAT

CHAPTER (ROMAN NUMERAL)
(TITLE)

"Joint doctrine is flag officer business. If we are to continue the essential transition to improve jointness, everyone must be involved."

**General John M. Shalikashvili,
Chairman of the Joint Chiefs of Staff, 1993-1997**

SECTION A. XXXXXXXXX

1. Layout (Paragraph Title)

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<u>b</u>. XXX XXXX XXXXXXXX.

2. XXX

VIGNETTE TITLE

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

Quote or Vignette Source

Figure #. Figure Caption.
Photo caption.

SAMPLE REFERENCE APPENDIX

APPENDIX (NEXT TO THE LAST APPENDIX)
REFERENCES

1. General

  a. Title 10, *United States Code*.

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

2. Department of Defense Publication

  DoD Directive 5100.01, *Functions of the Department of Defense and Its Major Components*.

3. Chairman of the Joint Chiefs of Staff Publications

  a. CJCSI 3151.01C, *Global Command and Control System Common Operational Picture Reporting Requirements*.

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

  c. CJCSM 3130.03, *Adaptive Planning and Execution (APEX) Planning Guidance and Formats*.

  d. JP 1, Volume 2, *the Joint Force*.

4. North Atlantic Treaty Organization Publications

  a. Allied Administrative Publication-06, *NATO Glossary of Terms and Definitions*.

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

5. Multi-Service Publications

  a. ATP 3-04.64/NTTP 3-55.14/MCRP 3-20.5/AFTTP 3-2.64, *Multi-Service Tactics, Techniques, and Procedures for the Tactical Employment of Unmanned Aircraft Systems*.

b. ATP 3-52.1/NTTP 3-56.4/MCWP 3-25.13/AFTTP 3-2.78, *Multi-Service Tactics, Techniques, and Procedures for Airspace Control*.

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SAMPLE ADMINISTRATIVE INSTRUCTIONS APPENDIX
FOR UNCLASSIFIED PUBLICATIONS
(Available on the public JEL and NIPRNET and SIPRNET JEL+.)

APPENDIX (LAST APPENDIX)
ADMINISTRATIVE INSTRUCTIONS

1. User Comments

Users in the field are highly encouraged to submit comments on this publication using the Joint Doctrine Feedback Form located at: https://jdeis.js.mil/jdeis/jel/jp_feedback_form.pdf and e-mail it to: js.pentagon.j7.mbx.jedd-support@mail.mil. These comments should address content (accuracy, usefulness, consistency, and organization), writing, and appearance.

2. Authorship

a. The lead agent for this publication is the US Air Force. The technical review authority [if one is assigned] is _____. The Joint Staff doctrine sponsor for this publication is the Director for Operations (J-3).

b. The following staff, in conjunction with the joint doctrine development community, made a valuable contribution to the revision of this joint publication: lead agent, Mr. _____, United States Transportation Command; technical review authority [if one is assigned], Mr. _____, [organization]; Joint Staff doctrine sponsor, Lt Col _____, Joint Staff J-4; LTC _____, Joint Staff J-7, Joint Doctrine Analysis Branch; and Mr. _____, Joint Staff J-7, Joint Doctrine Branch.

3. Supersession and Cancellation (if required)

This publication supersedes JP 3-30, *Joint Air Operations,* 25 July 2019.

4. Change Recommendations

a. To provide recommendations for urgent and/or routine changes to this publication, please complete the Joint Doctrine Feedback Form located at: https://jdeis.js.mil/jdeis/jel/jp_feedback_form.pdf and e-mail it to: js.pentagon.j7.mbx.jedd-support@mail.mil.

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

Appendix A

5. Lessons Learned

The Joint Lessons Learned Program's (JLLP's) primary objective is to enhance joint force readiness and effectiveness by contributing to improvements in doctrine, organization, training, materiel, leadership and education, personnel, facilities, and policy. The Joint Lessons Learned Information System (JLLIS) is the DoD system of record for lessons learned and facilitates the collection, tracking, management, sharing, collaborative resolution, and dissemination of observations, issues, best practices, and lessons learned to improve the development and readiness of the joint force. The JLLP integrates with joint doctrine through the joint doctrine development process by providing insights and lessons learned derived from operations, exercises, war games, and other events. As these inputs are incorporated into joint doctrine, they become institutionalized for future use, a major goal of the JLLP. Insights and lessons learned are routinely sought and incorporated into draft JPs throughout formal staffing of the development process. The JLLIS Website can be found at https://www.jllis.mil (NIPRNET) or http://www.jllis.smil.mil (SIPRNET).

6. Releasability

UNCLASSIFIED. This JP is approved for public release. Access to this publication is unrestricted; distribution is unlimited and releasable outside the combatant commands, Services, National Guard Bureau, and Joint Staff.

7. Printing and Distribution

a. The Joint Staff does not print hard copies of JPs for distribution. An electronic version of this JP is available on:

(1) NIPRNET Joint Electronic Library Plus (JEL+) at https://jdeis.js.mil/jdeis/index.jsp (limited to .mil and .gov users with a DoD common access card),

(2) SIPRNET JEL+ at https://jdeis.js.smil.mil/jdeis/index.jsp, and

(3) Internet JEL [Joint Electronic Library] at http://www.jcs.mil/Doctrine/.

b. This JP can be locally reproduced for use within the combatant commands, Services, National Guard Bureau, Joint Staff, and combat support agencies.

SAMPLE ADMINISTRATIVE INSTRUCTIONS APPENDIX
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(Available only on JEL+.)

