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**JOINT DOCTRINE
DEVELOPMENT AND
REVISION PROCESS**



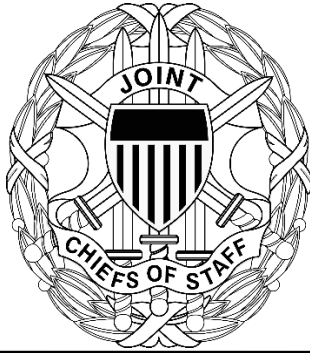
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JOINT DOCTRINE DEVELOPMENT AND REVISION PROCESS

References:

See Enclosure E

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 Superseded/Cancellation. CJCS Manual (CJCSM) 5120.01C, 20 June 2023, "Joint Doctrine Development and Revision Process," is hereby superseded.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. Consolidates Enclosures C and D within Enclosure B.
 - b. Eliminates 0-6/civilian equivalent requirement to attend doctrine joint working groups (JWGs).
 - c. Establishes doctrine emerging practices, futures chapter, 300-day revision, and 100-day change process.

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- d. Includes ability to add, as required, a CSA or CCA as a voting member during a joint working group for a joint publication (JP) for which they are the proponent.
- e. Establishes assessment phase; eliminates running estimate.
- f. Incorporates other changes throughout the document to clarify the joint doctrine development and revision processes and procedures.
- g. Updates the development and revision process and associated figures.

6. Releasability. UNRESTRICTED. This directive is approved for public release; distribution is unlimited on Non-classified Internet Protocol Router Network (NIPRNET). Department of War (DoW) components (to include the CCMDs) and other Federal agencies may obtain copies of this directive through the Internet from the CJCS Directives Library at <<https://dod365.sharepoint-mil.us/sites/JS-Matrix-DEL/SitePages/Home.aspx>>. Joint Staff activities may also obtain access via the SECRET Internet Protocol Router Network (SIPRNET) Electronic Library web site.

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

For the Chairman of the Joint Chiefs of Staff:



PAUL C. SPEDERO, Jr., RADM, USN
Vice Director, Joint Staff

Enclosures:

- A – Joint Doctrine System
- B – Joint Doctrine Revision and Development Process
- C – Formatting Joint Doctrine
- D – Allied Joint Doctrine and Terminology
- E – References

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ENCLOSURE A

JOINT DOCTRINE SYSTEM

1. Introduction. This enclosure outlines the components of the Joint Doctrine System, including: the joint doctrine development community (JDDC) and its responsibilities; and the coordination, collaboration, and management frameworks that support joint doctrine development. Acting on behalf of the CJCS and the Joint Staff Director for Joint Force Development, J-7 (DJ-7), the Joint Staff J-7 Joint Education and Doctrine Division (JEDD) oversees the assessment, development, revision, change, and publication of joint doctrine using the processes outlined in this manual.

a. General. Joint doctrine enhances readiness, improves operational effectiveness, and provides fundamental principles that guide the employment of joint forces toward common objectives. Based on extant capabilities, joint doctrine reflects best practices, professional advice, and validated lessons learned from joint operations, training, exercises, experimentation, and validated concepts. Joint doctrine also includes standardized terminology for military operations 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. Joint doctrine captures emerging practices, changes in the future operational environment, and possible future challenges in futures chapters and appendices.

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 JPs are U.S. military forces at the operational level, various allies, partner nations, and other U.S. government (and non-government) partners 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. Joint Publication Lifecycle. Approved publications are updated using the revision process outlined in Enclosure B and remain in the joint doctrine library until they are no longer required. When a subject no longer requires a stand-alone JP, the JP may be cancelled and relevant material in the publication may be consolidated into another JP or transferred to another type

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of publication. New JPs may be developed using the process outlined in Enclosure C when a void is identified in existing joint doctrine.

d. Joint Publication Linkage to Universal Joint Task List. The Universal Joint Task List (UJTL) is the authoritative menu of all approved joint tasks required for planning, readiness reporting, training and exercises, lessons learned processing, and requirements. Joint force commanders and CSAs must use the UJTL for developing and accessing a joint mission-essential task list. Universal joint tasks (UJTs) are based on extant joint capabilities and are informed by or have a foundation in approved joint doctrine. All UJTs reference a JP identified as their primary source. The primary sourced JP addresses considerations of how joint force commanders prepare and execute each UJTL task. UJT citations are included in every JP in accordance with (IAW) reference (n).

