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**CJCSM 5120.01C  
20 June 2023**

**JOINT DOCTRINE  
DEVELOPMENT AND  
REVISION PROCESS**



**JOINT STAFF  
WASHINGTON, D.C. 20318**

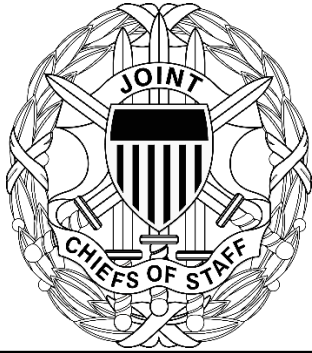
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# **CHAIRMAN OF THE JOINT CHIEFS OF STAFF MANUAL**

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## **JOINT DOCTRINE DEVELOPMENT AND REVISION PROCESS**

### **References:**

See Enclosure G

1. Purpose. This manual establishes the joint doctrine development and revision process in support of the Chairman of the Joint Chiefs of Staff's (CJCS's) responsibility to develop joint doctrine for the employment of the Armed Forces of the United States, as directed in reference a, and as established in references b and c.
2. Superseded/Cancellation. CJCS Manual (CJCSM) 5120.01B, 6 November 2020, "Joint Doctrine Development Process," is hereby superseded.
3. Applicability. This manual applies to the Services, Combatant Commands (CCMDs), Joint Staff, National Guard Bureau (NGB), combat support agencies (CSAs), Chairman-controlled activities (CCAs), and other organizations involved in the development of joint doctrine.
4. Procedures. Detailed procedures for the development and revision of joint doctrine are provided in the enclosures.
5. Summary of Changes. This revision of CJCSM 5120.01:
  - a. Updates the title.
  - b. Moves the roles and responsibilities of the CJCS, Joint Staff, CCMDs, Services, NGB, CSAs, and CCAs to reference c.
  - c. Consolidates Enclosures A, C, D, and F within a new Enclosure A that describes the Joint Doctrine System.
  - d. Updates the roles and responsibilities of the joint doctrine development community (JDDC).

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- e. Eliminates the assessment agent and primary review authority roles.
- f. Replaces the joint doctrine development and assessment schedule with the joint doctrine plan.
- g. Adds a new category, “core publications,” to the joint doctrine hierarchical structure.
- h. Clarifies joint doctrine approval and signature authorities.
- i. Adds the Joint Staff doctrine sponsor (JSDS) as a voting member during a joint working group (JWG) for a joint publication (JP) under its proponency.
- j. Separates the joint doctrine revision process from the joint doctrine development process.
- k. Updates the development and revision process and associated figures.
- l. Eliminates targeted update.
- m. Updates the definitions of “coordinating review authority,” “Joint Staff doctrine sponsor,” and “technical review authority.”
- n. Incorporates other changes throughout the document to clarify joint doctrine development and revision processes and procedures.

6. Releasability. UNRESTRICTED. This directive is approved for public release; distribution is unlimited on the Non-classified Internet Protocol Router Network (NIPRNET). Department of Defense (DoD) components (to include the CCMDs), other U.S. Government (USG) departments and agencies, and the public may obtain copies of this directive through the Internet from the CJCS Directives Library at <<http://www.jcs.mil/Library/>>. Joint Staff activities may also obtain access via the Secret Internet Protocol Router Network (SIPRNET) CJCS Directives Library web site.

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

For the Chairman of the Joint Chiefs of Staff:



MICHAEL L. DOWNS, Maj Gen, USAF  
Vice Director, Joint Staff

Enclosures:

- A – Joint Doctrine System
- B – Joint Doctrine Revision Process
- C – Joint Doctrine Development Process
- D – Joint Doctrine Note Process
- E – Joint Publication Format
- F – Multinational Joint Doctrine and Terminology
- G – References
- GL – Glossary

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## ENCLOSURE A

### JOINT DOCTRINE SYSTEM

1. Introduction. This enclosure describes the components of the Joint Doctrine System, including the JDDC and its responsibilities, coordination, collaboration, management forums, tools, and structures. On behalf of the CJCS and the Director for Joint Force Development, J-7, the Joint Staff J-7 Joint Education and Doctrine Division (JEDD) employs the various elements of the Joint Doctrine System to develop, assess, revise, and publish joint doctrine through processes outlined in this manual.

a. General. Joint doctrine's purpose is to enhance readiness and improve the operational effectiveness of Joint Forces by providing fundamental principles that guide the employment of Joint Forces toward common objectives. Based on extant capabilities, joint doctrine reflects best practices, professional advice, 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 where they add clarity to the operational discussion, or where joint equities are not adequately covered in Service or multi-Service doctrine.

b. Development Philosophy. The goal of joint doctrine is to guide the employment of Joint Forces, in conjunction with other instruments of national power, to achieve unity of effort and support strategic objectives. This goal provides focus throughout the joint doctrine development and revision process. While the principal audiences for the joint doctrine captured in JPs are military forces at the operational level of warfare, various allies, foreign partners, and interorganizational participants may use these publications in both operational and strategic forums to better understand the organizations, capabilities, operating philosophy, and terminology of Joint Forces. Joint doctrine evolves to meet changing national security challenges. The JDDC addresses these challenges through revision of existing JPs and development of new JPs.

c. JP Lifecycle. Approved publications remain in the joint doctrine library until they are no longer required, and are updated using the revision process outlined in Enclosure B. When a subject no longer requires a stand-alone JP, the JP may be cancelled and relevant strategic and operational material in the publication may be consolidated into another JP or transferred to another type of publication. New JPs may be developed using the process outlined in Enclosure C when a void is identified in existing joint doctrine.

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2. JDDC. The JDDC is a diverse body of organizations that develop, review, and revise joint doctrine, and is comprised of the CJCS, voting members, and non-voting members. Voting members are the Joint Staff, CCMDs, Services (including the U.S. Coast Guard), and NGB. Non-voting members include CSAs, CCAs, and multi-Service doctrine organizations. The Joint Staff J-7 may vote on behalf of the Joint Staff. Additionally, the JSDS may vote during a JWG for a publication for which they are the proponent. JDDC members participate in the joint doctrine development and revision process in one or more of the following roles:

a. Joint Staff Doctrine Sponsor. The JSDS is a Joint Staff Directorate (J-Dir), or equivalent Joint Staff office, and is the Joint Staff's proponent for the JP under their sponsorship. The JSDS ensures the JP is consistent with CJCS's strategic guidance and policies. The JSDS is assigned in writing by JEDD based on the preponderance of Joint Staff equities in the joint doctrine project and available resources. Throughout this manual, the term JSDS may refer to the organization or to the individual assigned JSDS duties.

(1) The JSDS oversees and assists the lead agent (LA) in authoring, developing, and maintaining an assigned JP.

(2) The JSDS will meet development and revision milestones provided by JEDD. If the JSDS cannot meet milestone dates that would impact the projected publication date, the JSDS coordinates an O-6 or civilian equivalent request for milestone adjustment and forwards it to JEDD.

(3) The JSDS coordinates with the Office of the Secretary of Defense (OSD) on JP issues and represents OSD on matters related to joint doctrine development and revision associated with their assigned sponsorship.

(4) Upon assignment as a JSDS, the lead action officer (AO) contacts JEDD to receive training on the duties and responsibilities of a JSDS.

(5) The JSDS, in consultation with the LA, appropriate security manager, and technical review authority (TRA), if one has been assigned, verifies that the proper security classification markings, controlled unclassified information (CUI) markings, and handling restrictions are implemented. The JSDS, as the Joint Staff proponent, is the controlling office and release authority for classified and CUI publications under its sponsorship.

b. LA. The LA is the primary author and content manager for an assigned JP. The LA is a J-Dir or equivalent Joint Staff office, Service, CCMD, NGB, or CCA. The LA is assigned in writing by JEDD based on subject matter expertise

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in the joint doctrine project and available resources. Throughout this manual, the term LA may refer to the organization or the individual assigned LA duties.

(1) The LA, in coordination with the JSDS, authors, develops, and maintains an assigned JP.

(2) The LA meets development and revision milestones provided by JEDD. If the LA cannot meet milestone dates that impact the projected publication date, the LA coordinates an O-6 or civilian equivalent request for milestone adjustment through the JSDS and forward it to JEDD.

(3) Upon assignment as LA, the lead AO contacts JEDD to receive guidance and training.

c. Technical Review Authority. The TRA provides specialized technical or administrative expertise to the JSDS and LA. The TRA is from a CCMD, a Service, the NGB, a CSA, or a CCA. A TRA is not required; however, one or more TRAs may be assigned in writing by JEDD based on their subject matter expertise to provide additional technical expertise to the LA and JSDS. Throughout this manual, the term TRA may refer to the organization(s) or the individual(s) assigned TRA duties.

(1) The TRA assists the LA and JSDS with authoring, developing, and maintaining an assigned JP.

(2) TRAs assist the JSDS in determining the classification and marking of information within a classified or CUI JP.

d. Coordinating Review Authority. Each JDDC member organization designates an individual to serve as a coordinating review authority (CRA) to provide a single, coordinated organizational position for each joint doctrine project.

(1) CRAs ensure joint doctrine proposals or products produced by their commands or organizations are prepared and processed in accordance with (IAW) this manual and other applicable guidelines.

(2) CRAs ensure organizational joint doctrine products developed by their organization containing CUI or classified information are appropriately marked IAW DoD guidance.

e. JEDD AO. JEDD assigns an AO to manage the assessment, development, and revision process for joint doctrine projects.

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3. Voting. When a vote is called IAW procedures in this manual, each present JDDC voting member may cast one vote, except for the Joint Staff. The JSDS may vote, during a JWG, on matters concerning doctrine for which the JSDS is the proponent. In the event of a tie vote, the Joint Staff J-7 casts a tie-breaking vote on behalf of the Joint Staff. If the Joint Staff J-7 is also the assigned JSDS, the Joint Staff J-7 may only cast one vote.

4. Training. JEDD trains and supports JSDS, LA, TRA, and CRA AOs to develop quality JPs. Areas of focus include an overview of the Joint Doctrine System, the joint doctrine development and revision process; JP writing standards; Joint Doctrine Development Tool (JDDT) use; comment resolution matrix (CRM) creation and adjudication; and techniques to conduct JWGs that resolve issues and, when possible, achieve JWG consensus on JP content.

5. Joint Doctrine Planning Conference. The Joint Doctrine Planning Conference (JDPC) is a coordination forum that typically convenes semiannually to provide information and updates on current and emerging joint, multi-Service, and multinational doctrine development; discuss joint doctrine requirements and potential changes to the joint doctrine development and revision process; and vote on joint doctrine proposals and other issues. JDPCs are typically unclassified forums; however, executive or breakout sessions may address classified or sensitive issues.

a. Chief, JEDD convenes and chairs the JDPC and moderates discussion during each session. While most issues are resolved by consensus during a discussion, the chair calls and records formal votes on contentious issues requiring a decision as well as any proposals to create new JPs or joint doctrine notes (JDNs). In the case of a tie vote, the chair will provide a tie-breaking vote on behalf of the Joint Staff J-7.

b. JDDC voting and non-voting members, multinational partners, and other USG departments and agencies with joint doctrine equities usually attend the JDPC. All JDDC members are permitted to propose topics and engage in discussion; however, only JDDC voting members may vote or propose creating new joint publications. In advance of the JDPC, JEDD sends a data call to the JDDC with timelines to nominate agenda topics and doctrine proposals, and submit briefings.

c. JEDD submits any final JDPC recommendations to the DJ-7 for approval and publishes approved recommendations to the JDDC. At a minimum, recommendations include updates to the joint doctrine plan (JDP), proposals to create new JPs, and any other formal recommendations made by the JDDC.

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6. Joint Doctrine Plan. The JDP is a coordination tool, maintained by JEDD, that contains all ongoing and projected joint doctrine projects, and is used to synchronize and de-conflict efforts across the JDDC. JEDD briefs the JDP during JDPCs and considers updates to the plan based on JDDC recommendations.

7. Doctrine Hierarchy. The Joint Doctrine System organizes JPs into a hierarchical structure consisting of capstone, keystone, and core publications. The hierarchy of JPs holistically supports joint employment of the Armed Forces of the 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. JPs refer readers to the appropriate source publication for additional details specific to that function or operation.

a. Capstone Doctrine. JP 1 Volumes 1 and 2 provide the doctrinal foundation for unified action by the Armed Forces of the United States; guidance and principles for exercising military authority, command and control, and organizing Joint Forces; and policy for selected joint activities. Capstone doctrine also provides the doctrinal basis for interagency coordination and multinational operations. The CJCS approves and signs JP 1, Volume 1 but may delegate this responsibility to the Vice Chairman of the Joint Chiefs of Staff; Director, Joint Staff; or DJ-7. The DJ-7 normally approves and signs JP 1, Volume 2, unless otherwise directed by the CJCS.

b. Keystone JPs. Keystone JPs (JPs 1-0, 2-0, 3-0, 4-0, 5-0, and 6-0) can be the foundation for a corresponding series of JPs, and align the series' content with capstone doctrine.

(1) Directors of J-Dirs (J-Directors) approve revised or newly developed keystone JPs for which their directorate is the JSDS, and forward to the DJ-7 for signature. J-Directors may delegate approval of keystone JPs to their Vice Director.

(2) The DJ-7 signs keystone JPs on behalf of the CJCS. The DJ-7 may delegate signature of keystone JPs to the Vice Director, Joint Staff J-7.

c. Core JPs. Core JPs are below capstone and keystone publications in the hierarchy, and contain guidance for specific mission areas. Core JPs are assigned to a series, corresponding with the keystone publication for which the preponderance of their content is most closely aligned.

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(1) J-Directors approve revised or newly developed core JPs for which their directorate is the JSDS and forward to the DJ-7 for signature. Directors may delegate approval of core JPs to a general officer/flag officer (GO/FO) or civilian equivalent.

(2) The DJ-7 signs core JPs on behalf of the CJCS. The DJ-7 may delegate signature of core JPs to a GO/FO within the J-7.

d. Joint Doctrine Note. A JDN provides a short-term bridging solution to address a potential doctrine void. A JDN is neither authoritative nor approved doctrine, but rather provides a mechanism to capture emerging doctrine. A JDN is developed within the Joint Doctrine System and may be referenced by a JP IAW this manual.

(1) An O-6 or civilian equivalent from the JDN proponent approves newly developed or revised JDNs and forwards to JEDD for DJ-7 signature.

(2) The DJ-7 signs JDNs, but may delegate signature to a GO/FO or civilian equivalent deputy director.

e. Joint Guide. A joint guide does not rise to the level of joint doctrine, but provides guidance and information beneficial to the Joint Staff and external stakeholders. A joint guide may be developed and/or updated outside of the Joint Doctrine System IAW reference d. However, only joint guides developed and/or revised in coordination with the JDDC may be referenced by a JP.

8. Formal Coordination. During various phases of the doctrine development and revision process, JEDD staffs joint doctrine products for formal AO or O-6 planner-level coordination with the JDDC and interagency partners. Staffing within DoD is conducted via the Joint Staff task management tool IAW reference e. Staffing to interagency partners is conducted via e-mail IAW an annual interagency call memorandum.

a. Review Comments. Comments are collected either via the JDDT or standard electronic CRM IAW the tasking instructions. Reviewers may provide four types of comments: critical, major, substantive, and administrative (see Appendix A of this enclosure for more details).

b. CRM Adjudication. Once the comment window for a joint doctrine product closes, JEDD provides the adjudicator with the CRM containing a consolidated list of all comments and assigns an adjudication suspense. An adjudicator may be an individual assigned to JEDD, JSDS, or the LA organization depending on the type of joint doctrine product.