APPENDIX (LAST APPENDIX)
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3. Supersession and Cancellation (if required)

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4. Change Recommendations

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6. Releasability

CONTROLLED UNCLASSIFIED INFORMATION (CUI). The releasability of this publication is controlled by Joint Staff because [REASON FROM MEMO HERE]. The information in this publication should be disseminated on an as-needed basis and IAW the annotated limited dissemination controls. Requests for release to non-authorized parties should be directed to the Joint Staff J-7, Joint Doctrine Branch.

For more information, please see DoDI 5200.48, Controlled Unclassified Information (CUI).

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Before distributing this JP, please e-mail the Joint Staff J-7, Joint Doctrine Branch, at js.pentagon.j7.mbx.jedd-support@mail.mil, or call 703-692-7273/DSN 692-7273, or contact the lead agent or Joint Staff doctrine sponsor (see Appendix [XX], "Points of Contact").

a. The Joint Staff does not print hard copies of JPs for distribution. An electronic version of this JP is available on:

(1) NIPRNET Joint Electronic Library Plus (JEL+) at https://jdeis.js.mil/jdeis/index.jsp (limited to .mil and .gov users with a DoD common access card) and

(2) SIPRNET JEL+ at https://jdeis.js.smil.mil/jdeis/index.jsp.

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FOR CLASSIFIED PUBLICATIONS
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(U) **ADMINISTRATIVE INSTRUCTIONS**

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

Appendix A

E-A-23   Enclosure E

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5. (U) Lessons Learned

(U) The Joint Lessons Learned Program's (JLLP's) primary objective is to enhance joint force readiness and effectiveness by contributing to improvements in doctrine, organization, training, materiel, leadership and education, personnel, facilities, and policy. The Joint Lessons Learned Information System (JLLIS) is the DoD system of record for lessons learned and facilitates the collection, tracking, management, sharing, collaborative resolution, and dissemination of lessons learned to improve the development and readiness of the joint force. The JLLP integrates with joint doctrine through the joint doctrine development process by providing insights and lessons learned derived from operations, exercises, war games, and other events. As these inputs are incorporated into joint doctrine, they become institutionalized for future use, a major goal of the JLLP. Insights and lessons learned are routinely sought and incorporated into draft JPs throughout formal staffing of the development process.   The JLLIS Website can be found at https://www.jllis.mil (NIPRNET) or http://www.jllis.smil.mil (SIPRNET).

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(U) CLASSIFIED. This JP is classified and not approved for electronic release on the NIPRNET or Internet (WWW). Electronic release is restricted to Joint Staff activities through controlled access on the SIPRNET JEL+ at https://jdeis.js.smil.mil/jdeis/index.jsp.

7. (U) Printing and Distribution

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a. (U) The Joint Staff does not print hard copies of JPs for distribution.

b. (U) Defense attachés may request an electronic version of this classified JP by sending a written request to Defense Intelligence Agency/IE-3, 200 MacDill Blvd., Joint Base Anacostia-Bolling, Washington, DC 20340-5100.

c. (U) This JP can be locally reproduced for use within the combatant commands, Services, National Guard Bureau, and combat support agencies. However, access to and reproduction authorization for this classified JP must be IAW DoD Manual 5200.01, Volume 1, *DoD Information Security Program: Overview, Classification, and Declassification,* and DoD Manual 5200.01, Volume 3, *DoD Information Security Program: Protection of Classified Information.*

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SAMPLE GLOSSARY FOR A JOINT PUBLICATION

GLOSSARY
**PART I—SHORTENED WORD FORMS
(ABBREVIATIONS, ACRONYMS, AND INITIALISMS)**

AA   assessment agent
AIG   addressee indicator group
ASCII   American Standard Code for Information Interchange

CJCS   Chairman of the Joint Chiefs of Staff
CJCSI   Chairman of the Joint Chiefs of Staff instruction
CJCSM   Chairman of the Joint Chiefs of Staff manual
CRA   coordinating review authority

DIA   Defense Intelligence Agency
DIRM   Directorate for Information and Resource Management

PART II—TERMS AND DEFINITIONS

(Note: For specific notations, see Table 5.)

Example of an Existing Term and Definition

sortie. In air operations, an operational flight by one aircraft. (DoD Dictionary. Source: JP 3-30)

Example of a New Term and Definition

counterguerrilla operations. Activities conducted by security forces against the armed paramilitary wing of an insurgency. (Upon approval of this revised publication, this term and its definition will be included in the DoD Dictionary.)

Example of a Modified Term and Definition

intelligence asset. Any resource utilized by an intelligence organization for an operational support role. (Upon approval of this revised publication, this term and its definition will modify the existing term "asset (intelligence)" and its definition in the DoD Dictionary.)

Example of a Modified Term and Existing Definition

air operations center. The senior agency of the Air Force component commander that provides command and control of Air Force air and space operations and coordinates with other components and Services. Also called **AOC.** (Upon approval of this revised publication, this term will modify the existing term "air and space operations center" and be incorporated into the DoD Dictionary.)

Example of an Existing Term and a Modified Definition

accountability. The obligation imposed by law or lawful order or regulation on an officer or other person for keeping accurate record of property, documents, or funds. (Upon approval of this revised publication, this definition will modify the existing definition and be incorporated into the DoD Dictionary.)

Example of a Change of Proponent

unmanned aircraft system. That system whose components include the necessary equipment, network, and personnel to control an unmanned aircraft. Also called **UAS.** (Upon approval of this revised publication, this publication will assume proponency for this term and its definition and this publication number will replace the existing proponent number in the DoD Dictionary.)