2. Joint Doctrine Development Community. The JDDC assesses, as required, develops, reviews, and revises joint doctrine. It comprises voting and non-voting members. Voting members are the Joint Staff, CCMDs, Services (including the U.S. Coast Guard), and the 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. The Joint Staff doctrine sponsor (JSDS) may vote during a JWG for a publication for which they are the proponent. By exception, a CSA or CCA may vote during a JWG for a publication for which they are the lead agent (LA) or technical review authority (TRA). 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. JEDD maintains continuity with the JSDS, ensuring assigned personnel are available throughout a JP's revision, and provides notification to the LA when there is a change. 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 LA in authoring, developing, and maintaining an assigned JP.

(2) The JSDS, in coordination with the LA and TRA, will meet program directive (PD) development and revision milestones approved by JEDD. If the

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JSDS cannot meet milestone dates that would impact the projected publication date, the JSDS coordinates an O-6 or civilian equivalent request for milestone adjustments and forwards it to JEDD.

(3) The JSDS coordinates with the Office of the Secretary of War (OSW) on JP issues and represents OSW 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 their security manager, LA, and TRA, if one has been assigned, verifies implementation of the proper security classification markings, controlled unclassified information (CUI) markings, and dissemination controls. The JSDS, as the Joint Staff proponent, is the controlling office and release authority for classified and CUI publications under its sponsorship.

b. Lead Agent. 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 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.

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(1) The TRA assists the LA and JSDS with authoring, develop, 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 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 DoW guidance.

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

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.

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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 U.S. Government (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 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.

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.

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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 Joint Publications. 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 the Joint Staff Directorates (J-Directors) approve revised or newly developed keystone JPs for which their directorate is the JSDS and forward to the DJ-7 for signature. Directors may delegate approval of keystone JPs to their Vice J-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 Joint Publications. 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.

(1) J-Directors approve revised or newly developed core JPs for which their J-Dir is the JSDS and forward to the DJ-7 for signature. J-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.

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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 DoW is conducted via the Joint Staff Enterprise Task Management Software Solution (ETMS2) tool IAW reference (e). Staffing to interagency partners is conducted via e-mail IAW an annual interagency call memo.

a. Review Comments. Comments are collected either via the JDDT (NIPRNET), JDDT-S (SIPRNET), or standard electronic CRM IAW the tasking instructions. Reviewers may provide four types of comments: critical, major, substantive, and administrative (see Appendix A to 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.

(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.

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(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 designate a government assigned individual to represent their position at 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.

(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 principal 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. Joint Electronic Library Plus. JEL+ is available on NIPRNET and SIPRNET. The NIPRNET JEL+ (<<https://jdeis.js.mil/jdeis/index.jsp>>) is a DoW

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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 NIRPNET JEL+ and includes classified joint doctrine.

b. Joint Doctrine Development Tool. The JDDT resides on NIRPNET and SIPRNET 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. Classification of Joint Doctrine. The JSDS, in coordination with the LA and TRA, reviews the content of assigned draft JPs prior to submission to JEDD and confirms the appropriate classification level.

b. CUI Joint Doctrine. The JSDS, and the LA, include CUI content in JPs only when necessary to develop a topic adequately.

(1) When possible, the JSDS and LA place CUI content in a CUI appendix.

(2) The JSDS and LA apply the appropriate CUI markings and dissemination instructions as required in reference (f).

(3) 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.

(4) Although portion markings are not required for CUI documents, JEDD encourages the JSDS, LA, and TRA to use them to facilitate the release of uncontrolled portions of the publication.

(5) Approved CUI joint doctrine publications are published electronically IAW J-7 policy and distributed according to the designated LDC guidelines.

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

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(1) The JSDS and LA place classified content in a classified appendix 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, LA, and TRA coordinate with the designated classifying authority to ensure the appropriate overall classification and portion markings are applied correctly.

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 C).

e. Approved Publications. JEDD publishes unclassified and CUI JPs electronically IAW J-7 policy, and distributes them IAW the designated distribution and dissemination controls, IAW reference (f). Upon approval of new or revised JPs, JEDD notifies the JDDC via e-mail.

f. Publications Under Development. JEDD publishes draft or proposed publications on the NIPRNET and SIPRNET JEL+ web sites. Classified publications are handled IAW DoW 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 C.

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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 memo from the submitting organization. Submission of a GO/FO or civilian equivalent memo 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 memo. 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 DoW or national policy.

b. Major. A major comment highlights an issue that is 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 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

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described in the previous paragraph on critical comments and the submitter provides the required GO/FO or civilian equivalent memo. 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

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.

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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 B TO ENCLOSURE A

JOINT DOCTRINE DEVELOPMENT TOOL

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

2. Reviewer Types. The JDDT/JDDT-S 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 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. The CRA tasks contributing reviewers to review the JP.

(1) The JDDC member organization or tasking authority may provide a comment key that enables the contributing reviewer to open and comment on a draft JP. The comment key simplifies retrieving comments from multiple

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commenters. Multiple reviewers can use the same comment key because all comments are differentiated by the reviewer's e-mail address.