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(1) The adjudicator reviews all comments and proposes a resolution for each, which may be to accept, modify, or reject the comment. The adjudicator should attempt to resolve any general comments, if possible, but may note (i.e., take no further action) general comments that do not address a specific portion of the joint doctrine product or that lack the detail necessary to incorporate the proposed change. The adjudicator also identifies any comments that are overcome by (OB) another comment. The adjudication decision of an OB comment should indicate the comment by which it is overcome (e.g., OB #37). If the superseding comment does not delete the commented text, the intent of the OB comment should be reflected in the comment it is overcome by. This adjudication should not be used to reject a comment.

(2) The adjudicator should provide a rationale when rejecting a comment and coordinate with the comment submitter to resolve any contentious issues when adjudicating critical and major comments. Once complete, the adjudicator returns the CRM to JEDD by the assigned suspense date.

(3) JEDD provides adjudicators with a how-to-guide to assist in adjudicating a CRM.

c. Joint Working Group. JEDD convenes JWG's to review the adjudicator's proposed resolution to CRM comments on joint doctrine products. The result of the JWG is an updated, adjudicated CRM based on the JWG discussion.

(1) JEDD normally co-chairs the JWG with the JSDS and invites all voting and non-voting members to attend and participate in discussion. JDDC members normally designate an O-6 or civilian equivalent to represent their position at the JWG; however, an O-6 or civilian equivalent may delegate this duty to an individual of lesser grade. This delegation must be in writing and transmitted to JEDD prior to the JWG.

(2) Adjudicators present and defend their proposed resolution for all critical and major comments for JWG approval. The JWG also reviews additional comments at the request of a JWG member. Most issues are decided by consensus during discussion, but a voting member may request a formal vote at any time. While all JWG members may engage in discussion, only those voting members with representatives in attendance may vote. In addition to the JDDC voting members, the JSDS for the applicable JP may cast a vote. In the event of a tie, the JEDD representative casts a tie breaking vote on behalf of the Joint Staff J-7.

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(3) The post-JWG CRM represents the JDDC approved adjudication for all comments and is used to develop the final version of the joint doctrine product, unless an issue is elevated for GO/FO or civilian equivalent decision.

d. Elevating Contentious Issues. Contentious issues not resolved at the O-6 planner-level may be elevated to a Joint Staff J-7 GO/FO or civilian equivalent. If issues remain unresolved, a JDDC member may elevate the issue to the Deputy Operations Deputies (DepOpsDepts), Operations Deputies (OpsDepts), and Joint Chiefs of Staff (JCS) resolution bodies, as appropriate, IAW Joint Staff procedures.

9. Information Systems. The Joint Doctrine System employs information system tools to disseminate joint doctrine publications and products, and facilitate collaboration and coordination across the JDDC. The Joint Doctrine, Education, and Training Electronic Information System is the principle web platform for joint doctrine, and consists of the Joint Electronic Library (JEL) and Joint Electronic Library Plus (JEL+) web sites, the JDDT, and other associated applications and tools.

a. JEL/JEL+. The JEL is a public-facing web site that provides access to joint doctrine and related content approved for unlimited distribution. JEL+ is available on NIPRNET and SIPRNET. The NIPRNET JEL+ (<<https://jdeis.js.mil/jdeis/index.jsp>>) is a DoD common access card (CAC)-enabled web site that presents the same content as the JEL, but includes JPs and other content not releasable to the public, as well as enhanced database-centered search tools. The SIPRNET JEL+ (<<https://jdeis.js.smil.mil/jdeis/index.jsp?>>) presents the same content as the NIPRNET JEL+ and includes classified joint doctrine.

b. Joint Doctrine Development Tool. The JDDT resides on NIPRNET and is the primary application for JDDC members to review and comment on draft joint doctrine publications (see Appendix B of this enclosure for more details).

10. Releasability. JPs fall into one of three releasability categories: unclassified, CUI, and classified.

a. Unclassified Joint Doctrine. The JSDS, in coordination with the LA, reviews the content of draft publications prior to submission to JEDD and confirms the JP's releasability.

b. CUI Joint Doctrine. The JSDS, in coordination with the LA, applies the appropriate CUI markings and dissemination instructions as required by reference f.



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(1) The JSDS identifies any limited dissemination controls (LDCs) when submitting the draft to JEDD. During review and staffing of draft publications with CUI or LDC material, CRAs only assign reviewers with primary reviewer accounts.

(2) Although portion markings are not required for CUI documents, the use of portion markings is encouraged to facilitate the release of uncontrolled portions of the publication.

(3) Approved CUI joint doctrine publications are published on the NIPRNET and SIPRNET JEL+ web sites, and may be distributed IAW the annotated LDC, if any.

c. Classified Joint Doctrine. The JSDS and LA include classified information in JPs only when necessary to develop a topic adequately.

(1) The JSDS and LA place classified content in a classified appendix (to be held on the SIPRNET) whenever possible to facilitate the release of the remainder of the publication on the NIPRNET. The JSDS and LA should minimize the number of classified JP appendices.

(2) The JSDS and LA apply the appropriate overall classification and portion markings with assistance from the appropriate classifying authority.

d. JEDD includes release and distribution guidance in each JP's administrative instructions based on the JSDS's determination (see sample administrative instructions in Appendix A to Enclosure E).

(1) The JSDS is the release authority for controlled or classified information contained in a joint doctrine publication for which they are the proponent.

(2) Classified publication release must adhere to the procedures in references g, h, and i.

(3) Foreign governments desiring copies of CUI or classified JPs must make such requests through their embassies in Washington, DC. Respective defense attachés may request CUI or classified joint doctrine publications by sending written requests to Defense Intelligence Agency/IE-3, MacDill Blvd., Joint Base Anacostia-Bolling, Washington, DC 20340-5100.

e. Approved Publications. Unclassified and CUI JPs are published electronically IAW J-7 policy, and may only be distributed IAW the annotated

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distribution and dissemination control, IAW reference f. An e-mail notification is sent to the JDDC upon approval of new or revised JPs.

f. Publications Under Development. Draft or proposed publications are published on the NIPRNET and SIPRNET JEL+ web sites, and are not available to the public. Classified publications are handled IAW DoD policy and the level of classification.

11. Printing and Distribution. The Joint Staff does not print hard copies of JPs for distribution. The distribution of a JP depends on its ability to be released (see paragraph 10). Examples of each type of distribution guidance are shown in the samples of the administrative instructions included in Appendix A to Enclosure E.

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## APPENDIX A TO ENCLOSURE A

### REVIEW COMMENT TYPES

1. Review Comment Types. There are four types of review comments: critical, major, substantive, and administrative.

a. Critical. A critical comment indicates the submitting organization's intent to nonconcur with the text of a publication under consideration unless the JSDS/LA resolves the comment. During O-6 planner-level coordination, critical review comments require a GO/FO or civilian equivalent memorandum from the submitting organization. Submission of a GO/FO or civilian equivalent memorandum is no guarantee the critical comment will be accepted by the applicable JWG members. The JSDS/LA downgrades any critical comment to a major comment if submitted without the GO/FO or civilian equivalent memorandum. While the JSDS/LA and submitter of critical comments may agree to compromise language during the JSDS/LA adjudication, the final text is 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:

- (1) Existing or proposed text is inconsistent with approved joint doctrine.
- (2) Existing or proposed text violates (or potentially violates) U.S. law or international law, including the law of war.
- (3) Existing or proposed text contains flaws that might contribute to confusion, potential incidents of friendly fire, or unacceptable employment of military forces.
- (4) Existing or proposed text does not address an operationally significant topic and leaves a doctrinal void.
- (5) Existing or proposed text contains inconsistencies or omissions when compared to DoD or national policy.

b. Major. A major comment highlights an issue important to the submitting organization, but does not merit a "critical" designation. The JSDS/LA should discuss major comments with the submitting organization during the adjudication and attempt to recommend an acceptable solution to any contentious issue prior to the JWG. This dialogue may carry through the

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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 memorandum. While the JSDS/LA and submitter of the comment may agree on modified language, the final text is 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:

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

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

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

c. Substantive. 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:

(1) 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.

(2) Existing or proposed text does not offer a better solution or clarity than text found in approved joint doctrine.

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

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

## 2. Rationale

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a. The rationale for critical, major, and substantive comments should include objective evidence, logical explanation, historical precedent, conflicts with existing policy or joint doctrine, lessons learned, observed best practices, or validated concepts.

b. Administrative comments should identify the correct grammar, punctuation, acronym usage, or other editorial issues. This helps support the institutionalization of editorial standards for the JDDC for future drafts.

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Appendix A  
Enclosure A

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## APPENDIX B TO ENCLOSURE A

### JOINT DOCTRINE DEVELOPMENT TOOL

1. Introduction. The JDDT is a collaborative, web-based application on NIPRNET for entering, reviewing, and adjudicating comments on draft publications and for the distribution, collation, and tracking of comments. In addition, JDDT automates joint doctrine development staffing and coordination, and implements automated business processes to improve joint doctrine development and revision. Access to the JDDT requires a DoD CAC. For registration guidance, review the “JDDT Registration and Command Guide” located at <<https://jddt.js.mil>>. To access the JDDT, go to <<https://jddt.js.mil>> and select the JDDT link.

2. Reviewer Types. The JDDT supports two types of reviewers: primary reviewers and contributing reviewers. An individual’s reviewer type depends upon their organization, their responsibilities within that organization, and the JP being staffed. For example, an AO in the Joint Staff Directorate for Logistics, J-4 may be the JSDS (i.e., primary reviewer) for a logistics publication and concurrently be a contributing reviewer for logistics issues in intelligence or operations publications.

a. Primary Reviewers. Primary reviewers have accounts in the JDDT that enable assignment to establish a reviewer hierarchy. The JSDS/LA, JEDD AO, and CRAs must have a primary reviewer account. A hierarchy of reviewers is established when the JSDS or LA is assigned, and the CRA organizational accounts are assigned as subordinates. This hierarchy ensures the JSDS or LA receives comments only from the person authorized by their organization. Additionally, primary reviewers may elect to review drafts as contributing reviewers if they have not been assigned to review the JP. Review the “PR User Guide” located under Help on the JDDT menu for complete guidance.

b. 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.

(1) The JDDC member organization or tasking authority may provide a comment key that allows the contributing reviewer to open and comment on a draft JP. The comment key simplifies retrieving comments from multiple commenters. Multiple reviewers can use the same comment key because all comments are differentiated by the reviewer’s e-mail address.

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(2) Supplemental instructions sent out with the formal tasking include the comment keys for the J-Dirs. 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 JEDD AO and provide the comment key they used so their comments can be retrieved. Review the “CR User Guide” located under Help on the JDDT menu for complete guidance.

c. Consolidation and Submission of Comments. CRAs consolidate all reviewer comments (primary and contributing) for their organization and submit them to the JSDS/LA and JEDD AO. Before submitting, CRAs should review their organization’s comments for appropriateness and consistency, and to avoid redundancy and conflicting comments. CRAs should review the “Org User Guide” located under “Help” on the JDDT menu for complete guidance.



## ENCLOSURE B

### JOINT DOCTRINE REVISION PROCESS

1. Introduction. This enclosure describes the mechanisms and processes to revise or change approved JPs. JEDD assesses and updates JPs through the joint doctrine revision process, and may change existing publications that fall short of a full revision using one of three change processes: routine, administrative, or urgent change. Change actions are generally limited in scope and are usually initiated by JEDD or by a recommendation from a JDDC member. JEDD may also conduct special studies.

2. Joint Doctrine Revision Process Overview. The joint doctrine revision process is a deliberate approach to assess and revise existing JPs to ensure they contain the most current doctrine and practices recognized by the JDDC. An existing JP is revised following a three phase process, as depicted in Figure 1. JEDD normally initiates a full revision based on review phase results that determine the JP is no longer valid or current. However, JEDD may waive the review phase and initiate the revision phase for a JP at the direction of the CJCS or DJ-7, or upon written request from the JSDS for a JP for which they are the proponent. Revised JPs are signed and approved IAW Enclosure A. A full revision process may last up to 20 months (if all stages execute consecutively and none are abbreviated), as depicted in the notional timeline in Figure 2, and concludes when JEDD publishes the revised JP. JEDD may approve modifications to the revision process and timelines in coordination with the JSDS, LA, and JDDC.

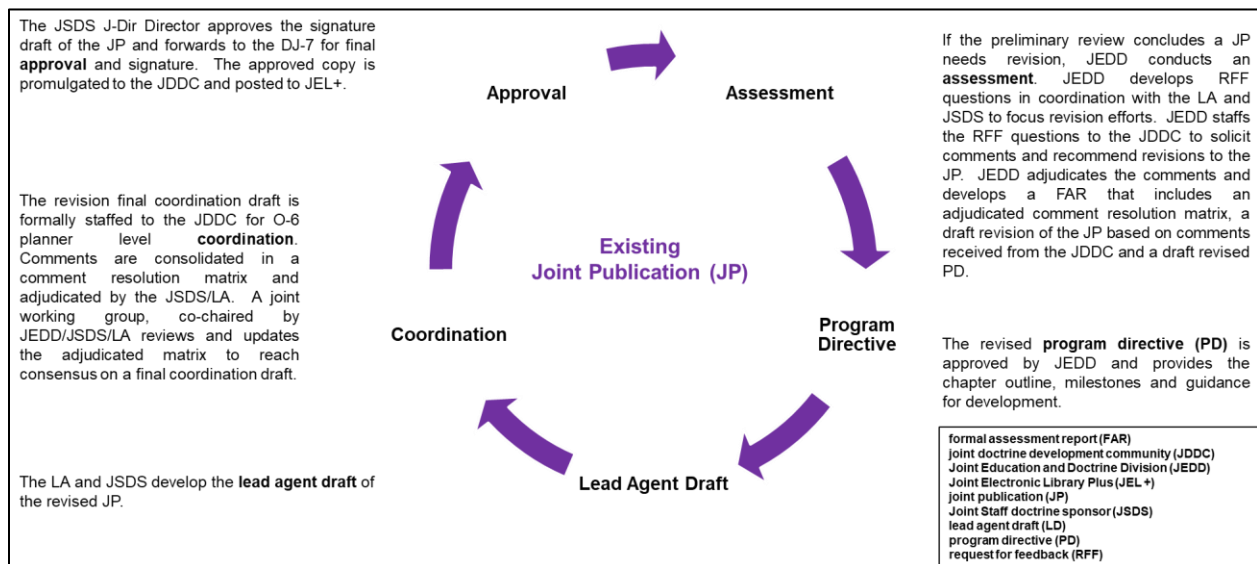


Figure 1. Joint Doctrine Revision Process

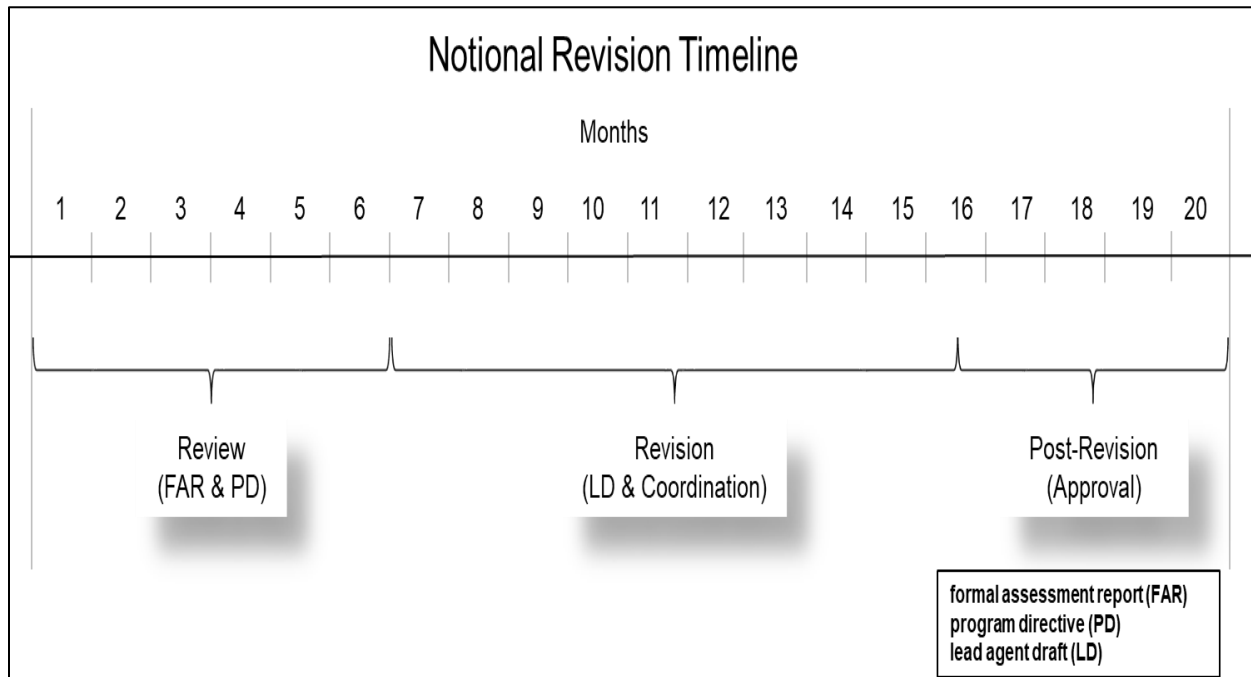


Figure 2. Notional Revision Timeline

a. Preliminary Review. JEDD conducts preliminary reviews (PRs) through continuous analysis of existing JPs to maintain running estimates for each publication. These running estimates form the basis for recommendations to revise, change, or validate JPs. PRs are ongoing and not part of the revision process timeline. PRs conclude when JEDD initiates a revision or change action for a given publication.