Example of a Recommendation to Remove a Term and Definition From the DoD Dictionary

Inactive National Guard. None. (Upon approval of this changed publication, this term and its definition will be removed from the DoD Dictionary.)

(Glossary, Part II has been condensed for this sample)

SAMPLE INSIDE BACK COVER

JOINT DOCTRINE PUBLICATIONS HIERARCHY

JP 1
JOINT DOCTRINE

JP 1-0	JP 2-0	JP 3-0	JP 4-0	JP 5-0	JP 6-0
PERSONNEL	INTELLIGENCE	OPERATIONS	LOGISTICS	PLANS	COMMUNICATIONS SYSTEM

STEP #4 - Maintenance

- JP published and continuously assessed by users
- Formal assessment begins 24-27 months following publication
- Revision begins 3.5 years after publication
- Each JP revision is completed no later than 5 years after signature

STEP #1 - Initiation

- Joint doctrine development community (JDDC) submission to fill extant operational void
- Joint Staff (JS) J-7 conducts front-end analysis
- Joint Doctrine Planning Conference validation
- Program directive (PD) development and staffing/joint working group
- PD includes scope, references, outline, milestones, and draft authorship
- JS J-7 approves and releases PD to lead agent (LA) (Service, combatant command, JS directorate)

ENHANCED JOINT WARFIGHTING CAPABILITY

JOINT DOCTRINE PUBLICATION

Maintenance — Initiation — Development — Approval

STEP #3 - Approval

- JSDS delivers adjudicated matrix to JS J-7
- JS J-7 prepares publication for signature
- JSDS prepares JS staffing package
- JSDS staffs the publication via JSAP for signature

STEP #2 - Development

- LA selects primary review authority (PRA) to develop the first draft (FD)
- PRA develops FD for staffing with JDDC
- FD comment matrix adjudication
- JS J-7 produces the final coordination (FC) draft, staffs to JDDC and JS via Joint Staff Action Processing (JSAP) system
- Joint Staff doctrine sponsor (JSDS) adjudicates FC comment matrix
- FC joint working group

E-A-29

Appendix A
Enclosure E

UNCLASSIFIED

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ENCLOSURE F

INFORMATION SYSTEMS

l. <u>General</u>. Joint Staff J-7 maintains, operates, and ensures accessibility of the CJCS JEL on the Internet and NIPRNET and JEL+ on both the NIPRNET and SIPRNET.

2. <u>Overview</u>. The joint doctrine development process and the worldwide distribution of approved joint doctrine are supported by various information systems. The JEL provides access to unlimited distribution of selected joint doctrine and related content in a public-facing venue and is centered on the distribution of electronic documents. Content posted to the JEL is publicly accessible. JEL+ is available on NIPRNET and SIPRNET. The NIPRNET JEL+ presents the same content as the JEL, but it includes distribution of JPs that are releasable by the JSDS, as well as enhanced database-centered searches of cross-indexed joint doctrine and related content via restricted-access venues. The SIPRNET JEL+ presents the same content as the NIRPNET JEL+ and includes classified joint doctrine (JPs and classified appendices to JPs).

3. <u>Information Systems</u>. JDEIS is the umbrella program whereas JEL and JEL+ are the web portal-based information distribution subsystems of JDEIS. JDEIS consists of JEL and JEL+ web portals; the JDDT; the UJTL Task Development Tool; the Content and Cross-Referencing Management tool; the Data Mining Tool; and various other associated tools, equipment, and expertise. These additional subsystems are employed to develop, deploy, maintain, analyze, or enhance the content that is distributed to the end user on the JEL and JEL+ portals.

4. <u>Purpose</u>

   a. <u>The information systems supporting the joint doctrine development process are designed to directly support the Chairman, the Joint Staff, CCDRs, the Services, the NGB, CSAs, and interagency partners</u>. The system also supports selected multinational partners by providing a centralized capability to facilitate the development, awareness of, access to, and distribution of joint doctrine. This system supports related joint force development of other related content to include education, training, concepts, force employment, and assessment-related information for the entire joint community.

   b. <u>The collective purpose of these systems is to facilitate the timely development, accurate maintenance, and responsive distribution of joint</u>

doctrine and related information to the Armed Forces of the United States and other relevant audiences as required.

    c. JEL+ also supports the defense readiness reporting community by providing access to authoritative databases of joint doctrine and UJTs required for mission-essential task list assessment and reporting of readiness. Additional UJTL resources and briefings are also located on JEL+, to include the identification of UJTs associated with each JP as the UJTs' primary reference (see reference t).

ENCLOSURE G

JOINT DOCTRINE NOTE

1. <u>General</u>. To remain relevant and forward-looking, the joint doctrine development process provides for the occasional development of JDNs. A JDN does not represent an agreed to or fully staffed doctrinal position but provides a short-term, bridging solution to a potential doctrine void identified by the JDDC. A JDN should contain information on techniques, procedures, and organizational constructs that are underpinned by lessons learned and best practices that could be applied with existing or emerging capabilities.

2. <u>Purpose</u>. To inform the joint community of techniques and procedures for using a new or revised process, capability, or organization in joint operations, and to explain the information in sufficient detail for commanders and staffs to consider its utility.