(2) Supplemental instructions sent out with the formal tasking include the comment keys for J-Dirs. Other commands or DoW departments and agencies not represented by a CRA can modify a comment key to represent their command or agency (e.g., OSW can use OSD_JP401). However, upon completion of their review, they must notify JEDD 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, consistency, and redundancy. CRAs should review the "Org User Guide" located under "Help" on the JDDT menu for complete guidance.

3. JDDT-S Reviewer Types. For JDDT-S on SIPRNET, all users will register as a primary reviewer; however, reviewing a draft as a contributing reviewer is available. Additional reviewing guidance will be on a per-publication basis and the joint doctrine branch will provide specific guidance prior to staffing.

ENCLOSURE B

JOINT DOCTRINE REVISION AND DEVELOPMENT PROCESS

1. Introduction. This enclosure describes the processes to develop a JP or a JDN, or revise or change an existing JP or JDN. JEDD assesses and updates JPs through the joint doctrine revision process with a nominal 300-day revision process and may change existing publications that fall short of a full revision using one of three change processes: 100-day, administrative, or urgent. A JDDC member can recommend a revision due to a change in JP scope or philosophy, but JEDD will determine the types of revision/change (i.e., 300-day, 100-day, administrative, urgent change).

2. Joint Doctrine Revision Process Overview. JEDD maintains the JDP for future years. Upon scheduling, a publication enters an assessment window, which continues up to the point of staffing the PD.

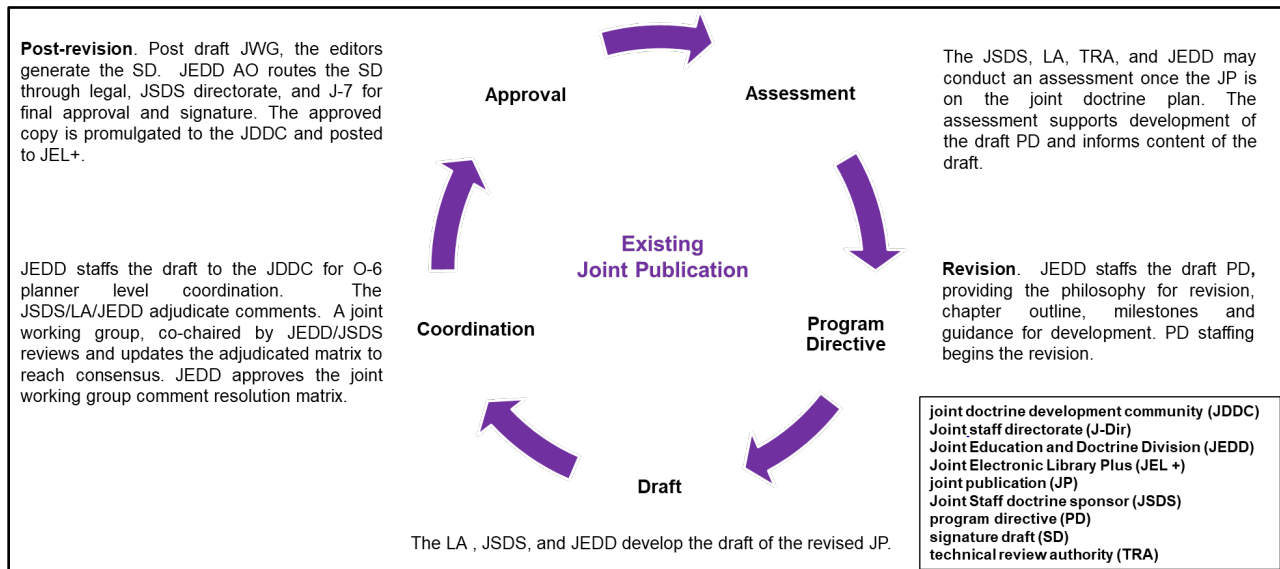


Figure 1. Joint Doctrine Revision Process

a. Assessment. The JSDS, LA, TRA, and JEDD may form a community of interest to conduct an assessment of the current publication. The assessment determines what type and character of change or revision is necessary. The JSDS, LA, and TRA assessment establishes the revision philosophy (what needs to be changed) and the table of contents.

(1) JEDD conducts a review of existing UJT citations, linking them to specific content in the JP, and creates an accompanying table identifying the location of each citation in the JP. JEDD completes the UJT citation review as

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part of the assessment and provides this to the JSDS, LA, and TRA for draft development.