(1) JEDD conducts a preliminary analysis of policy and senior leader guidance; joint, Service, multi-Service, and multinational doctrine; observations from exercises and experimentation, lessons-learned; best practices; concepts; and CCMD plans to develop a disposition recommendation.

(2) JEDD collaborates with the JSDS, LA, and TRA(s) to solicit their input regarding disposition recommendations.

(3) JEDD AOs maintain a running estimate for each JP, informed by their analysis and stakeholder input, which are then used to develop disposition recommendations for consideration by the JDDC. JEDD may recommend one of three courses of action: revise the JP, change (routine, administrative, or urgent) the JP, or validate the JP without revision or change.

(4) JEDD normally presents recommendations to revise or change JPs during a JDPC to obtain the JDDC's concurrence.

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(5) Chief, JEDD documents PR results by signing a JDDC promulgation memo.

(a) If the PR validates a JP without revision or change, JEDD adds or updates the validation date on the JP cover and reposts the JP to JEL+.

(b) If the PR recommends updating a JP, JEDD adds the proposed revision and change action to the JDP following JDDC concurrence.

(c) JEDD provides a copy of the signed PR memo to the JSDS, LA, and TRA(s); notifies the JDDC; and posts it to JEL+.

b. Review Phase. JEDD conducts a formal assessment of an existing JP during the review phase, as depicted in Figure 3. The formal assessment is a collaborative and detailed analytic effort undertaken to support the revision process. The review phase normally lasts up to 6 months; however, it may be abbreviated if staffing is not required for a draft program directive (PD). The review phase initiates the revision process and concludes when the formal assessment report (FAR) and PD are signed and distributed to the JDDC.

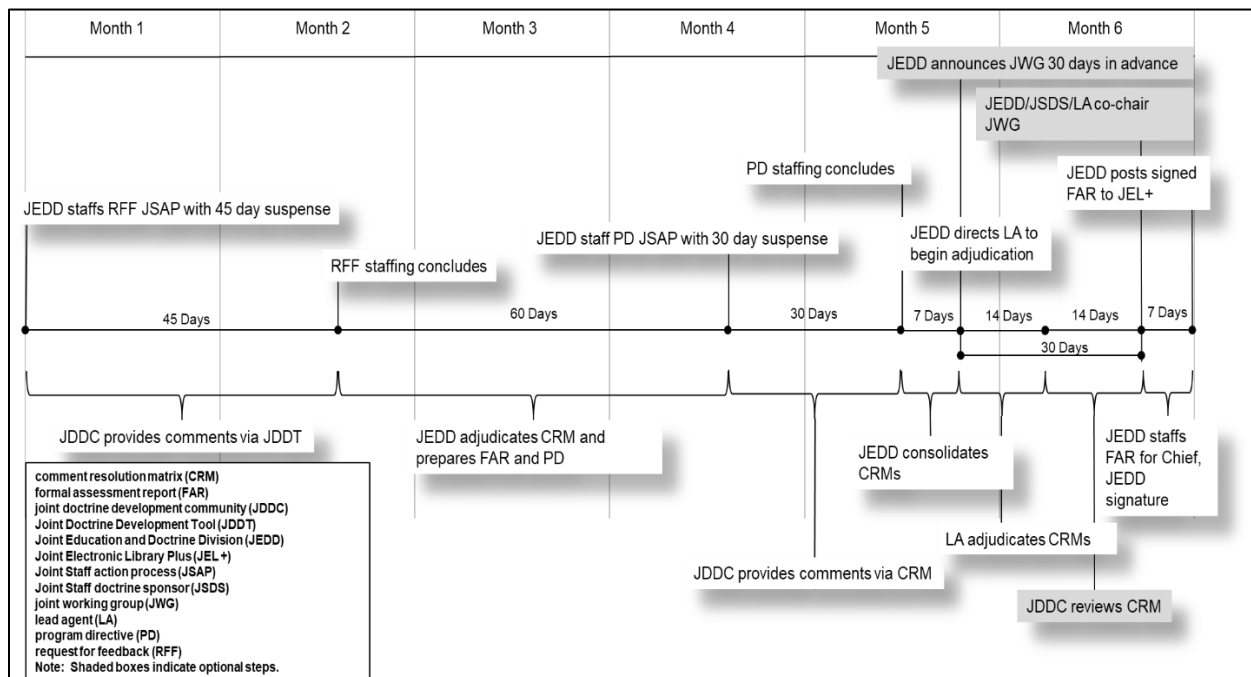


Figure 3. Review Phase

(1) JEDD analyzes policy and strategic guidance; joint, Service, multi-Service, and multinational doctrine; observations from exercises and

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experimentation, lessons learned, best practices, and concepts; and CCMD plans to develop assessment recommendations.

(2) JEDD prepares a request for feedback (RFF) questionnaire, in coordination with the JSDS and LA, consisting of both general and topic-specific questions.

(a) JEDD distributes the RFF to the JDDC for 45 days to obtain an AO-level review. The intent of coordination is to provide the JSDS/LA feedback from the JDDC in narrative format providing a way ahead to revise the publication; however, feedback may also include specific changes, using JDDT.

(b) The JEDD AO issues a formal tasking to JDDC members, directing CRAs to conduct a review of the JP using the RFF questionnaire and provide all comments through JDDT.

(c) The JEDD AO also distributes the RFF to other USG departments and agencies that have expressed interest in reviewing the RFF. Interagency coordination is conducted by e-mail, and comments are loaded into JDDT by the JEDD AO.

(3) Once JDDC coordination is complete, the JEDD AO reviews and adjudicates all comments and prepares a FAR in collaboration with the JSDS and LA. The FAR will include the JEDD AO's analysis, the perspectives of the JSDS/LA, and feedback from the JDDC. The FAR generally contains four attachments: summary report, adjudicated RFF CRM, JP next draft produced by JDDT, and draft PD.

(4) JEDD normally coordinates and approves the PD in conjunction with the FAR. If the PD is not coordinated and approved during this phase, it may be done during revision phase.

(a) If the draft PD changes the JP's scope, significantly alters the contents, or is otherwise contentious, JEDD coordinates it with the JDDC prior to approval. Otherwise, full coordination with the JDDC is not required for PDs developed during a FAR.

(b) If required, JEDD coordinates draft PDs with the JDDC for 30 days via the Joint Staff task management tool. Coordination for a revision PD follows the same procedures as a PD for a new JP.

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(c) JEDD consolidates comments received during coordination and adjudicates the CRM in coordination with the JSDS and LA. JEDD, the JSDS, and the LA complete CRM adjudication within 10 working days.

(5) JEDD may convene a JWG to review the FAR and, if required, comments from the PD staffing. JEDD notifies the JDDC of the intent to conduct a JWG 30 days in advance and provides members the draft FAR and adjudicated CRM not later than (NLT) 10 working days prior to the meeting.

(6) Following the JWG, JEDD applies any changes to the FAR and PD to create the signature version.

(7) Chief, JEDD approves the review phase results and signs the FAR promulgation memo and PD. JEDD provides a copy of the signed FAR and PD to the JSDS, LA, and TRA; notifies the JDDC; and posts them to JEL+. The review phase is complete once the results are published.

c. PD Stage. If a PD is not approved during the review phase, JEDD coordinates and approves it during the first stage of the revision phase. JEDD coordinates and approves the PD for a JP revision, as depicted in Figure 4. A PD formally notifies the JDDC that a JP revision is underway. PDs for a revision have the same content and format as those for a new JP, and identify the LA, JSDS, TRA, and other relevant points of contact (POCs). PDs also contain basic direction for conducting the revision, including the scope, table of contents, and key milestones. The PD stage, when conducted, normally lasts up to four months and concludes when the PD is signed and distributed to the JDDC.

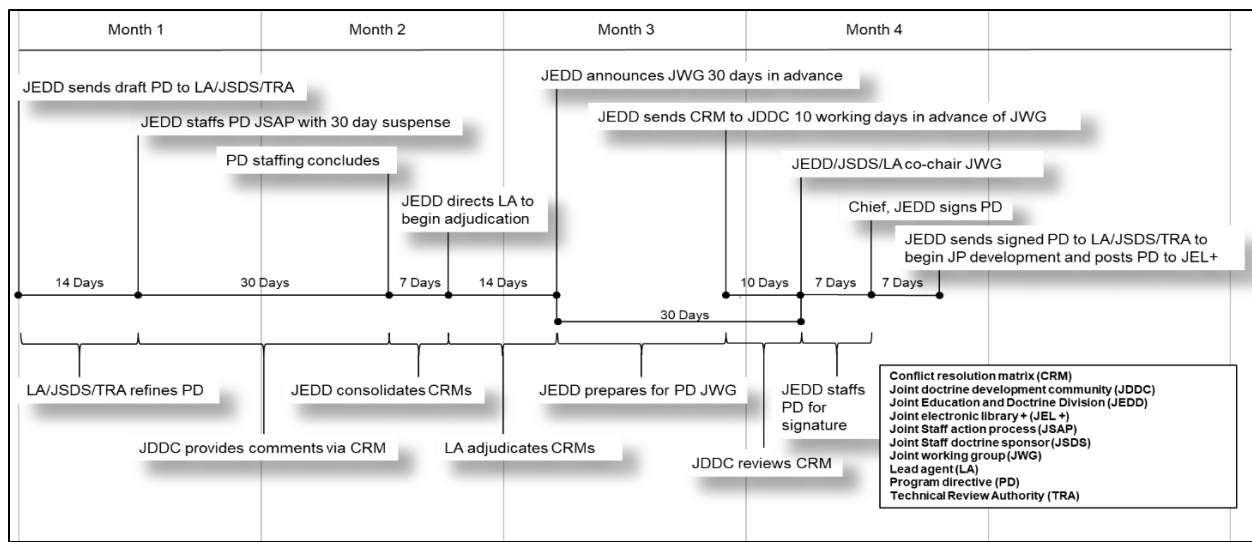


Figure 4. Program Directive Stage

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(1) If JEDD does not conduct a FAR, the JSDS/LA will develop a draft PD and submit it to JEDD for coordination and approval. Draft PDs developed without a FAR must be coordinated with the JDDC.

(2) JEDD coordinates draft PDs with the JDDC for 30 days via the Joint Staff task management tool. Coordination for a revision PD follows the same procedures as a PD for a new JP.

(a) JEDD consolidates comments received during coordination and provides a CRM to the JSDS/LA for adjudication. The JSDS/LA returns an adjudicated CRM to JEDD within 10 working days.

(b) JEDD may convene a JWG if required to address any contentious or unresolved issues that arise during coordination. JEDD notifies the JDDC of the intent to conduct a JWG 30 days in advance and provides members the adjudicated CRM NLT 10 working days prior to the meeting.

(c) Once comments are adjudicated, JEDD applies the CRM changes to create the signature version of the PD.

(3) Chief, JEDD approves the PD directing a revision.

(a) JEDD provides a copy of the signed PD to the JSDS, LA, and TRA; notifies the JDDC of the initiation of a revision; and posts it on JEL+.

(b) In addition to milestones in the PD, JEDD provides the JSDS/LA with a revision timeline and suspense. The JSDS ensures the milestones and suspense set by JEDD are met. The JSDS submits an O-6 or civilian equivalent memorandum to JEDD requesting an extension if either the LA or JSDS are unable to meet a suspense, causing a delay of the revised JP's projected publication date by more than 10 working days.

d. Lead Agent Draft Stage. When a PD is approved during the review phase, the LA draft (LD) stage begins the revision phase. During the LD stage, the JSDS/LA develops an LD of the JP based on guidance in the PD as depicted in Figure 5. The LD represents the JSDS/LA's recommendation to the JDDC to update the JP with the most recent and relevant information. The LD stage typically lasts 3–5 months, or as directed in the PD, and concludes when the JSDS provides the LD to JEDD for coordination.

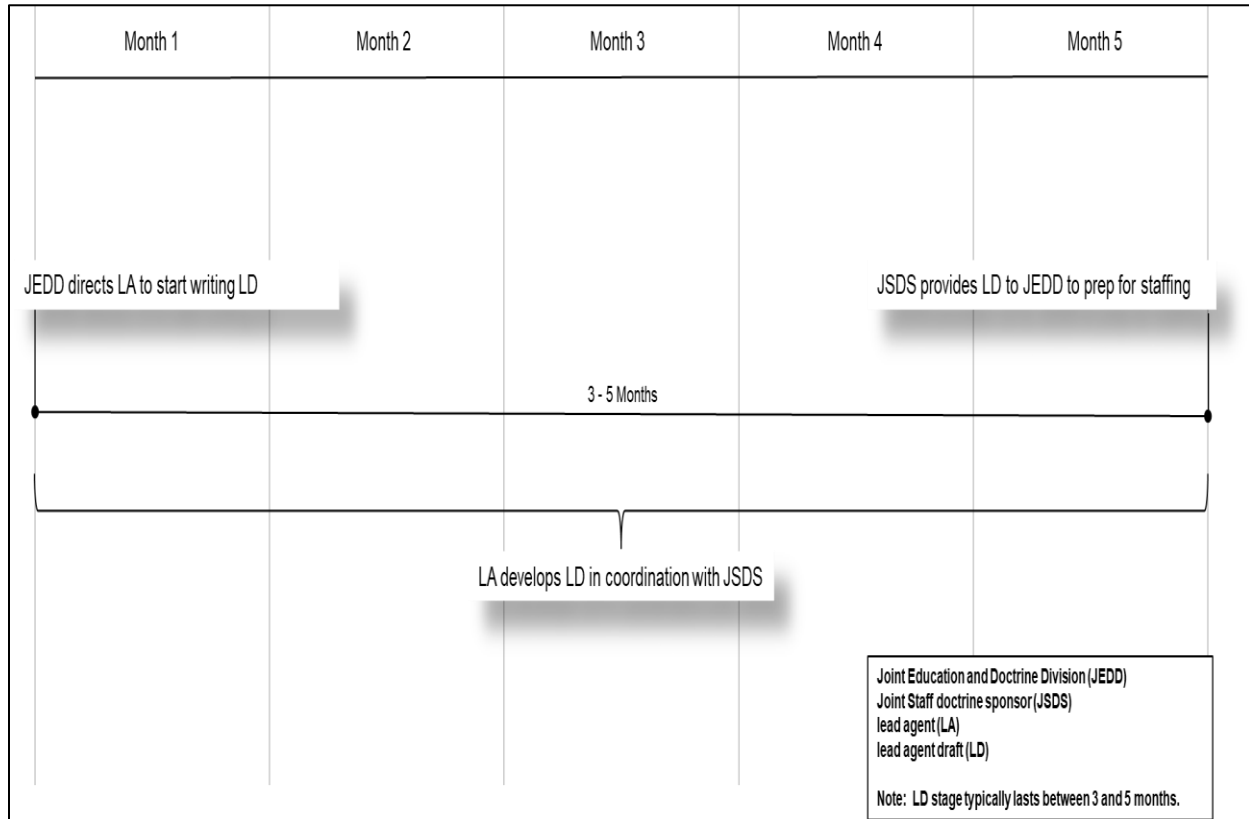


Figure 5. Lead Agent Draft Stage

(1) The LA, in coordination with the JSDS, develops the LD. The LA may designate a single author or assemble a writing team of subject matter experts to create the revised content.