3. <u>Objective and Scope</u>

    a. <u>Approved joint doctrine provides the baseline context for a JDN</u>. Thus, a JDN should address a perceived doctrinal void or deficiency or should otherwise describe constructs that can improve the joint force's ability to plan, execute, and assess joint operations. The primary objective is to solicit the joint community's help to solve a problem by examining the JDN's constructs and assessing its potential added value relative to existing joint doctrine. However, a JDN may also simply provide information on a topic of interest to the JDDC or broader joint community, such as describing the potential impact of an emerging concept on related JPs (see reference h). A JDN's topic and proposed solution may be directed at the content of one or several JPs.

    b. <u>A JDN is not authoritative and is not approved joint doctrine</u>. Commanders and staff may use its contents at their discretion, (e.g., to inform an approach to a specific problem set or the development of alternative courses of action). If conflicts arise between the contents of a JDN and the contents of a JP, the JP will take precedence unless the Chairman has provided more current and specific guidance.

    c. <u>Because a JDN is not authoritative, the development, review, and approval procedures are not as extensive or restrictive as those for developing or revising a JP</u>. For example, while the Joint Staff J-7 will determine if a JDN proposal meets required standards as described below, the analysis will normally not be as extensive as a typical FEA for a new JP proposal (as outlined in Enclosure B). JDNs will follow the same editorial rules as JPs. Any

new terms and definitions introduced by a JDN will be captured in a blue box within the body of the text but will not be included in the JDN's glossary. A JDN can be assigned to the organization making the doctrine proposal. A JDN does not necessarily have an assigned JSDS or LA. The draft JDN staffing with the JDDC is intended to solicit the JDDC's ideas that may help determine the validity of a JDN's proposed solution to a potential doctrinal void. The JDDC's response may help the JDN proponent refine the draft JDN and, subsequently, propose changes to one or more JPs in development or revision.

　　d. <u>There is no specific limit on a JDN's length, but the JDN should not contain extraneous information or graphics that are not directly relevant to using and evaluating the ideas in the context of improving current joint doctrine</u>.

4. <u>Procedures</u>

　　a. <u>Chief, Joint Education and Doctrine, will manage the development, staffing, and maintenance of JDNs</u>.

　　b. <u>Any member of the JDDC may propose a JDN. The proposing organization is referred to as the JDN proponent</u>.

　　c. <u>JDN Proposal Submission</u>. The JDN proponent will forward a proposal for JDN development to Chief, Joint Education and Doctrine. The JDN proposal must have at least a proponent's planner-level endorsement. A complete proposal is a paper (with optional briefing) that contains the following:

　　　　(1) Proposed JDN Title: A succinct descriptive label.

　　　　(2) Doctrinal Issue: A concise statement in the context of joint doctrine that describes the warfighter challenge or problem (e.g., "There currently is no process and staff organization to cooperate with interorganizational stakeholders.").

　　　　(3) Desired Outcome: Describe the product's ultimate utility (e.g., "This JDN proposes a solution that may inform the future revisions of JPs X, Y, and Z.").

　　　　(4) Background: Provide a discussion of relevant background facts that drove the development of the product (e.g., "The problem has been documented during the course of three successive exercises.").

(5) Potential Solution: Summarize key aspects of the proposed solution and the existing capabilities to be applied (e.g., "USXCOM HQ used an alternative to existing organizational structure and processes during contingency planning and in two exercises over the past 18 months. The alternative facilitated more efficient and effective information sharing with our interorganizational partners.").

(6) Briefing Packet: If the JDN proposal is submitted outside of the JDPC, a briefing packet is optional but may be provided if it will help Joint Staff J-7 understand the proposal. However, if the proposal is made via the JDPC process, a briefing is required to generate discussion and a JDPC decision.

(7) Proposed JDN development milestones.

(8) POC: List the government lead and contact information for the proponent organization that is recommending the JDN.

d. <u>JDN Proposal Review</u>. The J-7 under JDAB will conduct a FEA on the proposed JDN and will present its finding to the JDPC. The J-7 will conduct a FEA on the proposed JDN and will present its finding to the JDPC. The JDPC voting members will review the JDN proposal and vote on the development of a new JDN. The FEA will address the following:

(1) Does the proposal sufficiently identify and document an issue that improves the efficiency and effectiveness of the joint force?

(2) Does the proposal provide enough information on the potential solution for Joint Staff J-7 to determine its efficacy in the broader joint community?

(3) Is the proposed solution executable using existing or emerging capabilities?