(2) The assessment may include joint, Service, multi-Service, and multinational doctrine; observations from exercises and experimentation; lessons-learned; best practices; concepts; UJTs; and CCMD plans to develop a revision recommendation.

b. 300-Day Revision. As depicted in Figure 2, the JP revision consists of PD staffing/signature, coordination draft (CD) development, CD staffing, JDDC comment revision adjudication, a JWG, and signature draft (SD) production.

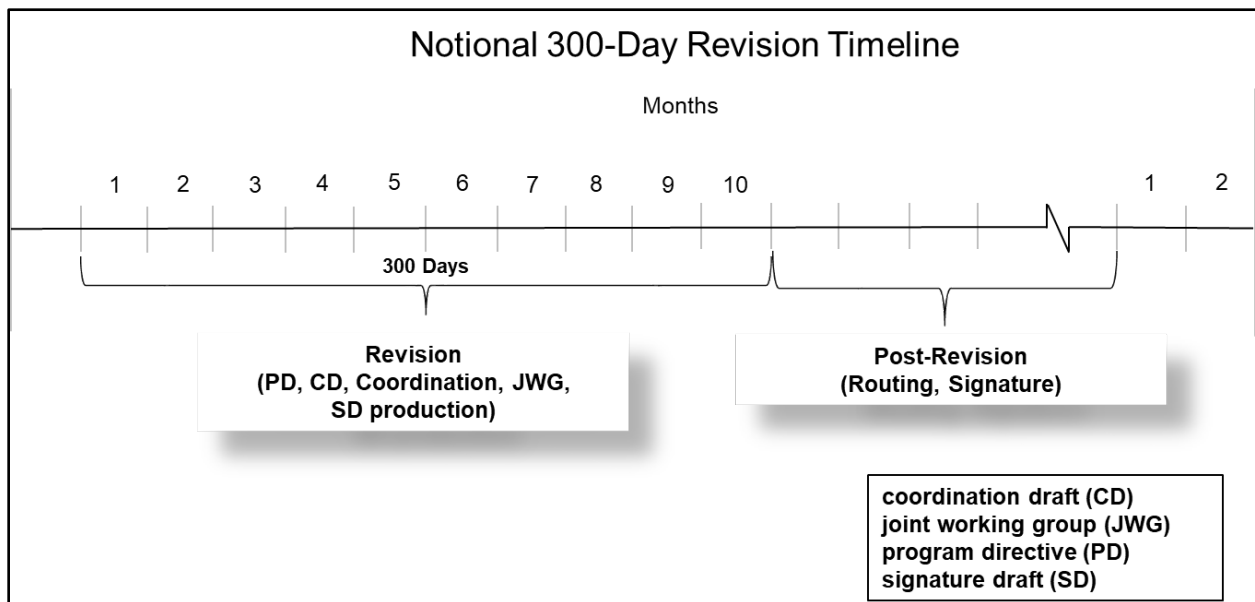


Figure 2. Notional 300-Day Revision Timeline

(1) Program Directive. The PD identifies the JSDS, LA, and TRA, along with other relevant POCs. The PD provides the foundation for revising the JP, including the revision philosophy, scope, table of contents, and key milestones. JEDD establishes the revision timeline on day one of PD staffing date.

(a) JEDD coordinates and approves the draft PD for staffing.

(b) JEDD coordinates draft PDs with the JDDC for 28 days via the ETMS2 tool.

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

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(d) JEDD convenes a JWG to review the 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 PD and adjudicated CRM not later than (NLT) 10 working days prior to the meeting.

(e) Post PD JWG, JEDD applies any changes to the PD to create the signature version.

(f) The Chief, Joint Doctrine Branch approves and signs the PD and posts to JEL+.

(g) JEDD provides a copy of the signed PD to the JSDS, LA, and TRA, and notifies the JDDC.

(h) In addition to the milestones outlined in the PD, JEDD provides the JSDS and LA with a revision timeline and suspense dates. The JSDS is responsible for ensuring compliance with the established milestones and suspense. If the LA or JSDS cannot meet a suspense, the JSDS submits an O-6 or civilian equivalent memo to JEDD requesting an extension.

(2) Developing the Draft. The writing team begins developing the draft upon JEDD's approval of the PD. The writing team includes the JSDS, LA, TRA, JEDD, and select personnel. The writing team develops the draft based on guidance in the PD and the most recent and relevant doctrinal principles, considerations, and information relevant to the subject. JEDD provides the writing team training on appropriate joint doctrine prose with adherence to reference (p). The writing team has 3 months (90 days) within the 300-day timeline to complete the draft. This activity concludes when the writing team submits the draft to JEDD.

(a) The LA, in coordination with the JSDS and the TRA, develops the draft. The LA may designate a single author or assemble a writing team to create the revised content.