(a) Regardless of whether a writing team is used, the LA should identify relevant stakeholders and maximize collaboration while developing the LD.

(b) Collaboration may include conducting coordination meetings and working groups, informally coordinating portions of the revised text, or requesting input from stakeholders.

(c) Collaboration helps ensure the LD is consistent with current joint doctrine, increases community consensus, and may help resolve contentious issues early.

(d) While the responsibility of the LA, the JSDS, and JEDD may assist or facilitate collaboration with stakeholders if requested.

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(2) The LA adheres to this manual's format and writing standards when developing the LD (see Enclosure E).

(3) The LA ensures any TRA named in the PD reviews it for technical accuracy.

(4) Once complete, the LA provides the LD to the JSDS for review.

(a) The JSDS reviews the LD to ensure it meets the standards in this manual, complies with guidance in the PD, incorporates relevant updates, and accurately represents the JSDS's position on the relevant doctrine.

(b) The JSDS may return it to the LA to correct errors, incorporate changes, or further revise the document.

(5) The JSDS provides the completed LD, in Microsoft Word track changes format, to JEDD NLT than the milestone directed in the PD, normally 3–5 months following the PD's signature.

(a) While the LA writes the LD, the JSDS ensures it is completed on time and according to relevant guidance.

(b) The JSDS AO ensures both the LA and JSDS concur with the LD at the O-6 or civilian equivalent level.

(c) The JSDS AO also identifies any anticipated or unresolved contentious issues.

(6) JEDD ensures the LD meets all relevant requirements and is reviewed by the JSDS, LA, and TRA (if one is designated). If it does not meet requirements, it may be returned to the JSDS/LA for additional work.

e. Coordination Stage. JEDD conducts O-6 planner-level coordination of the proposed revision, as depicted in Figure 6. Formal coordination includes all voting and non-voting JDDC members, and other relevant USG departments and agencies, and ensures the revision represents the community's best advice to the Joint Force. The coordination stage normally lasts for approximately 6 months and ends when JEDD publishes the post-JWG results. The conclusion of the coordination stage ends the revision phase.



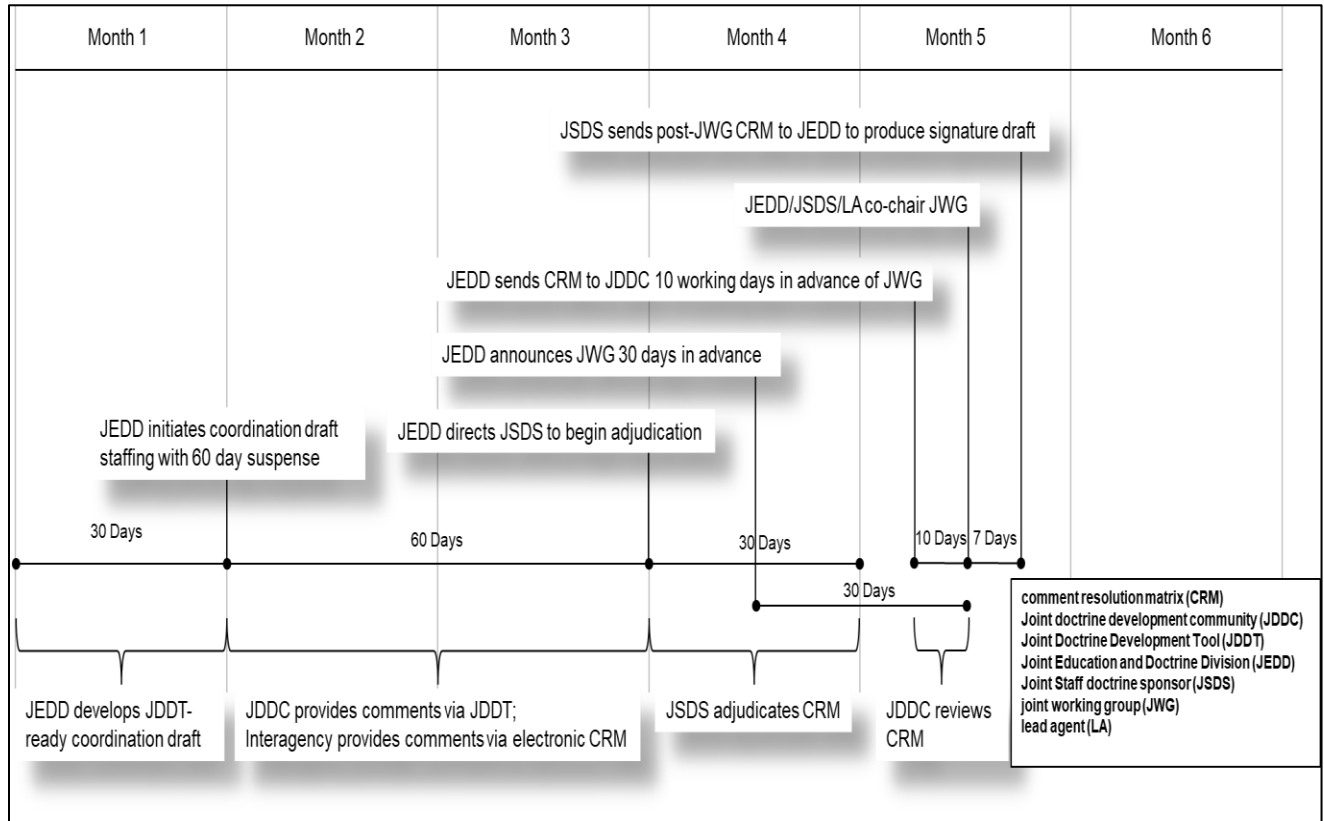


Figure 6. Coordination Stage

(1) JEDD reviews the LD for spelling, grammar, and format errors and uses it as the basis to prepare the coordination draft for staffing. JEDD then uploads the coordination draft to JDDT and to JEL+. This process is generally accomplished within 30 days.

(2) JEDD distributes the coordination draft to the JDDC for 60 days for O-6 planner-level review.

(a) The JEDD AO issues a tasking to JDDC members to review and comment on the coordination draft.

(b) The tasking directs CRAs to review and provide all comments in JDDT.

(c) The JEDD AO also distributes the coordination draft to other USG departments and agencies that have expressed interest in reviewing the publication. Interagency coordination is conducted by e-mail, and comments are loaded into JDDT by the JEDD AO.

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(d) A GO/FO or civilian equivalent memorandum must accompany all critical comments.

(2) Once JDDC coordination is complete, the JSDS reviews and adjudicates all comments IAW guidance provided by JEDD and provides the pre-JWG CRM to JEDD within 30 days.

(a) The JSDS may request the LA's assistance with the adjudication process if needed; however, the JSDS is ultimately responsible for the adjudication. The JEDD AO should provide the adjudicator with a "how to" guide to assist in adjudicating the CRM.

(b) The adjudicator should attempt to identify solutions to resolve any critical and major comments or other contentious issues with the submitting organization to the greatest extent possible.

(c) The adjudicator informs JEDD of unresolved contentious issues and downgrades any critical comments not accompanied by a GO/FO or civilian equivalent memorandum to major comments.

(3) JEDD normally convenes a JWG to review the adjudicated CRM within 45 days following the conclusion of JDDC coordination; however, this timeframe may vary depending on individual circumstances. JWGs may be conducted in person, virtually, or by e-mail based on the number and nature of comments, and other relevant considerations.

(a) JEDD notifies JDDC members of the intention to conduct a JWG NLT 30 days in advance and distributes the pre-JWG CRM to the JDDC NLT 10 working days prior to a scheduled JWG.

(b) JEDD co-chairs the JWG with the JSDS.

(c) All JDDC members are encouraged to participate in JWGs and may comment during discussion. Members who are not present are assumed to concur with the CRM and the JWG's decisions unless they communicated their position to JEDD in writing prior to the meeting.

(d) JDDC members normally designate an O-6 or civilian equivalent to represent their position at the JWG; however, an O-6 or civilian equivalent may delegate this duty to an individual of lesser grade if necessary. This delegation must be in writing and transmitted to JEDD prior to the JWG.

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(e) The JWG reviews all critical and major comments, and any other comments at the request of a JWG member. The JSDS defends the adjudication, but the JWG may change or modify the adjudication of any comment based on a consensus of the JDDC voting members in attendance.

(f) JWGs resolve most issues through discussion and consensus. However, any voting member may call for a formal vote on an issue. Only designated representatives from voting members participating in the JWG may cast formal votes. In addition to the JDDC voting members, the JSDS for the applicable JP may cast a vote. In the event of a tie, the JEDD AO will cast a tie-breaking vote on behalf of the Joint Staff. The briefing package forwarded from the JSDS requesting signature of a publication should highlight any votes that were taken and include detailed discussion of any vote by the JWG.

(g) If there are additional required adjustments to the JP that cannot be accomplished during the JWG, due-outs may be assigned to designated members. The JEDD AO achieves consensus, or vote if required, via e-mail coordination with the participating JWG members.

(4) Once the JWG adjourns, JEDD publishes the working group results on JEL+.

(a) These results document the JWG's decisions and include the outcome of any formal votes, any unresolved issues, and the post-JWG CRM.

(b) Unless the actions described in subparagraphs (4)(c) and (4)(d) below are taken, the JWG's results represent the JDDC's final adjudication for the coordination draft. JEDD uses the post-JWG CRM to produce the signature draft of the revised publication.

(c) If significant unresolved issues remain following a JWG, JEDD may approve further revision and additional formal coordination. JEDD may approve an additional coordination stage based on a written request from the JSDS, a JWG recommendation, or at Chief, JEDD's discretion. This additional coordination stage must be approved prior to the development of the signature draft.

(d) If the JSDS or a voting member disagrees with a JWG decision, they may appeal the decision at the GO/FO level through the J-7. The J-7 leadership will resolve the issue between the interested voting members. Additionally, the J-7 may determine the issue is best discussed and resolved by the Joint Force's senior military leadership, and refer unresolved issues to the DepOpsDepts, OpsDepts, or JCS resolution bodies IAW Joint Staff policy and

procedures. The JSDS or voting member must notify JEDD of the intention to appeal prior to the development of the signature draft.

f. Post-Revision Phase. During this phase, JEDD develops the signature draft of the revised JP and routes it for approval, as depicted in Figure 7. This phase is normally complete within four months and ends when JEDD publishes the approved JP.

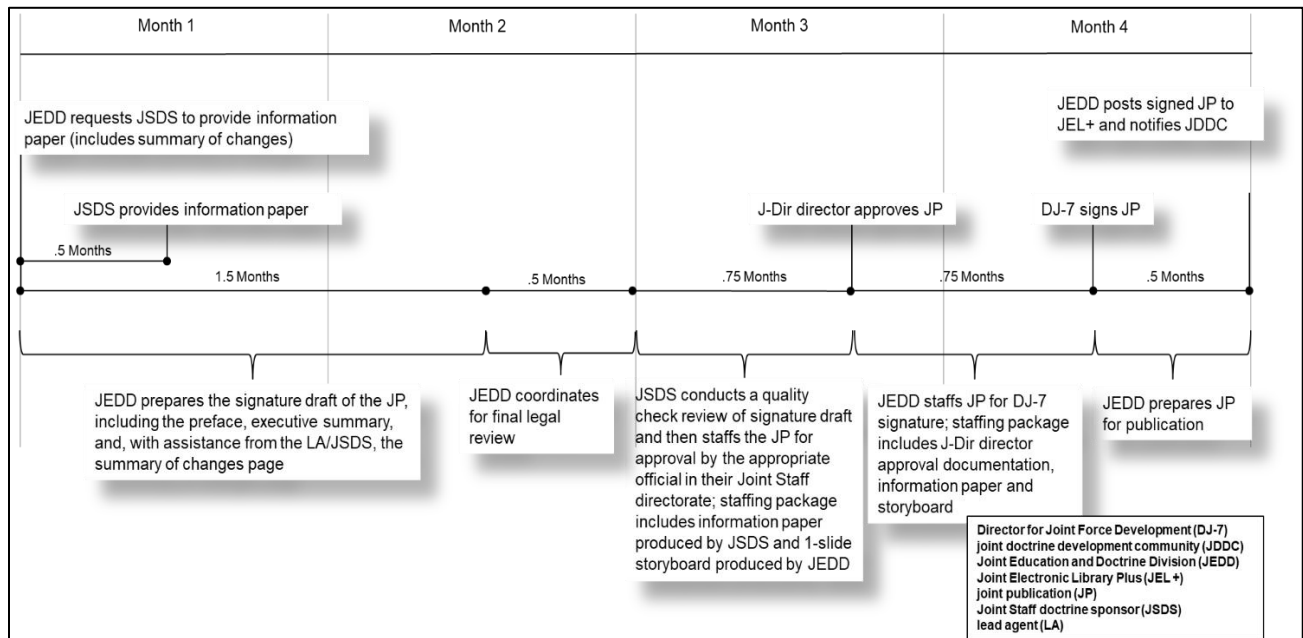


Figure 7. Post-Revision Phase

(1) JEDD normally prepares the signature draft of the revised publication within 45 calendar days using the JWG results.

(a) The JSDS submits an information paper that includes the summary of changes to JEDD within 10 working days following the JWG. JEDD uses this information paper to develop the summary of changes page in the revised JP.

(b) JEDD creates the executive summary for the JP based on text in the body of the document and input from the JSDS/LA. The executive summary will not include content that is substantively different from text in the signature draft.

(c) The JSDS shall confirm the releasability of the JP; specific releasability procedures are listed in paragraph 10 of Enclosure A.

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(2) Once complete, JEDD coordinates a final legal review of the signature draft, normally within 14 calendar days. Following the legal review, JEDD coordinates any substantive changes with the voting members who participated in the JWG.

(3) Following a favorable legal review, the JSDS reviews and approves the signature draft, normally within 21 calendar days.

(a) The JSDS AO reviews the signature draft for administrative errors and ensures the JWG approved revisions are accurately applied. The JSDS AO notifies JEDD if they identify errors in the signature draft.

(b) The JSDS AO obtains their directorate's approval on the signature draft in writing, IAW Enclosure A, and provides a copy to JEDD.

(3) Once the JSDS's approval is received, JEDD routes the signature draft for signature, IAW Enclosure A. Publications are normally signed within 21 calendar days of JSDS approval.

(4) Upon signature, JEDD prepares the signed version of the JP for publication within 14 working days. JEDD notifies the JDDC of the approved JP and publishes it electronically IAW J-7 policy.

3. Routine Change Overview. A routine change enables limited changes to a JP without undergoing a full revision, and is typically conducted in three months. This change action is intended to address potentially incorrect, incomplete, misleading, or confusing information; correct operating techniques; or incorporate new terms or information. A routine change requires O-6 planner-level coordination with the JDDC and is approved by a GO/FO or civilian equivalent in the JSDS directorate, IAW Enclosure A.

a. A PR or special study may recommend a routine change or a JDDC member may recommend a routine change at any time by submitting a "Joint Doctrine Feedback Form" and any supporting documents to JEDD IAW the JP's administrative instructions appendix.