e. <u>JDN Development, Staffing, and Approval</u>

(1) Joint Staff J-7 will coordinate with the JDN proponent if additional information is required and on the final decision. If Joint Staff J-7 approves the proposal, Joint Staff J-7 will notify the JDN proponent of the decision and provide a JDB POC to facilitate coordination throughout the development process.
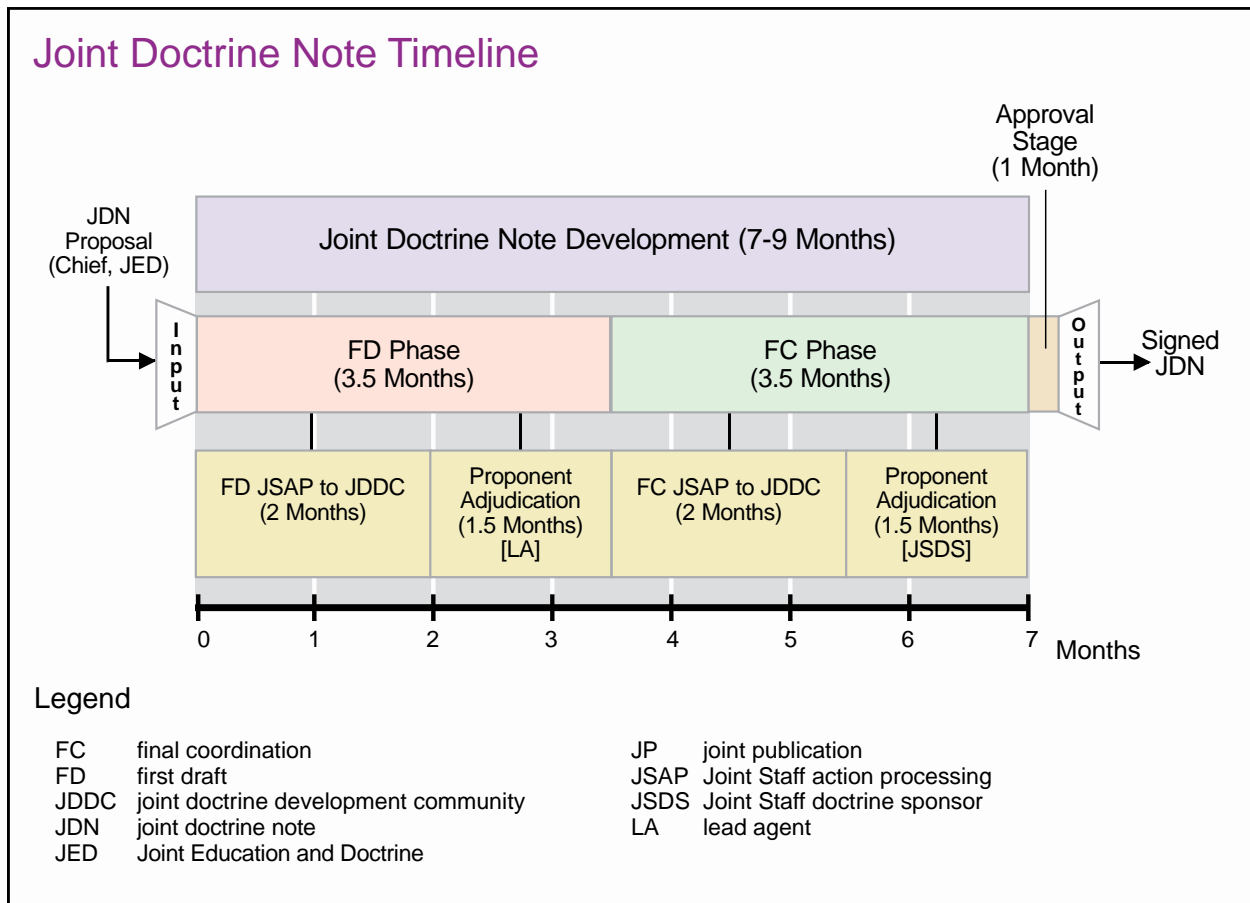
Figure 11. Joint Doctrine Note Timeline

(2) The JDN proponent will develop the JDN according to the approved milestones, in a format that provides the look and feel of a JP, using Enclosure E of this manual. Depending on the topic and circumstances, Chief, Joint Education and Doctrine, may collaborate with the proponent in development. The JDN will have a gray (R=214, G=218, B=229) cover to differentiate it from approved JPs.

(3) JDNs will normally only be staffed for planner-level review (Figure 11). The JDPC may request additional preliminary AO-level staffing. Therefore, the development process may include staffing the FD with the JDDC, revising the draft based on the JDDC's comments for a final O-6-level staffing, or preparing a final draft for signature as follows:

(a) The JDN proponent will submit the FD to the Joint Staff J-7. The Joint Staff J-7 will review the draft, coordinate with the JDN proponent for more information if necessary, and staff the FD by JSAP with the JDDC.

Suspense for comments will normally be 60 calendar days. JDDC members will submit comments in a CRM or through the JDDT by the suspense date to the Joint Staff J-7 with a copy to the JDN proponent. The draft JDN staffing with the JDDC is intended to solicit ideas that may help improve the final product. The JDB POC will consolidate the comments into a single "record" matrix and forward it to the JDN proponent.

(b) The JDN proponent will adjudicate the comments in the record matrix. The Joint Staff J-7 will clarify any issues with the JDN proponent, who will then prepare the final draft JDN using the adjudicated matrix and other relevant information. The JDN proponent will consider the JDDC's comments when preparing the final draft and will collaborate with the Joint Staff J-7 as necessary during the revision. Based on comments received, a JWG may be required to satisfactorily resolve all issues with the draft JDN.

(c) The JDN proponent will forward the final draft JDN to the Joint Staff J-7 for planner-level staffing following the same procedures as the FD.

(d) The JDN proponent and the Joint Staff J-7 may decide to skip the first AO-level draft and move directly to a final planner-level draft. This option would result in a single coordination with the JDDC. However, based on the comments received and a JWG recommendation, a second O-6-level staffing may be requested. Joint Staff J-7 (Assistant Chief, Joint Education and Doctrine) has to approve the second staffing.

(4) The Joint Staff J-7 will review the final draft and provide it to the editors, who will prepare it for approval.

(5) Only the DJ-7, or Vice Director J-7 in his absence, will approve a JDN.

f. Distribution and Maintenance

(1) After JDN signature, the Joint Staff J-7 will post it on both JEL+ and the JEL. They will then notify the JDDC through a JDDC distribution e-mail.

(2) Approved JDNs will be reviewed annually by Chief, Joint Education and Doctrine, for applicability. A JDN is canceled when its content has been put into permanent publication or the requirement no longer exists.

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ENCLOSURE H

ALLIED AND MULTINATIONAL JOINT DOCTRINE DEVELOPMENT

1. <u>Introduction</u>. The United States actively participates in developing Allied and multinational joint doctrine and assists in NATO MCTB terminology development. Multinational operations require clearly understood and widely accepted joint doctrine and terminology (see reference u.), particularly when operations are conducted by Allied and partner-nation forces. While this enclosure primarily addresses U.S. contributions to AJD publication development, the procedures described can be easily modified to describe U.S. support to other multinational joint doctrine development efforts.