(b) The writing team identifies relevant stakeholders and maximizes collaboration in during draft development using electronic collaboration tools such as Microsoft Teams, SharePoint, and e-mail to maintain situational awareness of the draft development across the writing team.

(c) Collaboration may include conducting coordination meetings and working groups, informally coordinating portions of the revised text, or requesting input from stakeholders. Collaboration ensures the draft is consistent with current operational best practices, increases community

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consensus, and resolves contentious issues. The JSDS, and JEDD may assist or facilitate collaboration with stakeholders.

(d) When developing the draft, the LA adheres to this manual's format and writing standards (see Enclosure C) and to reference (p).

(e) The writing team evaluates UJT citation-associated text for validity and utility in supporting and enabling each UJT. The JSDS, LA, and TRA may recommend reassociation to a different and more relevant paragraph in the draft but should not arbitrarily delete, move, or modify a citation's supporting tasks.

(f) The LA ensures the TRA reviews the draft for technical accuracy and provides the draft to the JSDS for review. The JSDS reviews the draft 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. If required, the JSDS returns it to the LA to correct errors, incorporate changes, or further revise the document.

(g) The JSDS provides the completed draft to JEDD, in Microsoft Word track changes format, NLT than the milestone directed in the PD.

1. JEDD monitors timeline adherence and the JSDS ensures relevant content.

2. The JSDS ensures both the LA and JSDS concur with the draft at the O-6 or civilian equivalent level.

3. The JSDS also identifies any anticipated or unresolved contentious issues.

(h) JEDD reviews the draft for spelling, grammar, and format errors and uses it as the basis to prepare the draft for staffing. JEDD ensures the draft meets all relevant requirements. If required, JEDD may return the draft to the JSDS, LA, and TRA, for additional work.

(3) Coordination Draft. JEDD conducts O-6 planner-level coordination of the CD to the JDDC members, and other relevant USG departments and agencies. CD coordination normally lasts 4 months (120 days) and ends when JEDD publishes the post-JWG results.

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(a) Coordination Draft Staffing. JEDD uploads the CD to JDDT and to JEL+. JEDD distributes the CD to the JDDC for 60 days for O-6 planner-level staffing.

1. JEDD issues an official tasking to the JDDC to review and comment on the CD.

2. JEDD distributes the CD to other USG departments and agencies that have expressed interest in reviewing the publication. JEDD conducts interagency coordination by e-mail and loads the comments into JDDT.

3. A GO/FO or civilian equivalent memo must accompany all critical comments. All critical comments not accompanied by a GO/FO or civilian equivalent memo will be downgraded to major comments.

(b) Adjudication. JEDD centralizes the adjudication, coordinating inputs from the JSDS, LA, TRA, and selected personnel once JDDC coordination is complete.

1. JEDD provides the JSDS adjudication training and certifies the JSDS for adjudication. JEDD provides the JSDS with a how-to-guide to assist in adjudicating the CRM. The JSDS may request the LA's assistance with the adjudication process if needed; however, the JSDS is ultimately responsible for the adjudication.

2. JEDD and the JSDS adjudicator should attempt to resolve any critical and major comments or other contentious issues with the submitting organization to the greatest extent possible.

3. JEDD and the JSDS adjudicator downgrade any critical comments not accompanied by a GO/FO or civilian equivalent memo to major comments.

(c) Joint Working Group. JEDD convenes a JWG to review the adjudicated CRM. JEDD may conduct the JWGs in person or virtually, based on the number and nature of comments and other relevant considerations.

1. JEDD notifies JDDC members of the intent 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. JEDD co-chairs the JWG with the JSDS.

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2. JEDD encourages all JDDC members to participate in JWGs and the JDDC may comment during discussion. However, voting members who are not present concur with the CRM and the JWG's decisions unless they communicate their position to JEDD in writing.

3. JDDC members must designate a government representative to represent their position at the JWG.

4. The JWG reviews all critical and major comments, and any other comments at the request of a JWG member. At JEDD's discretion, the JWG may review specific items or topics before substantive and administrative comments, but never prior to critical or major comment adjudication. JEDD, the JSDS, LA, and TRA defend the adjudication, but the JWG may offer changes or modify the adjudication of any comment based on a consensus of the JDDC voting members in attendance.

5. JWGs resolve most issues through discussion and consensus. However, any voting member may call for a formal vote on an issue. Only representatives participating in the JWG may vote. In addition to the JDDC voting members, the JSDS, and TRA (by exception), for the applicable JP may vote (no organization has more than one vote). In the event of a tie, Joint Staff J-7 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 a detailed discussion of any vote by the JWG.

6. If there are additional required adjustments to the JP that cannot be accomplished during the JWG, the JEDD AO can assign due outs to designated members of the JWG. JEDD achieves consensus concerning due outs via e-mail or teleconference coordination with the participating JWG members.