(1) Change recommendations should be limited to a single topic or portion of the JP and contain sufficient detail to enable the LA/JSDS to implement the change.

(2) Examples of a routine change recommendation may include: replacing outdated terms or figures, updating existing procedures, editing or deleting specific portions of text, and adding or removing appendices.

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(3) Multiple recommendations may be submitted for the same publication.

(4) Recommendations should be submitted by or coordinated with the JDDC member's designated CRA and represent the member's official position.

b. JEDD reviews the recommendation(s) in coordination with the LA/JSDS, and determines whether it meets the requirements for a routine change.

(1) JEDD may return recommendations that are either incomplete or lack justification to the submitting organization for additional information.

(2) If a recommendation does not meet the criteria for a routine change, JEDD may address the recommendation through a more appropriate change mechanism, include the recommendation in the JP's next scheduled revision, or return the recommendation to the submitter without action.

(3) If the recommendation meets the requirements for a routine change or if a PR or special study recommends a routine change, JEDD provides the master files and directs the LA/JSDS to develop a properly formatted draft of the JP incorporating the recommended change(s). JEDD normally assigns a 30 calendar day suspense to generate this draft but may allow more time based on the extent of the proposed change(s) and other operational requirements.

c. JEDD coordinates only the portions of the draft JP incorporating the change(s) with the JDDC for 30 days via JDDT. Unless stated otherwise, coordination for a routine change follows the same procedures as the doctrine development and revision process.

(1) JDDC members only comment on those publication portions affected by the change.

(2) Following staffing, the LA/JSDS reviews any JDDC comments and return an adjudicated CRM to JEDD within 30 working days.

(3) JEDD normally convenes a JWG to review critical or major comments and address any unresolved issues. If no critical or major comments are received, a JWG is optional.

(4) If a JWG is not conducted, JEDD electronically distributes the adjudicated CRM to the JDDC members and allows 10 working days for review. During this 10-day period, members may raise objections to the comment

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adjudication or recommend convening a JWG. Following the 10-day comment period, the CRM is used to generate the JP incorporating the change(s).

d. A GO/FO or civilian equivalent in the JSDS directorate approves the JP incorporating the change(s) and forwards it to JEDD. JEDD notifies the JDDC of the change and publishes it electronically IAW J-7 policy. The cover of the electronic version of the JP will reflect the appropriate change number and the date JEDD approved the change.

4. Administrative Change Overview. Administrative changes enable minor corrections to existing JPs. Administrative changes may not make substantive changes to content in an approved JP. These change actions do not require full JDDC coordination and are approved by Chief, JEDD.

a. Anyone may recommend an administrative change at any time by submitting a “Joint Doctrine Feedback Form” and any supporting documents to JEDD IAW the JP’s administrative instructions appendix.

(1) An administrative change recommendation explains the specific correction(s) that need to be made and provide a justification if necessary.

(2) An administrative change may address items such as misspelled words, missing or incorrect punctuation, or formatting issues.

(3) Multiple recommendations may be submitted for the same publication.

b. JEDD reviews the recommendation and determines whether it meets the requirements for an administrative change.

(1) JEDD may return an incomplete recommendation to the submitting individual or organization for additional information.

(2) JEDD may consult with the LA/JSDS if necessary to ensure the recommendation does not substantively change the content of the JP.

(3) If the recommendation(s) does not meet the criteria for an administrative change, JEDD may address the recommendation through a more appropriate change mechanism, include the recommendation in the JP’s next scheduled revision, or return the recommendation to the submitter without action.

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(4) If the recommendation meets the requirements for an administrative change, JEDD will normally apply the change to the currently approved version of the JP.

c. Chief, JEDD approves the JP incorporating the change(s) and JEDD publishes it electronically IAW J-7 policy. The cover of the JP will not reflect a change number and will retain the date the JP was most recently approved.

5. Urgent Change Overview. An urgent change is the most expedient means to make time-sensitive changes to critical portions of a publication. An urgent change requires immediate promulgation to prevent personnel hazard, emphasize a limitation that adversely affects operational effectiveness, or is necessary to respond to swiftly changing operational priorities or senior-leader guidance. An urgent change request requires abbreviated coordination with the JDDC and is approved as directed.

a. Any JDDC member may recommend an urgent change by submitting a GO/FO or civilian equivalent memorandum to JEDD. The change recommendation should include justification for the urgent change request and the proposed new or revised text.

b. JEDD reviews the recommendation, in coordination with the LA/JSDS, and determines whether it meets the requirements for an urgent change within 7 business days.

(1) JEDD notifies the submitting organization if the recommendation is incomplete, requires additional information, or fails to meet the requirements for an urgent change.

(2) If the recommendation is complete and meets the requirements for an urgent change, JEDD directs the LA/JSDS to develop a properly formatted draft of the JP incorporating the recommended change(s). JEDD normally assigns a 14-day suspense to generate this draft but may allow more time based on the extent of the proposed change(s) and other operational requirements.

c. JEDD shall coordinate the draft JP incorporating the change(s) with the JDDC for three working days via the Joint Staff task management tool. Due to the urgent nature of this change action, JDDT is not used.

(1) JDDC members should focus on the portions affected by the change.



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(2) The LA/JSDS shall review JDDC comments and return an adjudicated CRM to JEDD within three working days.

(3) JEDD shall convene a short notice JWG to resolve any critical or major comments. Short notice JWGs are conducted within 10 working days of the staffing suspense. A JWG is optional if no critical or major comments are received.

(4) JEDD sends a notification of formal tasking to JDDC members via e-mail.

d. The DJ-7, or delegated GO/FO deputy director, approves the JP incorporating the change(s). JEDD notifies the JDDC of the change, and post publishes it electronically IAW J-7 policy. The cover of the JP will reflect the appropriate change number and the date of the approved change.

6. Special Studies Overview. JEDD conducts special studies to determine the most efficient course of action for maintaining the relevancy of joint doctrine. A special study may examine a JP, a group of JPs, emerging doctrine, or a specific topic. JEDD presents the results to the JDDC during JDPCs for discussion and recommendations for topics relevant to the JDDC. Outcomes may include recommendations to revise, change, consolidate, transfer, or cancel a JP, initiate a new JDN, or transition a JP to a joint guide.

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Enclosure B

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ENCLOSURE C

JOINT DOCTRINE DEVELOPMENT PROCESS

1. Introduction. This enclosure describes the process of developing a new JP.
2. Joint Doctrine Development Process Overview. The joint doctrine development process creates a new publication to fill a void in existing doctrine. The development of a new JP follows the process depicted in Figure 8. DJ-7 normally approves the development of a new publication based on a JDDC member’s proposal, analysis conducted by JEDD, and a JDPC recommendation; however, DJ-7 may direct development of a new JP based on changes in the operational environment, emerging best practices, or guidance from CJCS. If directed by DJ-7, a new JP normally enters the process in the development phase. New JPs are approved IAW Enclosure A. The development process concludes when JEDD publishes the new JP and typically lasts 15 months or longer, from when a JDDC member submits a complete proposal.

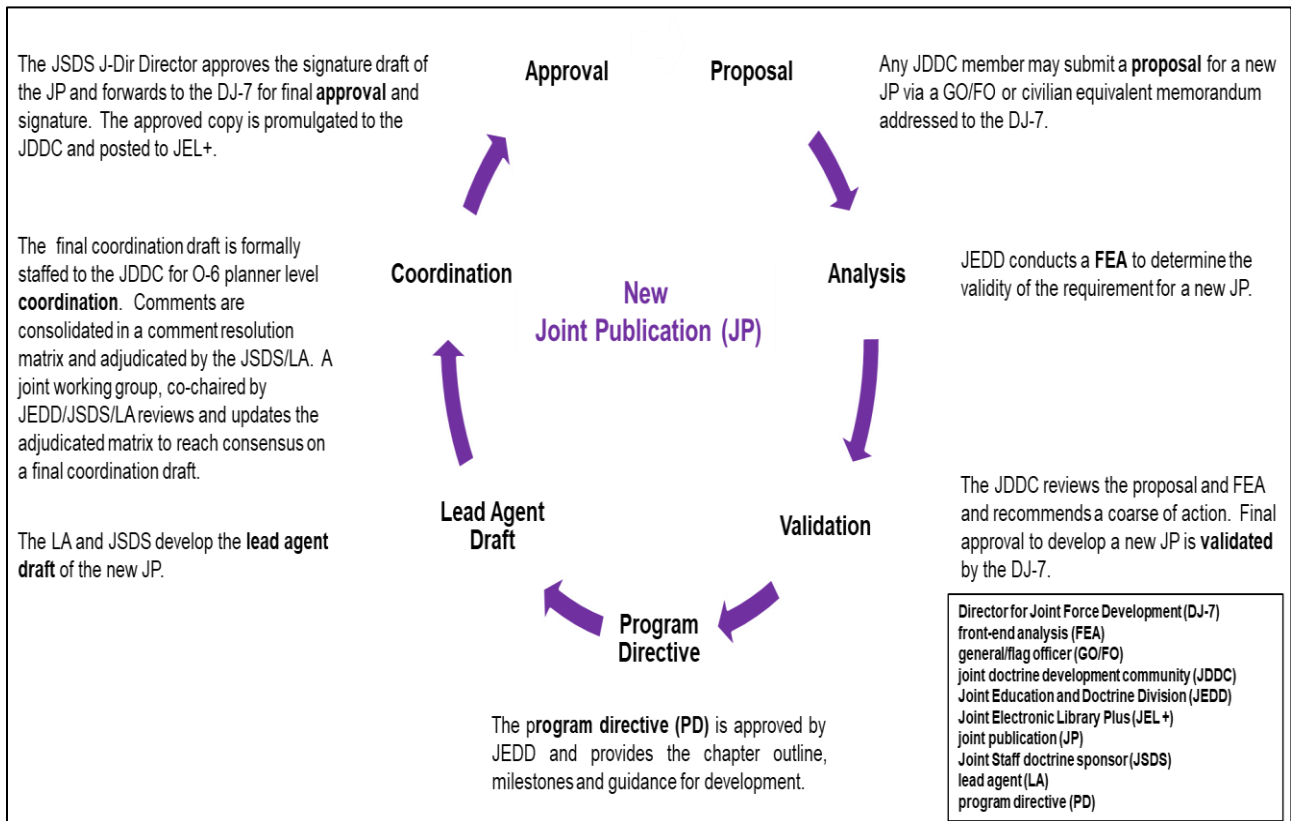


Figure 8. Joint Doctrine Development Process

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a. Proposal Phase. Any JDDC member may submit a proposal for a new JP. Proposals must include an endorsement memorandum from a GO/FO or civilian equivalent.

(1) JEDD solicits project proposals prior to each semiannual JDPC, but JDDC members may submit a proposal at any time.

(2) JDDC members must follow the format included in Appendix A to Enclosure C when submitting proposals. A complete proposal must include a draft PD (see Appendix B to Enclosure C) and a proposal paper. Proposal papers provide the basis for JEDD's front-end analysis (FEA), and should:

(a) Demonstrate that the subject meets the definition of joint doctrine.

(b) Identify the perceived doctrinal void and explain how the new JP will fill it.

(c) Describe the proposed JP's scope.

(d) Identify capabilities and recommend any unique command relationships necessary to execute the doctrine.

(e) Identify relevant sections of JPs and other sources deemed critical to analyzing the proposal accurately.

(3) A proposal may recommend moving information from a multi-Service publication to a new JP. In this case, it identifies the current version of the multi-Service publication and addresses how its content fills the doctrinal void.

(4) JEDD reviews proposals for content, rationale, and completeness and may return insufficient proposals to the submitting organization for additional information. A clear and complete proposal, with sound justification and an explicit scope, is essential to the JEDD FEA and an informed JDPC vote on the proposal.

(5) The proposal phase has no set timeframe and concludes when JEDD determines the proposal is sufficient for further analysis.

b. Analysis Phase. JEDD conducts a FEA to determine if the proposal establishes the requirement for a new JP. An FEA usually lasts for 60 days and concludes when JEDD publishes the FEA findings and recommendations.

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- (1) JEDD evaluates proposals to determine whether they meet the criteria for a new JP as stated above.
- (2) Based on this analysis, JEDD may recommend one of the following:
  - (a) Reject the proposal because there is no requirement.
  - (b) Address the requirement through a change or revision to an existing publication(s).
  - (c) Approve the proposal.
  - (d) Nominate for possible multi-Service or other publication.
- (3) JEDD may also propose a JSDS, LA, and TRA, if the FEA recommends a new publication.

## c. Validation Phase

- (1) JEDD coordinates the proposal and FEA with the JDDC via a JDPC or through formal staffing.
  - (a) Proposal and FEA briefing at a JDPC. Ordinarily, the sponsoring organization briefs its proposal and JEDD briefs the FEA during a JDPC. JDDC voting members deliberate and vote on the proposal and corresponding FEA recommendations. JDDC voting members may also recommend an LA. JEDD consolidates the voting results and forwards a formal recommendation to DJ-7 for decision.
  - (b) Proposal and FEA coordination. If the proposal and FEA are not briefed at a JDPC, JEDD formally coordinates the proposal and FEA recommendations with JDDC voting members for review and vote. JDDC members generally have 10 working days for O-6 planner-level review of the recommendation; however, if required, JEDD may allow an additional 10 working days to resolve contentious issues. JEDD collects and adjudicates the voting members' responses and submits a consolidated recommendation to DJ-7 for a decision.
- (2) The DJ-7's decision results in one of the following:
  - (a) No action required (i.e., no need for the proposed JP).
  - (b) Revise an existing JP or a JP already under development.

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(c) Develop a new JP.

(d) Identify a more appropriate publication type, such as a multi-Service publication, multinational publication, or JDN.

d. Development Phase. The development phase consists of three stages and concludes once coordination of the new JP is complete.

(1) PD Stage. JEDD coordinates and approves the PD for a new JP during the development phase. A PD notifies the JDDC the development of a new JP is underway. The PD identifies the JSDS, LA, TRA, and other relevant POCs, and contains basic direction for developing the JP, including the scope, table of contents, and key milestones. The PD stage normally lasts up to four months, and concludes when the PD is signed and distributed to the JDDC.

(a) JEDD normally develops a draft PD using the initial draft included in the project proposal, results from the FEA, and feedback received from the JDDC during the validation phase.

1. Once the DJ-7 approves the development of a new JP, JEDD provides the FEA, JDDC comments from the validation phase, and draft PD to the JSDS/LA, and allows 14 days for review and comment on the document. JEDD incorporates any feedback from the JSDS/LA into the draft PD.

2. If the JSDS/LA proposes changes to the draft PD that were not coordinated with the JDDC during the validation phase, JEDD will coordinate the draft with the JDDC prior to approval. Otherwise, further coordination with the JDDC is not required for PDs that were already coordinated during project validation.

(b) Specific PD stage procedures are listed in paragraph 2.c of Enclosure B.

(2) LD Stage. The JSDS/LA develops an LD of the new JP based on guidance in the PD. The LD represents the JSDS/LA's recommendation to the JDDC to address the doctrinal void identified in the project proposal. The LD stage normally lasts 5 months, or as directed in the PD, and concludes when the JSDS provides the LD to JEDD for coordination. Specific LD stage procedures are listed in paragraph 2.d. of Enclosure B.

(3) Coordination Stage. JEDD prepares the coordination draft and conducts formal O-6 planner-level coordination. Coordination includes all voting and non-voting JDDC members, and other relevant USG departments

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and agencies, and ensures the new publication represents the community's best advice to the Joint Force. This stage normally lasts for approximately four-and-a-half months and ends when JEDD publishes the JWG results. The development phase ends at the conclusion of this stage. Specific coordination stage procedures are listed in paragraph 2.e of Enclosure B.

e. Post-Development Phase. JEDD develops the signature draft of the new JP and routes it for approval. This phase is normally completed within three-and-a-half months and ends when JEDD publishes the JP. Specific post-development phase procedures are the same as those listed for post-revision in paragraph 2.f. of Enclosure B.