2. <u>Background</u>

a. <u>References f and s establish and describe formal procedures for AJD publication development and terminology committee proposal review for NATO</u>. They provide detailed guidance for use by both communities to standardize the joint doctrine development process and terminology procedures. The United States has agreed to abide by certain policies and procedures in both references. The Allied Joint Doctrine Program Manager and DoD Terminologist/Program Manager both have planner-level responsibilities to include activity selection and prioritization, position recommendation, and staffing and ratification approval.

b. <u>AJD is organized within an AJD architecture—a framework based on a traditional joint staff functional alignment with AJPs</u>. The Allied Joint Doctrine Program Manager within Joint Staff J-7 is responsible for the oversight, staffing, and ratification of Level 1 and Level 2 Allied publications. See paragraph 5 for staffing of Level 3 Allied publications.

(1) Level 1–Capstone (AJP-01) and keystone publications (AJP-2, 3, 4, 5, and 6) that contain overarching joint doctrine.

(2) Level 2–Supporting joint doctrine in specific functional areas at the operational level (AJP-2.1, AJP-3.4.5, AJP-4.6, etc.).

(3) Level 3–Lower-level publications such as Allied tactical publications, Allied logistics publications, and Allied intelligence publications. Level 3 publications should follow individual staffing quantities practiced with Level 1 and 2 publications. Level 3 publications should be staffed by a Service representative or SME that is a member of the associated NATO board. The staffing should be among the Services and other entities as required. The

Service representative or SME should submit a consolidated matrix of comments that does not conflict with U.S.-approved joint doctrine or AJD publication content. (NATO develops these lower-level subordinate and supporting allied publications [tactical/administrative/training] where staffing, coordination, adjudication of comments, and formal U.S. positions are provided by the Service representative or SME to the responsible standardization board as designated in reference g.)

c. <u>The AJODWG has the responsibility of developing and managing AJD within NATO</u>. Allied Joint Doctrine Program Manager is the U.S. representative and HOD to the AJODWG unless otherwise directed. The Allied Joint Doctrine Program Manager is also the program representative at any other NATO meeting if he or she attends. Moreover, the Allied Joint Doctrine Program Manager provides recommendations and subsequently attends or modifies existing participation to new or ongoing U.S. joint doctrine support for multinational products and events.

d. <u>The NATO MCTB develops and manages broad terminology determined by the NATO Terminology Office</u>. The NATO MCTB consists of delegates from NATO member nations. The DoD Terminologist, as the NATO Terminology program manager, is the U.S. representative and HOD to the MCTB. For more information on NATO MCTB support see reference s.

3. <u>Development</u>

a. <u>U.S. joint doctrine is to be used as the initial basis for the inputs to Allied and multinational joint doctrine</u>. As necessary, the JDB will compile variances to U.S. joint doctrine based on U.S.-agreed multinational policies, command structure, and other imposed limitations, for ratification submission and socialization, and work with multinational partners and U.S. representatives to minimize impacts of such variances. Unless otherwise pre-approved by the Allied Joint Doctrine Program Manager, all U.S. recommendations prepared by DoD entities and positions advocated for in any forum (e.g., committee, board, working group [WG], conference, briefing) related to the AJD publication library overall structure must reflect the current U.S. joint doctrine publication hierarchy and its existing direction, practices, and on-going efforts. Any other information or action is not sanctioned by the AJD program nor recognized as the formal program or DoD position/recommendation.

b. <u>The JDB will socialize to authors/editors of U.S.-sponsored Allied and multinational doctrine, as well as U.S. representatives, relevant requirements for the staffing of Allied and multinational joint doctrine</u>.

c. The JDB will monitor the AJODWG page located on the NATO Standardization Office Website as the source for announcements and posting of documents to be staffed for obtaining national positions. Those announcements will form the basis for the JDB to generate select staffing requirements to review AJPs. The staffing suspense should allow adequate time for JDB to collate and deconflict U.S. comments prior to posting them on the AJODWG page.

d. Joint Staff J-7 will submit ratification of formal U.S. positions on all Level 1 AJPs and on Level 2 AJPs not otherwise assigned to another DoD entity.

e. For those other NATO publications not staffed by Joint Staff J-7, the ratification response of a formal U.S. position will be submitted by the appropriate organization as designated by reference g. The ratification response should not conflict with U.S.-approved joint doctrine and U.S. comments or reservations on higher-level AJPs.

4. WGs

a. U.S. representatives to AJD WGs (often referred to as custodial WGs) will ensure Joint Staff J-7 is aware of AJD development activities and ensure WGs following development procedures found in reference f. For guidance on hierarchy structure see para 3.

b. Designated U.S. custodians (to include policy document leads) will also serve as authors and content editors as they accomplish their responsibilities to multinational joint doctrine and other document glossary development. Prior to beginning the development process, custodians will become familiar with these responsibilities and also review U.S. joint doctrine and other material on the subject matter and track and correct variance to U.S. joint doctrine.

c. U.S. representatives will provide Joint Staff J-7 with a trip report following the WG, highlighting any potential issues, such as conflicts with U.S. joint doctrine and differences that may lead to reservations in implementing the doctrine.