7. Once the JWG adjourns, JEDD finalizes and publishes the working group results on JEL+. These results document the JWG's decisions and include the outcome of any formal votes, any unresolved issues, and the post-JWG CRM.

8. The JWG's results represent the JDDC's final adjudication for the lead agent draft. JEDD and select personnel use the post-JWG CRM to produce the SD of the revised publication.

9. If significant unresolved issues remain following a JWG, JEDD may approve further revision and additional formal coordination. JEDD

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may approve an additional coordination stage based on a written request from the JSDS, a JWG recommendation, or at Chief, JEDD's discretion.

10. If the JSDS or a voting member disagrees with a JWG decision, they may appeal the decision at the GO/FO level through the Joint Staff J-7. The Joint Staff J-7 leadership will resolve the issue between the interested voting members. Additionally, the Joint Staff J-7 may determine the issue is best discussed and resolved by the Joint Force's senior military leadership and decide to 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 SD.

(4) Signature Draft Production. JEDD develops the SD of the revised JP and routes it for approval and signature.

(a) JEDD editors prepare the SD of the revised publication using the JWG results. Deviations beyond administrative corrections sourced to the post-JWG CRM, require JDDC review.

(b) The JSDS submits an information paper that includes the summary of changes to JEDD within 5 working days following the JWG. JEDD uses the information paper to develop the summary of changes page in the revised JP.

(c) JEDD creates the executive summary (limited to two pages) for the JP based on text in the body of the document and input from the JSDS. The executive summary does not include content that is substantively different from text in the SD. Executive summaries should not exceed one percent of the publication in length.

(d) The JSDS verifies and confirms the classification level of the JP IAW Enclosure A.

c. Post-Revision. In post-revision, JEDD routes the publication for approval and signature.

(1) JEDD and the JSDS ensure accuracy of the SD. Subsequently, JEDD coordinates legal review of the SD. Concurrent with legal review, JEDD coordinates for JSDS directorate's approval of the SD. Following the legal and JSDS directorate review, JEDD informs the JWG participants of any substantive changes.

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(2) When the Office of the Chairman of the Joint Chiefs of Staff (OCJCS) Legal Counsel (LC) and the JSDS complete their review, JEDD routes the SD for signature.

(3) Upon approval and signature, JEDD prepares the signed version of the JP for publication. JEDD notifies the JDDC of the approved JP and publishes it electronically IAW J-7 policy.

(4) JEDD uploads the JP to JEL+. The joint force applies the guidance, assesses the content, and makes recommendations for future updates.

(5) Deviations beyond administrative corrections sourced to the post-JWG CRM, require JDDC review.

(6) JEDD maintains situational awareness of the JP for further revision.

3. 100-Day Change Overview. A 100-day change allows for limited updates to a JP without requiring a full revision cycle. JEDD executes the 100-day change process as depicted in Figure 3. These changes provide modest updates to the publication, or correct inaccurate, incomplete, or misleading information; update operational techniques; and integrate new doctrinal terms. A 100-day change requires O-6 planner-level coordination with the JDDC, along with OCJCS/LC, JSDS GO/FO or civilian equivalent level review, and DJ-7 approval IAW Enclosure A.

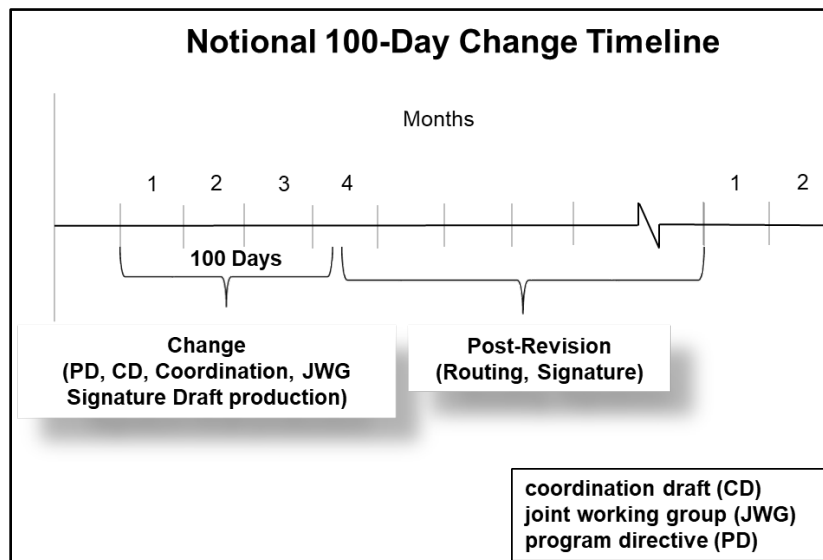


Figure 3. Notional 100-Day Change Timeline

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a. A JDDC member may recommend a 100-day change request at any time by submitting a “Joint Doctrine Feedback Form” and any supporting documents to JEDD IAW the JP’s administrative instructions appendix.