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Enclosure C

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## APPENDIX A TO ENCLOSURE C

### SAMPLE PROJECT PROPOSAL FORMAT

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 existing void, research conducted to indicate the need, and how the project or the subject will enhance the operational effectiveness of the joint force.)
3. Scope. (Provide recommendations as to what this project should cover.)
4. Recommended 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).

(Signature block)

Attachments:

1. Concept Paper
2. Program Directive

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Appendix A  
Enclosure C

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Appendix A  
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## APPENDIX B TO ENCLOSURE C

### SAMPLE PROGRAM DIRECTIVE FORMAT

#### MEMORANDUM FOR JOINT DOCTRINE DEVELOPMENT COMMUNITY

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

1. Purpose. This memorandum provides the content outline, milestones, and guidance for the [development/revision] of JP (number), (title). Additionally, this memorandum assigns [organization] as the lead agent (LA), [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) 5120.01, *Joint Doctrine Development and Revision Process*, the Joint Education and Doctrine Division (JEDD) completed a formal assessment of JP X-XX and recommended the publication (be revised, be changed, not be changed).)
3. Scope. (Concisely describe the aspect of Joint Force operations that will be explained in the JP. This statement is used verbatim in the preface of the JP, and guides the publication's development/revision, though the audience is the joint force reader.)
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. Do not use shortened word forms (e.g., acronyms, initialisms, and abbreviations) in the chapter outline of the PD since it serves as the basis for the table of contents.)
5. Recommended Audience. (Identify the intended audience. Example: This publication guides the Joint Staff, Services, combatant commanders, subordinate joint force commanders, 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.)

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6. References. This JP will be (developed/revised/changed) IAW Chairman of the Joint Chiefs of Staff Instruction (CJCSI) 5120.02, *Joint Doctrine System*, and Chairman of the Joint Chiefs of Staff Manual (CJCSM) 5120.01B, *Joint Doctrine Development and Revision 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. Project Development Milestones

- a. Lead Agent Draft: MMM YY (5 months after PD approval)
- b. Approval: MMM YY (TBD)

Note: The “MMM YY” is added when the PD is submitted for signature.

8. Coordination. The LA is directed to coordinate with the Services, combatant commands, other Joint Staff directorates, the NGB, 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. Terminology. The *DoD Dictionary of Military and Associated Terms* 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., JSDS, LA, TRA (if assigned), Joint Staff J-7. Include DSN, commercial phone, and e-mail.)

(Chief JEDD, signature block)

## ENCLOSURE D

### JOINT DOCTRINE NOTE PROCESS

1. Introduction. The Joint Doctrine System provides for the development of a JDN to temporarily address a potential doctrinal void. A JDN is neither authoritative nor approved doctrine; rather, it provides a mechanism to capture changes in the operational environment or emerging doctrine. A JDN should contain information on techniques, procedures, and organizational constructs that could be applied with existing or emerging capabilities.

2. JDN Development Process. The JDN process is a deliberate approach that creates a new JDN. The development of a JDN follows a six phase process, as depicted in Figure 9. Chief, JEDD normally approves development of a JDN based on a JDDC member's proposal, JEDD analysis, and JDDC voting member approval. However, the DJ-7 or Chief, JEDD may direct development of a JDN based on changes in the operational environment, emerging doctrine, or guidance from CJCS. If directed by the DJ-7 or Chief, JEDD, a new JDN normally enters the process in the validation stage. In either case, the Chief, JEDD documents approval to develop a JDN in a memorandum similar to a PD for a JP. JDNs are approved IAW Enclosure A. The full development process concludes when JEDD publishes the new JDN, and typically lasts 12 months or longer from when a JDDC member submits a complete proposal.

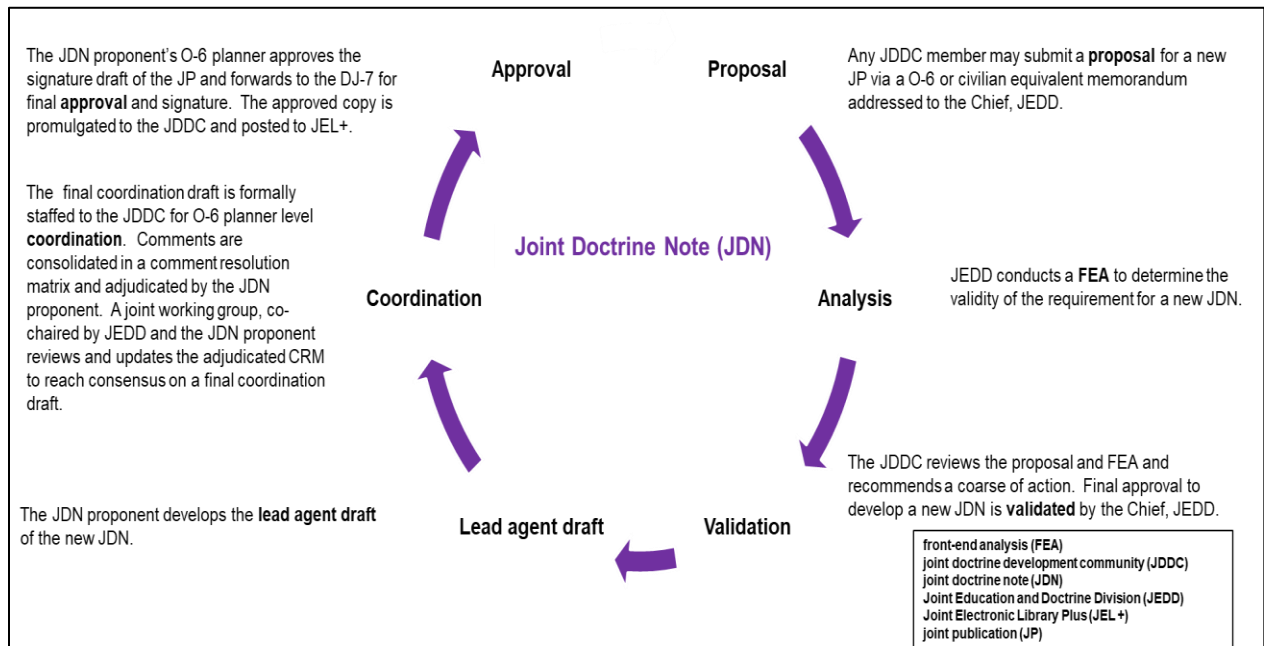


Figure 9. Joint Doctrine Note Process

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a. Proposal Stage. Any JDDC member may submit a proposal for a new JDN. The proposing organization is the JDN proponent. Proposals must include an endorsement memorandum from an O-6 or civilian equivalent.

(1) JEDD normally accepts JDN proposals prior to each semiannual JDPC, but JDDC members may submit a proposal at any time.

(2) The proposal provides the basis for JEDD's FEA and is a paper that contains the following:

(a) Proposed JDN Title. A succinct descriptive label.

(b) 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 inter-organizational stakeholders.").

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

(d) Background. 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.").

(e) Potential Solution. A summary of key aspects of the proposed solution and the existing capabilities to be applied (e.g., "USXXCOM 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 inter-organizational partners.").

(f) Briefing Packet. If the proposal is made via the JDPC process, a briefing is required to generate discussion and a JDPC decision. If the JDN proposal is submitted outside of the JDPC, a briefing packet is optional but may be provided if it will facilitate JEDD's understanding of the proposal.

(g) Proposed JDN development milestones.

(h) POC. List the government lead and contact information for the proponent organization recommending the JDN.

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(3) JEDD reviews proposals for content, rationale, and completeness and may return insufficient proposals to the submitting organization for additional information. A clear and complete proposal, with sound justification, is essential to the JEDD FEA and an informed JDPC vote on the proposal.

(4) The proposal phase has no set timeframe and concludes when JEDD determines the proposal is sufficient for further analysis.

b. Analysis Stage. JEDD conducts a FEA for a JDN proposal to determine whether the proposal meets the criteria for a new JDN. An FEA usually lasts for 60 days and concludes when JEDD publishes the FEA findings and recommendations. Acceptable proposals include an initial outline for the JDN and must:

(1) Sufficiently identify and document an issue that improves the efficiency and effectiveness of the joint force.

(2) Provide enough information on the potential solution for JEDD to determine its efficacy in the broader joint community.

(3) Propose a solution executable using existing or emerging capabilities.

c. Validation Stage

(1) JEDD coordinates the proposal and FEA with the JDPC either via a JDPC or formal staffing.

(a) Proposal and FEA Briefing at a JDPC. Ordinarily, the JDN proponent briefs its proposal, and JEDD briefs the FEA, during a semiannual JDPC. JDPC voting members deliberate and vote on the proposal and corresponding FEA recommendations.

(b) Proposal and FEA Coordination. If the proposal and FEA are not briefed at a JDPC, JEDD formally coordinates the proposal and FEA recommendations with JDPC voting members for review and vote. JEDD will send a formal tasker via the Joint Staff task management tool. JDPC members generally have 10 working days for planner-level review of the recommendation; however, if required, JEDD may allow an additional 10 working days to resolve contentious issues. JEDD collects and adjudicates the voting members' responses.

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(2) If the DJ-7 or Chief, JEDD directs a JDN to enter the process in this stage without an FEA, the JDN proponent shall draft a scope statement and outline for the JDN (similar to a PD for a JP), which must be coordinated with the JDDC as outlined above.

(3) Final approval to develop a new JDN is validated by Chief, JEDD and documented in a memorandum similar to a PD for a JP, which includes the outline for the JDN.

d. LD Stage. The JDN proponent develops the LD of the JDN according to approved milestones, in a format that provides the look and feel of a JP, using Enclosure E of this manual. 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 or reference j. A JDN's glossary should contain only approved terms and definitions in reference j. The LD stage concludes when the JDN proponent provides the draft to JEDD for coordination.

f. Coordination Stage. JEDD conducts formal O-6 planner-level coordination of the proposed JDN. Formal coordination includes all voting and non-voting JDDC members, and other relevant USG departments and agencies. The coordination stage normally lasts for approximately five-and-a-half months and ends when JEDD publishes the post-JWG results. Specific coordination stage procedures are listed in paragraph 2.e. of Enclosure B, with the exception that the JDN proponent performs the duties of the JSDS and LA.

g. Approval Stage. JEDD develops the signature draft of the new JDN and routes it for approval. This stage is normally complete within three-and-a-half months and ends when JEDD publishes the approved JDN.

(1) JEDD normally prepares the signature draft of the new JDN within 45 days using the JWG results.

(a) JEDD creates the executive summary for the JDN based on text in the document. The executive summary will not include content that is different from the text in the signature draft's body.

(b) JEDD confirms the releasability of the JDN. Specific releasability procedures are listed in paragraph 10 of Enclosure A.

(2) Once complete, the JDN proponent reviews and concurs with the signature draft, generally within 21 days.



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(a) The JDN proponent reviews the signature draft for administrative errors and to ensure the JWG approved revisions are accurately applied. The JDN proponent notifies JEDD as soon as possible if errors are identified in the signature draft.

(b) The JDN proponent obtains O-6 planner-level concurrence on the signature draft in writing and provides a copy to JEDD.

(3) Once the JDN proponent's O-6 planner-level concurrence is received, JEDD routes the signature draft for final DJ-7 approval. The DJ-7 typically approves publications within 21 days.

(4) Upon DJ-7 approval, JEDD prepares the JDN for publication within 14 working days. JEDD notifies the JDCC of the approved JDN and publishes it electronically IAW J-7 policy.

(5) JEDD reviews JDNs annually, in coordination with the proponent, to assess the JDN's continued applicability. A JDN is canceled when its content has been incorporated into a permanent JP, or the requirement for the JDN no longer exists, as determined by a JEDD recommendation and JDCC concurrence.

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## ENCLOSURE E

### FORMATTING JOINT PUBLICATIONS

1. Introduction. This enclosure provides formatting standards for JPs. Guidance in this manual takes precedence over guidance provided in reference k for the formatting of JPs.

#### 2. Organization Standards

a. Front and Back Covers. The JP number, title, date, and logos of the JCS and the six Services are printed on the front cover (sample, Appendix A to Enclosure E). For classified and CUI publications, the overall classification of the publication is printed at the top and bottom of the front and back covers. The classification authority block or CUI designation indicator is included, as appropriate. The publication covers will be color-coded using MS word custom color settings as follows:

- (1) UNCLASSIFIED or CUI—dark blue. (Red=21, Green=61, Blue=89).
- (2) CONFIDENTIAL—blue. (Red=0, Green=0, Blue=255).
- (3) SECRET—red. (Red=255, Green=0, Blue=0).
- (4) TOP SECRET—orange. (Red=255, Green=165, Blue=0).

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

(1) The long and short titles of the JP will be UNCLASSIFIED. Both long and short titles can 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, prepared by the JSDDS, is included in any JP the CJCS signs (sample, Appendix A to Enclosure E). The letter provides personal guidance concerning the subject matter of the publication.

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d. Preface. A preface is included to describe the scope, purpose, and application of the JP (sample, Appendix A to Enclosure E).

e. Summary of Changes. A summary of changes, prepared by the JSDS/LA, is included in all revised and changed JPs (sample, Appendix A to Enclosure E). The summary of changes provides bulleted statements listing the significant changes that were made to the previous edition.

f. Table of Contents. A table of contents is included in a bulleted format. Shortened word forms should not be used in the table of contents (sample, Appendix A to Enclosure E).

g. Executive Summary. An executive summary, prepared by JEDD, provides an overview of the publication (sample, Appendix A to Enclosure E). The executive summary consists of material extracted directly from the body of the publication without substantive modification and does not introduce any new material. The executive summary comprises a commander's overview and a synopsis and should typically be equal to no more than 10 percent of the length of the JP (not counting appendices).

(1) Commander's Overview. The executive summary opens with a commander's overview, a bulleted list of overarching themes presented in the publication.

(2) Synopsis. 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.

(3) Shortened word forms in the executive summary must be independently established in the commander's overview and the left and right columns in the synopsis section. Abbreviations, acronyms, and initialisms established in the executive summary must be reestablished again in the body of the publication.

h. Body of the Publication. The body of the publication is divided into chapters enumerated by Roman numerals (sample, Appendix A to Enclosure E). The chapters may be divided into sections (e.g., SECTION A), and paragraphs are numbered and continuous. JPs and JDNs do not use footnotes in the body of the document. However, a blue box vignette of an article, where a copyright applies, may allow the use of footnotes. 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

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conduct stability activities” as opposed to, “Joint Task Force Abel is tasked to ...”). This editorial rule applies throughout the publication.

i. Appendices and Annexes. Except for the reference and administrative instructions appendices, appendices and annexes supplement information that is initially discussed in the chapters. Appendices are placed at the end of the body of the publication and precede 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. If shortened word forms are established under normal acronym usage guidelines, they will not count as establishment for subsequent use in regularly formatted appendices and annexes.

(a) Shortened word forms in checklists or sample formats that are not established in the text of the body of the JP or an appendix or annex under the normal acronym usage guidelines do not appear in part I of the JP’s glossary.

(b) Appendices that are historical vignettes should establish shortened word forms for the reader. Shortened word forms in historical vignettes will not appear in part I of the JP’s glossary.

(2) References. References, if any, are listed in the second to last appendix (sample, Appendix A to Enclosure E). This list includes 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.

(a) References should be listed in alphanumeric order within each major hierarchical category (general, DoD publications, CJCS publications, allied joint publications (AJPs), Service publications). For example, CJCSIs should be listed before CJCSMs. CJCSI 5120.02 should be listed before CJCSI 5715.01.

(b) JP titles are used verbatim, except when a JP is under revision and an approved PD has changed the title. In such cases, the new title is used.

(c) Dates should not be used in references unless the date is part of a title.