5. Staffing. The Allied Joint Doctrine Program Manager identifies Allied and multinational joint doctrine projects to be staffed for comment to select JDDC members and forwards a coordinated, single, U.S. position to the designated doctrine or terminology custodian. Individual Joint Staff AJP custodians and

AJP subject matter experts who attend writing or working groups coordinate AJP draft content with OSD and other civilian and military counterparts and provide comments in submitted matrix comments. Doctrinal and terminology comments will neither diverge from nor be in conflict with US joint doctrine and the DoD Dictionary. The DoD Terminologist, as the NATO Terminology program manager, also selects certain projects and audiences for staffing and comment IAW reference s. Level 3 publication Service representative or SME staffings should be among the Services and other entities as required and submitted as a consolidated matrix of comments that does not conflict with U.S.-approved joint doctrine and U.S. comments on higher-level AJPs. Furthermore, Allied Doctrine program management staffing does not replace U.S. custodian or Joint Staff AJP subject matter expert staffing practices nor dissemination of related notices/materials/efforts. All variances to U.S. joint doctrine should be socialized with the JDB prior to ratification for situational awareness and harmonization mitigation efforts.

    a. <u>Base comments on consistency with U.S. law, policy, and joint doctrine and with Service capabilities, roles, and missions</u>. Comments and their supporting rationale must clearly provide sufficient detail to persuade international reviewers. If referencing a U.S. publication or document, provide key text with the comment to familiarize Allied partners with all relevant U.S. source information. Categorize comments as directed in study draft comment review matrix directions (below) and organizational ratification draft memo submission requirements.

        (1) Critical. Failure to correct the material would result in the United States not agreeing to follow or abide by the publication. This includes material that violates U.S. law or policy, conflicts with U.S. joint doctrine, is inconsistent with NATO doctrine or policies, or that is significantly inaccurate.

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

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

    b. <u>The JDB submits ratification of the formal U.S. position on Level 1 and Level 2 AJPs</u>. Level 3 publications are to be ratified by the Service representative or SME to the associated NATO board as the U.S. representative and include content that does not conflict with U.S.-approved joint doctrine and U.S. comments on higher-level AJPs. If an LA intends to respond with a "Not Ratifying," they should inform the JDB immediately with rationale and accompanying comments.

6. <u>Implementation</u>. All U.S.-ratified Allied and multinational doctrine is implemented upon approval and promulgation. When a member of the JDDC requests that implementation be delayed, they will notify the JDB during initial study or ratification draft staffing, provide sound rationale for the delay, and recommend an implementation date.

Enclosure H

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ENCLOSURE I

REFERENCES

a. Title 10, USC, Section 153

b. JP 1, Volume 1, "Joint Warfighting"

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

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

e. CJCSI 5002.01 Series, "Meetings in the JCS Conference Room"

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

g. CJCSI 2700.01 Series, "Rationalization, Standardization, and Interoperability (RSI) Activities"

h. CJCSI 5123.01 Series, "Charter of the Joint Requirements Oversight Council (JROC) and the Implementation of the Joint Capabilities Integration and Development System (JCIDS)"

I. "The Joint Doctrine Developer's Guide," <https://jdeis.js.mil/jdeis/jddg/index.html>

j. "DoD Dictionary of Military and Associated Terms" (Short title: DoD Dictionary)

k. Joint Staff Guide 5711 series, "Editorial Guidance and Accepted Usage for Joint Staff Correspondence"

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

m. Sabin, William A. The Gregg Reference Manual: A Manual of Style, Grammar, Usage and Formatting. 10th ed. Boston: McGraw-Hill, 2005

n. CJCSI 3010.02 Series, "Guidance for Developing and Implementing Joint Concepts"

o. DoD Manual 5200.01 Volume 1, "DoD Information Security Program: Overview, Classification, and Declassification"

p. DoD Manual 5200.01 Volume 2, "DoD Information Security Program: Marking of Classified Information"

q. DoD Manual 5200.01 Volume 3, "DoD Information Security Program: Protection of Classified Information"

r. Army Techniques Publication 1-02.1/Marine Corps Reference Publication 3-30B/Navy Tactics, Techniques, and Procedures 6-02.1/Air Force Tactics, Techniques, and Procedures 3-2.5, "Multi-Service Tactics, Techniques, and Procedures for Multi-Service Brevity Codes"

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

t. CJCSM 3500.04 Series, "Universal Joint Task Manual"

u. NATO Term, The Official NATO Terminology Database

GLOSSARY

PART I—SHORTENED WORD FORMS
(ABBREVIATIONS, ACRONYMS, AND INITIALISMS)
Items marked with an asterisk (*) have definitions in PART II

AA	assessment agent*
AJD	Allied joint doctrine
AJODWG	Allied Joint Operations Doctrine Working Group
AJP	Allied joint publication
AO	action officer
CAC	common access card
CCA	Chairman of the Joint Chiefs of Staff-controlled activity
CCDR	combatant commander
CCMD	combatant command
CFR	Code of Federal Regulations
CJCS	Chairman of the Joint Chiefs of Staff
CJCSI	Chairman of the Joint Chiefs of Staff instruction*
CJCSM	Chairman of the Joint Chiefs of Staff manual*
CRA	coordinating review authority*
CRM	comment resolution matrix
CSA	combat support agency
CUI	controlled unclassified information
DCR	doctrine, organization, training, materiel, leadership and education, personnel, facilities, and policy change recommendation
DJ-7	Director, Joint Force Development
DJS	Director, Joint Staff
DoD	Department of Defense
dpi	dots per inch
FAR	formal assessment report
FC	final coordination
FD	first draft
FEA	front-end analysis
GO/FO	general officer/flag officer
HOD	head of delegation