(1) The JDDC member should limit change recommendations to a specific topic or section of the JP, ensuring the submission provides sufficient detail for the JSDS, LA, and TRA to effectively implement the change.

(2) Example recommendations of a 100-day change may include: replacing outdated terms or figures, updating existing procedures, editing or deleting specific portions of text, and adding or removing appendices.

(3) The JDDC member can submit multiple recommendations for the same publication.

(4) The JDDC member submits their recommendations through or coordinated with the JDDC member’s designated CRA and represents the member’s official position.

b. JEDD evaluates the recommendation(s) in coordination with the JSDS, LA, and TRA to determine if the proposal qualifies for a 100-day 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 100-day change (e.g., JEDD determines that the extent of the revision is too great to fit into a 100-day cycle), 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 100-day change, JEDD conducts a revision IAW Figure 3.

c. 100-Day Change. The 100-day change process streamlines the update cycle compared to the standard 300-day revision timeline.

(1) JEDD is not required to staff the PD but must promulgate it.

(2) The JSDS, LA, and TRA produces the changes to the current JP in 30 days and only updates the limited portions of the publication requiring revision.

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(3) JEDD coordinates only the specific pages/text of the current JP with line-in/line-out format incorporating the change(s) with the JDDC for 30 calendar days. Unless stated otherwise, coordination for a 100-day revision follows the same procedures as the standard doctrine development and revision process.

(a) JDDC members only comment on specific pages/text affected by the revision.

(b) Following staffing, the LA/JSDS reviews any JDDC comments and returns an adjudicated CRM to JEDD.

(c) JEDD convenes the JWG to review comments. JEDD electronically distributes the pre-JWG CRM to the JDDC members and allows 10 working days for review. JEDD conducts additional adjudication of any JDDC concerns, and JEDD issues a final CRM.

(4) JEDD produces the SD following the procedures outlined in the 300-day revision process.

d. Post Revision. The 100-day change follows the legal, JSDS, and JP signature routing as described in the 300-day revision process. JEDD notifies the JDDC of the change and publishes it electronically IAW J-7 policy.

4. Administrative Change Overview. Administrative changes enable minor corrections to existing JPs; they may not make substantive changes to content in an approved JP. These change actions require JDDC coordination, but can be done electronically (e.g., JDDT or via e-mail). Chief, JEDD is the approval authority for an administrative change to a JP.

a. Any individual or organization may submit an administrative change request by completing a “Joint Doctrine Feedback Form” and providing supporting documents to JEDD IAW the JP’s administrative instructions appendix.

(1) The JDDC member submitting a request specifies the administrative changes describes the correction(s) and provides a justification if needed.

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

(3) The JDDC member may submit multiple recommendations for the same publication.

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b. JEDD evaluates the request to determine if it qualifies as an administrative change.

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

(2) JEDD consults with JSDS, LA, and TRA 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.

(4) If the request qualifies, JEDD incorporates the change into the currently approved 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 previous JP signature date.

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.

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

b. JEDD, in coordination with the JSDS, LA, and TRA, reviews the request, and determines within 7 business days whether it qualifies as an urgent change.

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

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(2) If the recommendation is complete and qualifies for an urgent change, JEDD directs the JSDS, LA, and TRA 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 3 working days via the ETMS2 tool. Due to the urgent nature of this change action, JEDD is not required to use JDDT.

(1) JDDC members should focus their review on only the portions affected by the urgent change.

(2) The adjudicating authority shall review JDDC comments and return an adjudicated CRM to JEDD within 3 working days.

(3) JEDD shall convene a short notice JWG within 10 working days of the staffing suspense.

d. The DJ-7, or delegated GO/FO deputy director, approves the JP incorporating the change(s). JEDD publishes the changes JP IAW J-7 policy and notifies the JDDC electronically.

6. Joint Doctrine Development Process Overview. The joint doctrine development process creates new JPs to address gaps in existing doctrine. The DJ-7 may direct development of a new JP based on changes in the operational environment, best practices, or guidance from the CJCS.

a. Proposal. JEDD solicits proposals for new JPs prior to each JDPC; however, JDDC members may submit a proposal for a new JP anytime. Proposals must include an endorsement memo from a GO/FO or civilian equivalent.

(1) The JDDC member identifies the doctrinal gap and explains how the proposed JP will provide a necessary solution.

(2) The JDDC member describes the proposed JP's scope.