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(d) 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 is not used in a JP to refer to the letter of an issuance.

(e) Established shortened word forms may be used in the reference appendix as designators if they were properly established in the text of the document (e.g., CJCSI, CJCSM); they can be established in the reference appendix if this is first use and there are subsequent uses as required by the guidelines in this directive.

(f) Shortened word forms should be spelled out if not established in the text of the document and not used the required number of times. Shortened word forms may be used in administrative appendix without first being established. Use of shortened word forms in the administrative appendix does not count for inclusion of the shortened word form in part I of the JP’s glossary.

(3) Administrative Instructions. This appendix is required and is always the final 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 being established. These are not included in part I of the JP’s glossary.

j. Glossary. The glossary usually consists of two parts: Part I, “Shortened Word Forms (Abbreviations, Acronyms, and Initialisms),” and Part II, “Terms and Definitions.” It is placed after the final appendix (sample, Appendix A to Enclosure E).

(1) Part I—Shortened Word Forms (e.g., Abbreviations, Acronyms, and Initialisms). Part I lists shortened word forms established in the body of the JP, to include the reference appendix if necessary. Such shortened word forms can be established when the term they represent is used at least five times, consistent with guidelines in this manual. Shortened word forms are placed in parentheses following their first appearance after the word or phrase they represent. There is no requirement to establish and use shortened word forms.

(a) Once established, shortened word forms may be used as adjectives and nouns. United State is an exception to this rule and is always spelled out when part of a proper name (e.g., United States Central Command, United States Space Force).

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(b) JP authors are encouraged to review existing shortened word forms listed in reference j. Authors should verify or modify shortened word forms that are still necessary, or remove obsolete ones.

(c) Shortened word forms are not 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).

(d) Shortened word forms do not count toward establishment when used as part of an official title of a document (e.g., handbook, directive, or issuance). The entry “For more information, see Department of Defense Instruction (DoDI) 3020.41, *Operational Contract Support (OCS)*” would not count as establishment of the shortened word form “OCS” but would count as the establishment for “DoDI.” The shortened word form “OCS” would have to be correctly established in the text and used four or more times in the text to be included in part I of the glossary. Use of the shortened word form in the text of the JP for publications like the examples listed below can be used and not listed in part I of the JP’s glossary when “[short title: {shortened word form}]” immediately follows the title of the publication. Examples include “(U) *National Military Strategy of the United States of America, 2018* [short title: NMS],” “*2018-2020 Contingency Planning Guidance (CPG)* [short title: CPG],” or “CJCSI 3110.01, (U) *2018 Joint Strategic Campaign Plan (JSCP)* [short title: JSCP].”

(e) If a shortened word form stands for more than one term in reference j, it may have only one meaning in a publication.

(f) 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 or in an appendix or annex to an appendix that is not an example, checklist, or vignette are not listed in part I of the glossary. Exceptions to this have already been covered for the reference appendix and the administrative appendix.

1. Preface.
2. Summary of changes.

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

4. Classified appendices.

5. Figures. Shortened word forms are either established in the figure or in a legend within the figure.

6. Vignettes.

(g) Special considerations

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

2. In rare cases where a shortened word form is more widely recognized than the word or phrase it represents, and is used fewer than five times in the text, the term may be used with its meaning placed in brackets immediately following (example, DNA [deoxyribonucleic acid]) and not included in part I of the glossary. If such a term is used more than four times it is established conventionally (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 are not 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 four times 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.



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4. The shortened word form “U.S.” is adjusted for consistency with no periods for JP usage, whether used in quotes, vignettes, or directive/issuance titles. This adjustment does not change the term’s intent and allows for consistent use within joint doctrine. The shortened word form for United States should only be used as an adjective and be spelled out when used as a noun in a sentence, or if another country name is used in the sentence. The shortened word form DoD is used for JP usage, whether used in quotes, vignettes, or directive/issuance titles, consistent with use in DoD issuances. When the shortened word form for Department of Defense is used in combination with other terms, it will be used consistent with use in DoD issuances.

5. Avoid using shortened word forms excessively, especially in a single sentence or paragraph.

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

7. Shortened word forms are not 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 are not established or used in picture captions.

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

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 are not 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 1. 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) Part II—Terms and Definitions. The glossary will 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 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

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modification, thus assuming proponency. Part II of the glossary will contain two paragraphs, if required. The first paragraph will list the current terms and definitions sourced to the JP. The second paragraph will list terms and definitions being removed from reference j due to the revision of the JP and/or the cancellation of another JP(s).

(a) Publication authors should examine existing terminology in reference j relating to the publication's subject matter for relevance and currency and verify, modify, or remove terms and definitions as appropriate. All terms and definitions must meet the criteria of reference m.

(b) Publication authors should examine the terminology in the Terminology Repository and policy terminology relating to the publication's subject matter. 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.

(c) Each term is annotated in parentheses at the end of the definition as to its proponency, inclusion, modification, or removal using the notation in Table 1 for the term in the proponent publication glossary.

(d) Publication authors should remove obsolete terminology from reference j.

(e) A proponency change from one JP to another should be coordinated with the JSDS/LA of the JP owning the term and with the JDDC.

(f) A modification of a definition of a term currently sourced to another JP should be coordinated with the JSDS/LA of the JP owning the term and will also be coordinated with the JDDC. Terms that a JP modifies will, by default, show that JP as the proponent in the next update to reference j.

(g) The JSDS/LA ensures changes to terms and definitions are annotated on the summary of changes page when the JP is approved.

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<b>GLOSSARY NOTATIONS FOR TERMS AND DEFINITIONS PLACEMENT</b>			
In parentheses at the end of the applicable entry.			
<b>TYPE OF ENTRY</b>	<b>DRAFT PUBLICATION NOTATION</b>	<b>SIGNATURE DRAFT NOTATION</b> <b>(Editor Use Only)</b>	<b>USE</b>
<b>EXISTING TERM AND DEFINITION</b>	(DoD Dictionary. Source: JP X-XX)  <i>“JP X-XX” represents the proponent publication.</i>	(DoD Dictionary. Source: JP X-XX)  <i>“JP X-XX” represents the proponent publication.</i>	Annotates proponent publication for term.
<b>NEW TERM AND DEFINITION</b>	(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.
<b>MODIFIED TERM AND DEFINITION</b>	(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.)  <i>“XXXXX” represents the term to be replaced.</i>	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.
<b>MODIFIED TERM, EXISTING DEFINITION</b>	(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.
<b>EXISTING TERM, MODIFIED DEFINITION</b>	(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.
<b>PROPONENCY CHANGE</b>	(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.

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<p><b>TERM AND DEFINITION DELETION</b></p>	<p>(Upon approval of this [revised or changed] publication, this term and its definition will be removed from the DoD Dictionary.) <i>Change entry to read “[term.] None.”</i></p> <p><i>Terms and definitions sourced to another JP that will be removed should not be listed here.</i></p>	<p>Upon approval of the signature draft, the terminologist will list all removed terms (from current JP and any cancelled JPs) to paragraph 2 of Part II of the glossary.</p>	<p>Recommends, staffs, and deletes an existing term and definition from the DoD Dictionary.</p>
<p><b>MULTI-PUB AND/OR MULTI-DEFINITION</b></p>	<p><b><u>EXISTING TERM, MODIFIED DEFINITION:</u></b></p> <p>(Upon approval of this [revised or changed] publication, definition # will modify the existing definition and be incorporated into the DoD Dictionary.)</p> <p>(Upon approval of this [revised or changed] publication, definition # sourced to JP X-XX will modify the existing definition and be incorporated into the DoD Dictionary.)</p> <p><b><u>PROPONENCY CHANGE:</u></b></p> <p>(Upon approval of this [revised or changed] publication, this publication will assume proponency for definition # and this publication number will be added to [or will replace] the existing proponent number in the DoD Dictionary.)</p> <p><b><u>TERM AND DEFINITION DELETION:</u></b></p> <p>(Upon approval of this [revised or changed] publication, definition # sourced to JP X-XX will be removed from the DoD Dictionary.)</p>	<p>Upon approval of the signature draft, replace the draft notation with “(Definition # approved for incorporation into the DoD Dictionary.)”</p> <p>Upon approval of the signature draft, replace the draft notation with “(Definition # sourced to JP X-XX approved for incorporation into the DoD Dictionary.)”</p> <p>Upon approval of the signature draft, replace the draft notation with “(Definition # approved for incorporation into the DoD Dictionary with JP X-XX as the Source JP.)”</p> <p>Upon approval of the signature draft, replace the draft notation with “<b>term.</b> None. (Definition # sourced to JP X-XX approved for removal from the DoD Dictionary.)”</p>	

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	(Upon approval of this [revised or changed] publication, definition # will be removed from the DoD Dictionary.)	Upon approval of the signature draft, replace the draft notation with “ <b>term</b> . None. (Definition # approved for removal from the DoD Dictionary.)”	
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Table 1. Glossary Notations for Terms and Definitions Placement

(h) Publication authors should avoid repeating glossary definitions verbatim in the text of a JP, but should use text to discuss or expand the definitions.

(i) Glossary terms should be written in lower case unless otherwise designated. For example, “operational control” is in lower case. However, a glossary term that is the title of a one-of-a-kind organization, item, or system is capitalized (e.g., Washington Liaison Group, Voluntary Intermodal Sealift Agreement, Global Positioning System).

(j) Publication authors 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 in references. If additional text is desired to elaborate on a definition, that information should be provided in the text of the publication.

(k) Glossary definitions should not contain shortened word forms.

(l) When JPs are consolidated into a new or existing JP, the glossaries of the JPs being consolidated will be resolved by the new or existing JP. This allows the new or existing JP to retain, modify, or delete such entries when consolidated during that JP’s development or revision.

### 3. Formatting Standards

a. Page Classification. The classification is shown at the top and bottom centers of each page. Unclassified publications are not marked. CUI and classified publications are marked IAW DoD policy.

b. Margins. The top and bottom margins of each page are 1 inch. The left and right margins of each page are 1.25 inches.

c. Approved Routine Change. Vertical lines are added in approved routine changes to annotate changed text. For even pages the vertical lines are on the left and for odd pages the vertical lines are placed on the right. The footer is

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annotated with “CH” initialism and change number following the publication short title.

d. Chapters. The top line on the first page of each chapter contains the chapter number in Roman numerals (e.g., CHAPTER II) and is centered on the page (sample, page Appendix A to Enclosure E) in regular type, Times New Roman 14-point font.

(1) 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.

(2) The top line and title are purple (R=129, G=0, B=129).

(3) All chapters start on the right side (odd-numbered pages) of the publication.

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

f. Paragraphs. Paragraphs are numbered sequentially within each chapter 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.”

(1) If sections are used within a chapter, paragraph numbering will be continuous within the chapter and will not begin again with each new section.

(2) 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.

(3) Paragraph classification markings will be IAW references g, h, and i.

g. Indenting. Paragraphs and subparagraphs will be indented as illustrated in Table 2.

h. Figures. Figures should be used to illustrate points and support the text.

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(1) 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”).

(2) The figure number and caption are centered under the figure in bold type, Arial 10-point font. If the caption is more than two lines in length, it will be fully justified under the figure.

(3) The caption of the figure and the heading at the top of the figure should match.

**1. Flush left; tabbed 0.3 inches after period.**

Second line is blank. Third line is tabbed 0.3 inches and full justified.

a. Tabbed 0.3 inches, two spaces after period, and full justified.

(1) Tabbed 0.6 inches, two spaces after closed parenthesis, and full justified.

(a) Tabbed 0.9 inches, two spaces after closed parenthesis, and full justified.

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

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

Table 2. Indenting Sample

(4) The figure should have a black outline box.

(5) If there is a full-page, landscape-layout figure, the figure number and caption remain centered under the figure.

(6) 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.

(7) Shortened word forms in figures should be avoided. If used, shortened word forms must be established in the figure or in a legend within the figure.

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i. Photographs. JPEG photographs should be used sparingly to reinforce the contents of the text.

(1) Photographs should be placed as close as possible to the text they support.

(2) Photographs are not numbered but 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 fully justified. Photo captions do not use shortened word forms.

j. Quotes. Each chapter may begin with a quote relevant to the chapter material. Quotes should not be used elsewhere in the remainder of a chapter.

(1) The source of each quote must also be provided with a date for time-frame reference if appropriate. Source notations will be right justified in bold type, Arial 10-point font.

(2) Quotes are placed in a light blue (R=153, G=204, B=255) text box and indented 0.3 inches from the left and right margins in italic type, Arial 11-point font.

k. Blue Boxes. Blue boxes are used to emphasize key terms or concepts that are central to understanding a particular topic.

(1) Each blue box that contains a vignette will have a title.

(2) A source or reference is optional.

(3) Unlike figures and photographs, there is no caption.

(4) The text will be placed in a light blue (R=153, G=204, B=255) box and indented 0.3 inches from both left and right margins in Arial 10-point font.

l. Vignettes and Examples. 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.

(1) Each vignette or example will be placed in a light blue (R=153, G=204, B=255) box and indented 0.3 inches from both the left and right margins.



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(2) Include a title and the source for vignettes that are cited verbatim. For vignettes developed from several sources, citing “Various Sources” is acceptable.

(3) The body and source are in bold type, Arial 11-point font; the source will be right-justified. Use the same format for “Key Terms” in JDNs.

m. Headers and Footers. Headers and footers are purple (R=129, G=0, B=129) and will use Times New Roman 12-point font, title case, for text

(1) 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.

(2) Footers will display a similar horizontal line below the page text. Page numbering information IAW subparagraph 3.n. will be placed below the horizontal line.

n. Page Numbering. Odd-numbered pages are numbered 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 are 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 begins on the

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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 quotation marks) centered on the page is inserted on the following pages: signature page, preface, summary of changes, table of contents, executive summary, chapters, appendices, and glossary part II.

o. Reference to Chapters, Appendices, and Other Documents

(1) Reference Placed Within a Paragraph

(a) References to other chapters or appendices of the same publication include the full name of the referenced chapter or appendix in quotation marks and not in italics.

(b) References to other JPs, DoD issuances, CJCS directives, Service publications, or other documents include the full name of the referenced document (less the version identifier). The title of the document is in italics without quotation marks; the document designator is not in italics.

(c) When referencing a document containing supporting information, the order of precedence is JP over JDN.

(d) Edition letters on CJCS issuances should not be included, as readers should use the most current edition when reviewing the policy.

(2) References Placed Following a Paragraph and Separate from the Paragraph

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(a) References to other chapters or appendices of the same publication include the full name of the referenced chapter or appendix in quotation marks, and the entire reference will be in italics.

(b) References to other JPs, DoD issuances, CJCS directives, Service publications, or other documents include the full name of the referenced document (less the version identifier) and are not in italics or quotation marks; the rest of the reference sentence is italicized, to include the document designator. When referencing outside of a JP, only a reference to the document is appropriate; do not reference parts of the referenced document.

(c) References are set off from the paragraph and full justified. Margins are equal to the paragraph above, and the first line will not be indented.

(d) A semicolon separates the individual references when more than two references are listed, as commas separate the designator and the reference title. On occasion when the individual references also list a volume, then a semicolon separates each individual referenced entry (e.g., JP 1, Volume 1, *Joint Warfighting*; JP 2-0, *Joint Intelligence*).

(e) Edition letters on CJCS issuances should not be included, as readers should use the most current edition when reviewing the policy.

### (3) References to Law

(a) References to federal law should state the chapter or section of the U.S. Code (e.g., Title 10, United States Code [USC], Section 402).

(b) References to the Code of Federal Regulations (CFR) list the part referenced (e.g., Title 32, Code of Federal Regulations [CFR], Part 176).

(c) Subsequent references may be abbreviated (e.g., Title 10, USC, Section 402).

(d) Do not reference a public law or the specific national defense authorization act for a fiscal year if the reference has been codified elsewhere (e.g., the U.S. Code).