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IAW	in accordance with
JDAB	Joint Doctrine Analysis Branch
JDB	Joint Doctrine Branch
JDDAS	Joint Doctrine Development and Assessment Schedule
JDDC	joint doctrine development community
JDDT	Joint Doctrine Development Tool
JDEIS	Joint Doctrine, Education, and Training Electronic Information System
JDN	joint doctrine note
JDPC	Joint Doctrine Planning Conference*
JEL	Joint Electronic Library
JEL+	Joint Electronic Library Plus
JFC	joint force commander
JLLIS	Joint Lessons Learned Information System
JP	joint publication
JPEG	Joint Photographic Experts Group
JSAP	Joint Staff action processing
JSDS	Joint Staff doctrine sponsor*
JT&E	joint test and evaluation
JTF	joint task force
JWG	joint working group
LA	lead agent*
MCTB	Military Committee Terminology Board
MS	Microsoft
NATO	North Atlantic Treaty Organization
NGB	National Guard Bureau
NIPRNET	Non-classified Internet Protocol Router Network
OB	overcome by
OSD	Office of the Secretary of Defense
PC	preliminary coordination
PD	program directive
POC	point of contact
PR	preliminary review
PRA	primary review authority*
PSA	primary staff assistant
RFC	revision final coordination

RFF	request for feedback
SecDef	Secretary of Defense
SIPRNET	SECRET Internet Protocol Router Network
SME	subject matter expert
TRA	technical review authority*
TTP	tactics, techniques, and procedures
TU	targeted update
UJT	universal joint task
UJTL	Universal Joint Task List
USC	United States Code
USG	United States Government
WG	working group

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PART II-TERMS AND DEFINITIONS

assessment agent. The organization responsible for conducting an assessment of an approved publication. Also called AA. (Upon approval of this revised directive, this definition will modify the existing definition and be incorporated into the DoD Dictionary.)

capstone joint publication. The top joint publication in the hierarchy of joint publications that links joint doctrine to national strategy and the contributions of other United States Government departments and agencies, multinational partners, and reinforces policy for command and control. (Upon approval of this revised directive, this term and its definition will modify the existing term "capstone publication" and its definition in the DoD Dictionary.)

Chairman of the Joint Chiefs of Staff instruction. A document containing Chairman of the Joint Chiefs of Staff policy that does not involve the employment of forces and is applicable to the Joint Staff, Services, National Guard Bureau, defense agencies, and combatant commands and may be informational to other agencies. Also called CJCSI. (Upon approval of this revised directive, this definition will modify the existing definition and be incorporated into the DoD Dictionary.)

Chairman of the Joint Chiefs of Staff manual. A document containing procedures for performing specific tasks that do not involve the employment of forces and is applicable to the Joint Staff, Services, National Guard Bureau, defense agencies, and combatant commands and may be informational to other agencies. Also called CJCSM. (Upon approval of this revised directive, this definition will modify the existing definition and be incorporated into the DoD Dictionary.)

coordinating review authority. In joint doctrine development and maintenance, an agency appointed by the Joint Staff, a Service, a combatant command, or a combat support agency to coordinate with and assist the lead agent, primary review authority, Joint Staff doctrine sponsor, and assessment agent. Also called CRA. (Upon approval of this revised directive, this definition will modify the existing definition and be incorporated into the DoD Dictionary.)

evaluation agent. None. (Upon approval of this revised directive, this term and its definition will be removed from the DoD Dictionary.)

Joint Doctrine Planning Conference. A forum convened semiannually to address and vote on project proposals; discuss key joint doctrinal and operational issues; discuss potential changes to the joint doctrine development

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process; keep up to date on the status of the joint publication projects and emerging publications; and keep abreast of other initiatives of interest to the members. Also called JDPC. (Upon approval of this revised directive, this definition will modify the existing definition and be incorporated into the DoD Dictionary.)

Joint Staff doctrine sponsor. A Joint Staff directorate assigned to coordinate a joint doctrine project with the Joint Staff. Also called JSDS. (DoD Dictionary. Source: CJCSM 5120.01)

joint test publication. None. (Upon approval of this revised directive, this term and its definition will be removed from the DoD Dictionary.)

keystone joint publications. Joint publications that establish the doctrinal foundation for a series of joint publications in the hierarchy of joint publications. (Upon approval of this revised directive, this term and its definition will modify the existing term "keystone publications" and its definition in the DoD Dictionary.)

lead agent. 1. An individual Service, combatant command, or Joint Staff directorate assigned to author, develop, and maintain a joint publication. (CJCSM 5120.01) 2. In medical materiel management, the designated unit or organization to coordinate or execute day-to-day conduct of an ongoing operation or function. Also called LA. (Upon approval of this revised directive, this definition will modify the existing definition and be incorporated into the DoD Dictionary.)

multi-Service publication. None. (Upon approval of this revised directive, this term and its definition will be removed from the DoD Dictionary.)

primary review authority. The organization that is assigned by the lead agent to perform the actions and coordination necessary to develop and maintain the assigned publication under the cognizance of the lead agent. Also called PRA. (Upon approval of this revised directive, this definition will modify the existing definition and be incorporated into the DoD Dictionary.)

procedures. Standard, detailed steps that prescribe how to perform specific tasks. (DoD Dictionary. Source: CJCSM 5120.01)

tactics. The employment and ordered arrangement of forces in relation to each other. (DoD Dictionary. Source: CJCSM 5120.01)

technical review authority. An organization tasked to provide specialized technical or administrative expertise to the lead agent, primary review authority, Joint Staff doctrine sponsor, or coordinating review authority for publications. Also called TRA. (Upon approval of this revised directive, this definition will modify the existing definition and be incorporated into the DoD Dictionary.)

techniques. Non-prescriptive ways or methods used to perform missions, functions, or tasks. (DoD Dictionary. Source: CJCSM 5120.01)

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