(e) If a law has a well-known title, such as the *Posse Comitatus Act*, it may be included in parentheses after the correct reference to the U.S. Code or CFR (e.g., Title 18, USC, Section 1385 [*Posse Comitatus Act*]).

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(f) Normally, the name of the chapter, section, or part is not listed when citing U.S. law.

p. Italics. The use of italicized text shall be consistent with the specific uses as described in this manual. No other use of italicized text is acceptable. Instead, place a term or terms in bold text for emphasis.

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

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## APPENDIX A TO ENCLOSURE E

### SAMPLE JOINT PUBLICATION ORGANIZATION AND FORMAT



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Appendix A  
Enclosure E

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## SAMPLE CJCS LETTER

*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, a cross all domains (ground, air, maritime, cyberspace, 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 complete 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 operations against transregional, all-domain, and multifunctional threats.

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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Appendix A  
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## SAMPLE PUBLICATION PREFACE

### PREFACE

#### 1. Scope

This publication provides fundamental principles and guidance for...

#### 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 takes precedence unless the CJCS, normally in coordination with the other members of the Joint Chiefs of Staff, has provided more current and specific guidance, or the Secretary of Defense has directed otherwise. 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 unless they conflict with this guidance. 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 United States 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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## 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. XXXXXXXXXX

**1. Layout (Paragraph Title)**

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**2. XXX**

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## VIGNETTE TITLE

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

**Quote or Vignette Source**

**Figure #. Figure Caption.**  
*Photo caption.*

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## 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 3130.03A, *Planning and Execution 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/MCRP 3-20F.4/ NTTP 3-56.4/AFTTP 3-2, *Multi-Service Tactics, Techniques, and Procedures for Airspace Control*.

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## SAMPLE GLOSSARY FOR A JOINT PUBLICATION

### GLOSSARY

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

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

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## PART II—TERMS AND DEFINITIONS

(Example Glossary Part II: For specific notations, see Table 5.)

### 1. JP 2-0, *Joint Intelligence*, [new date], Active Terms and Definitions

**All-source intelligence.** 1. Intelligence products and/or organizations and activities that incorporate all sources of information in the production of finished intelligence. 2. In intelligence collection, a phrase that indicates that in the satisfaction of intelligence requirements, all collection, processing, exploitation, and reporting systems and resources are identified for possible use and those most capable are tasked. (Upon approval of this revised publication, this definition will modify the existing definition and be incorporated into the DoD Dictionary.)

**Analysis and production.** In intelligence usage, the conversion of processed information into intelligence through the integration, evaluation, analysis, and interpretation of all source data and the preparation of intelligence products in support of know or anticipated user requirements. (Upon approval of this revised publication, this definition will modify the existing definition and be incorporated into the DoD Dictionary.)

### 2. Terms Removed from the DoD Dictionary

- **Suppression of JP 2-0, *Joint Intelligence*, 22 October 2013:** acoustic intelligence; collection posture; concept of intelligence operations; elicitation; foreign intelligence; fusion; open-source information; operational intelligence; synthesis
- **Cancellation of JP 2-01, *Joint and National Intelligence Support to Military Operations*, 5 July 2017:** agency; collection requirements matrix; collection resource; combat information; consumer; courier; evaluation and feedback; evaluation; information report; intelligence mission management; intelligence system; interpretation; joint interrogation operations; originator

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

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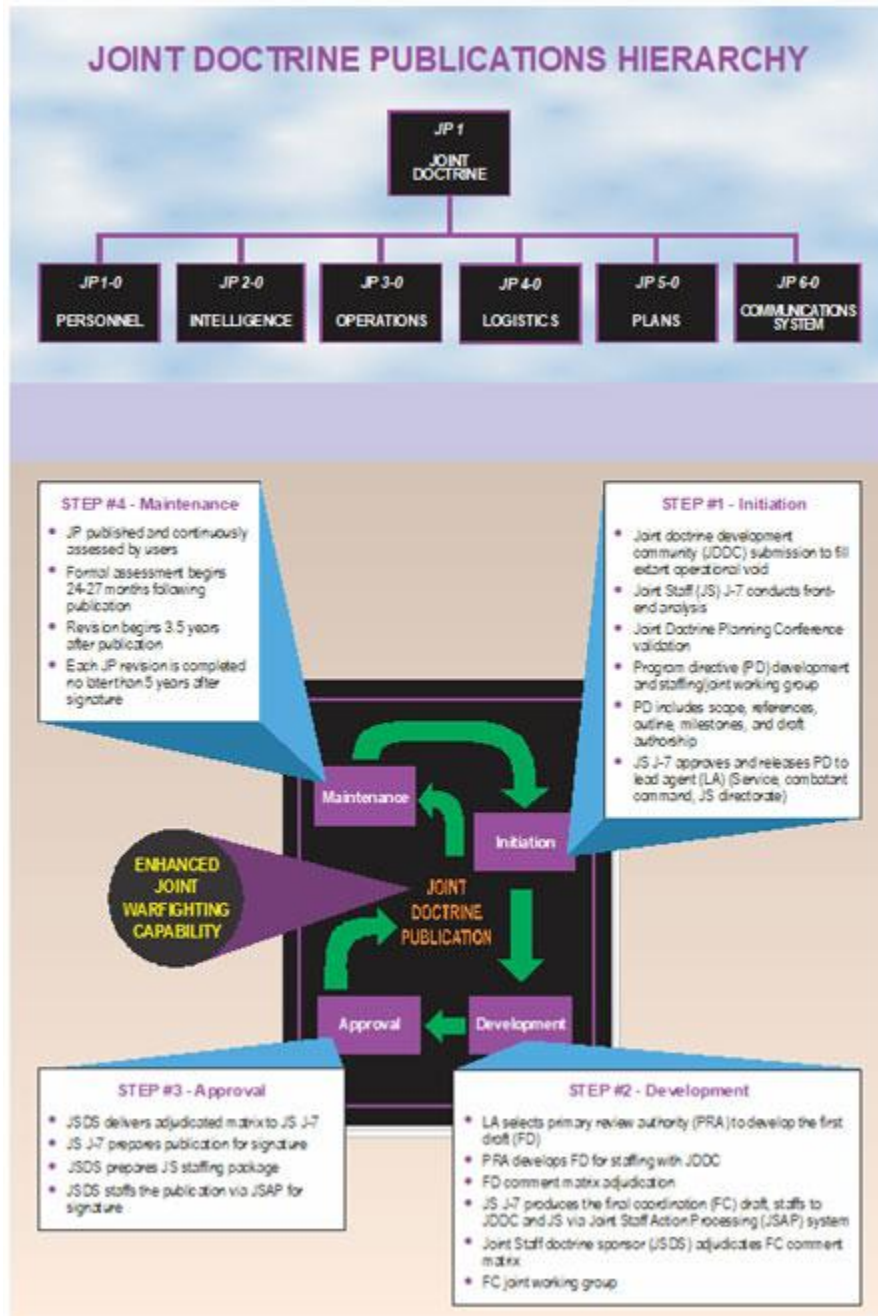
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## ENCLOSURE F

### ALLIED JOINT DOCTRINE AND TERMINOLOGY

1. Introduction. DoD provides support to the North Atlantic Treaty Organization (NATO) Allied joint doctrine development. Allied joint doctrine improves interoperability with NATO countries through the standardization of joint doctrine and its terminology.

2. NATO Allied Joint Operations Doctrine Working Group. The Allied Joint Operations Doctrine Working Group (AJODWG) is responsible for the development, management, and standardization of Allied joint operational doctrine.

a. Joint Education and Doctrine Division. JEDD fulfills the Joint Staff J-7's LA responsibilities for the AJODWG, and either fulfills or delegates responsibilities for the AJODWG as detailed in reference n (LA responsibilities as defined in reference n differ from LA responsibilities as defined in this manual in that a LA is the U.S. representative to the identified NATO working group).

b. Joint Staff Doctrine Sponsor. The JSDS AO assigned to a U.S. joint publication is also assigned to the equivalent Allied joint publication (AJP). The JSDS should participate in all phases (review, development, and management) of the AJP life cycle as detailed in reference o.

c. Joint Doctrine Development Community. The JDDC reviews and coordinates on draft multinational doctrine products IAW reference c. Review includes, but is not limited to, commenting on divergence from U.S. joint doctrine.

d. U.S. Custodian. A U.S. custodian is a J-Dir, Service, or CCMD that is responsible for the review, development, and management of an assigned AJP. Specific custodian responsibilities are detailed in reference o. At least bi-annually, custodians provide JEDD status reports on their assigned AJP.

3. Allied Joint Doctrine Hierarchy. Allied joint doctrine is organized into three levels. Level-1 comprises capstone doctrine, AJP-01, *Allied Joint Doctrine*, as well as keystone doctrine (AJP-2, -3, -4, -5, and -6). Level-2 publications contain supporting joint doctrine aligned to specific functional areas. Level-3 Allied publications are non-AJPs that contain tactics, techniques, and procedural-level joint or multi-Service doctrine.

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4. Allied Joint Doctrine Formal Coordination. During various phases of the Allied doctrine development and revision process, JEDD staffs Allied doctrine products for formal AO or O-6 planner level coordination with the JDDC and interagency partners. Approved joint doctrine and terminology provides the initial U.S. national position for multinational doctrine and terminology development.

a. JEDD staffs Level-1 and -2 AJPs for formal coordination with the JDDC. Review timelines and types of comments requested vary, but are included in the coordination instructions. Comments on AJPs may be categorized as critical, substantive, or editorial, as defined in reference o. Definitions for these categories are listed below; however, definitions in reference o take precedence in the event of differences.

(1) Critical. Critical comments identify a significant inaccuracy or inconsistency that, if not corrected, can result in a nation not ratifying the AJP or submitting a reservation. A critical comment may, for example, identify an inconsistency with promulgated doctrine, policies, and/or concepts that must be corrected. Ideally these comments should be identified and resolved during study draft 1 review.

(2) Substantive. Substantive comments offer major improvements that would significantly enhance the publication's accuracy, credibility, reliability, or consistency. Substantive comments should be identified and resolved no later than study draft 2 review.

(3) Editorial. Editorial comments improve the layout or content and/or correct spelling or punctuation. They do not, however, impact nations ratifying the AJP. Typically, editorial comments are the only comments identified and resolved after study draft 2.

b. JEDD sends the consolidated comments received during coordination to the applicable JSDS for review prior to submitting the U.S. response to NATO.

c. Once formal coordination is complete, JEDD coordinates participation in adjudication meetings hosted by the AJP custodian to defend their comments and advocate the U.S. position.

d. Chief, JEDD signs and ratifies formal U.S. positions for all Level-1 and -2 AJPs on behalf of the DJ-7 IAW reference n, subject to a legal review by the Office of the Chairman of the Joint Chiefs of Staff/Legal Counsel. JEDD transmits formal ratification responses to the AJPs to NATO.

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e. For Level-3 publications not managed or staffed by JEDD, the appropriate organization staffs and submits ratification of formal U.S. positions IAW reference n. Ratification response should not conflict with U.S.-approved joint doctrine or U.S. comments/reservations on higher-level AJPs.

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

6. NATO Military Committee Terminology Board. The NATO Military Committee Terminology Board (MCTB) develops and manages broad terminology determined by the NATO Standardization Office. U.S. joint doctrine terminology from the *DoD Dictionary of Military and Associated Terms* is used as the initial basis for MCTB proposal reviews if plain English or *Concise Oxford English Dictionary* terms are not sufficient, or if terms from the Terminology Repository do not exist.

a. JEDD fulfils the Joint Staff J-7's LA responsibilities for MCTB annual proposal reviews, and either fulfills or delegates head of delegation responsibilities for the MCTB as detailed in reference n (LA responsibilities as defined in reference n differ from LA responsibilities as defined in this manual).

b. JEDD coordinates terminology actions with the Services and the NGB IAW reference m.

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### REFERENCES

- a. Title 10, U.S. Code, section 153
- b. JP 1, Volume 1, “Joint Warfighting”
- c. CJCSI 5120.02 Series, “Joint Doctrine System”
- d. CJCSN 5701, “Interim Guidance to CJCS/JS Directives Policies on Development and Usage of Joint Guides”
- e. CJCSI 5711.01 Series, “Action Processing Policies and Procedures”
- f. DoDI 5200.48, “Controlled Unclassified Information (CUI)”
- g. DoD Manual 5200.01 Volume 1, “DoD Information Security Program: Overview, Classification, and Declassification”
- h. DoD Manual 5200.01 Volume 2, “DoD Information Security Program: Marking of Classified Information”
- i. DoD Manual 5200.01 Volume 3, “DoD Information Security Program: Protection of Classified Information”
- j. “DoD Dictionary of Military and Associated Terms” (Short title: DoD Dictionary)
- k. JSM 5701.01 Series, “Formats and Procedures for Development of CJCS, JS, and J-Directorate Directives”
- l. 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”
- m. CJCSI 5705.01 Series, “Standardization of Military and Associated Terminology”
- n. CJCSI 2700.01 Series, “Rationalization, Standardization, and Interoperability (RSI) Activities”

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

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## GLOSSARY

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

*Items marked with an asterisk (\*) have definitions in PART II*

AJODWG	Allied Joint Operations Doctrine Working Group
AJP	Allied joint publication
AO	action officer
CAC	common access card
CCA	Chairman-controlled activity
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
DJ-7	Joint Staff Director for Joint Force Development
DoD	Department of Defense
FAR	formal assessment report
FEA	front-end analysis
GO/FO	general officer/flag officer
IAW	in accordance with
JCS	Joint Chiefs of Staff
JDDC	joint doctrine development community
JDDT	Joint Doctrine Development Tool
JDN	joint doctrine note
JDP	joint doctrine plan
JDPC	Joint Doctrine Planning Conference*
JEDD	Joint Education and Doctrine Division
JEL	Joint Electronic Library
JEL+	Joint Electronic Library Plus
JP	joint publication
JSDS	Joint Staff doctrine sponsor*

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JWG	joint working group
LA	lead agent*
LD	lead agent draft
LDC	limited distribution control
MCTB	Military Committee Terminology Board
NATO	North Atlantic Treaty Organization
NGB	National Guard Bureau
NIPRNET	Non-classified Internet Protocol Router Network
NLT	not later than
OSD	Office of the Secretary of Defense
PD	program directive
POC	point of contact
PR	preliminary review
RFF	request for feedback
SIPRNET	SECRET Internet Protocol Router Network
TRA	technical review authority*
USG	U.S. Government

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## PART II – TERMS AND DEFINITIONS

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

capstone joint publication. The 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 definition will modify the existing definition and be incorporated into 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. (DoD Dictionary. Source: CJCSM 5120.01)

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. (DoD Dictionary. Source: CJCSM 5120.01)

coordinating review authority. An individual designated by an organization to provide a single, coordinated organizational position for a joint doctrine document. Also called CRA. (Upon approval of this revised directive, this definition will modify the existing definition and be incorporated into the DoD Dictionary.)

Joint Doctrine Planning Conference. A semiannual forum convened discuss doctrinal issues and recommend courses of action. 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 as the proponent for a United States and Allied joint doctrine project. Also called JSDS. (Upon approval of this revised directive, this definition will modify the existing definition and be incorporated into the DoD Dictionary.)

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keystone joint publications. Joint publications that are the doctrinal foundation of the joint publication library. (Upon approval of this revised directive, this definition will modify the existing definition and be incorporated into the DoD Dictionary.)

lead agent. 1. A Service, Combatant Command, or Joint Staff Directorate assigned to author, develop, and maintain a joint publication throughout its life cycle. (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. (JP 4-02) Also called LA. (Upon approval of this revised directive, this definition will modify the existing definition and be incorporated into the DoD Dictionary.)

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

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

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

technical review authority. An organization tasked to provide specialized technical or administrative expertise to the lead agent and Joint Staff doctrine sponsor 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. None. (Upon approval of this revised directive, this term and its definition will be removed from the DoD Dictionary.)

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