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

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(4) JEDD assesses proposals for content validity, rationale, and completeness. If a proposal is insufficient, JEDD may return it to the submitting organization for additional information.

b. Analysis

(1) JEDD evaluates proposals to determine whether they meet the criteria for a new JP as stated above.

(2) JEDD proposes a JSDS, LA, and TRA for the new publication.

(3) The sponsoring organization briefs the proposal at the JDPC. The JDDC voting members deliberate and vote on the proposal for inclusion on the joint doctrine plan.

c. Timeline. The development timeline for a new JP follows the 300-day timeline.

7. Joint Doctrine Note Development Process Overview. The Joint Doctrine System allows for the development of a JDN to temporarily address a doctrinal gap. A JDN is not authoritative doctrine but serves as a mechanism to document changes in the operational environment or emerging practices. A JDN should contain information on techniques, procedures, and organizational constructs with existing or emerging capabilities.

a. Proposal. Any JDDC member may submit a proposal for a new JDN. The proposing organization acts as the JDN proponent and submits an accompanying endorsement memo from an O-6 or civilian equivalent.

(1) The proposal 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 interorganizational stakeholders.").

(c) Desired Outcome. Describe the product's ultimate utility.

(d) Background. Provide a discussion of relevant background facts that will drive the development of the product.

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(e) Potential Solution. Summarize 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 interorganizational partners.”).

(f) Briefing Packet. The proposing organization normally briefs the proposal at the JDPC for JDDC decision.

(g) Proposed JDN development milestones.

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

b. Analysis

(1) JEDD validates the proposal 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.

(2) JEDD may also propose a JSDS, LA, and TRA for the new publication.

(3) The sponsoring organization briefs the proposal at the JDPC. The JDDC voting members deliberate and vote on the proposal for inclusion on the joint doctrine plan.

c. Timeline. The development timeline for a new JDN normally follows a 100-day timeline.

d. Once approved, JEDD validates JDNs annually. Once validation is complete, the JDN’s content may be moved into applicable JPs. If the JDN is no longer valid, the JDN is rescinded.

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APPENDIX A TO ENCLOSURE B

SAMPLE PROJECT PROPOSAL FORMAT

MEMORANDUM FOR JOINT STAFF DIRECTOR FOR JOINT FORCE DEVELOPMENT, J-7

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 B

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Appendix A
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APPENDIX B TO ENCLOSURE B

SAMPLE PROGRAM DIRECTIVE FORMAT

MEMORANDUM FOR JOINT DOCTRINE DEVELOPMENT COMMUNITY

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

1. Purpose. This memo provides the content outline, milestones, and guidance for the [development/revision] of Joint Publication (JP) (number), (title). Additionally, this memo 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 JP development or revision and the JDPC decision regarding the proposal. 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 an assessment of JP X-XX and recommended the publication (be revised, be changed, not be changed).

3. Revision Guidance. The Joint Staff J-7, LA, JSDS, and TRA agree to the following direction and character of the revision:

a. Revision Philosophy

(1) Outlines the basic direction for revising the JP and the main point of emphasis.

(2) XXXXXXXX.

(3) XXXXXXXX.

b. Coordinating Instructions

(1) Specific guidance or instructions to the LA, JSDS, and TRA.

(2) Remove artifacts and obsolete terms in the JP text and glossary. Incorporate new doctrinal terms as appropriate. Propose definitions as required.

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(3) Use the *JP Writer's Guide*. Minimize use of directive terms such as must, shall, and will and ensure compliance with joint doctrine writing guidance and best practices.

(4) Include considerations for joint doctrine that enables JFCs to anticipate operational contract support for the future operational environment.

(5) The coordination draft includes citations of universal joint tasks (UJTs) informed by JP x4-xx, and a table with locations within the publication. Evaluate JP x-xx UJT citation and ensure UJT-associated paragraphs describe considerations for JFCs to prepare and execute the UJT. Annotate any text deleted, moved, or modified affecting this citation (and reassociate moved text), or recommend reassociation to a different and more relevant paragraph in the publication. Each UJT shall be cited one–two times (maximum) in the publication. Joint Staff J-7 JEDD will review exceptions on a case-by-case basis for three exceptions (e.g., due to publication size and content). JEDD executes UJT changes post-publication signature through the Universal Joint Task List doctrine maintenance process.

(6) Xxxxxxxx.

4. 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.)

5. Chapter Outline. (Provide a detailed chapter outline based upon draft outline in project proposal, read-ahead package, or as agreed upon in the PD JWG. 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.)

6. Recommended Audience. (Identify the intended audience. Example: This publication guides the Joint Staff, Services, Combatant Commanders, subordinate joint force commanders, component commanders, National Guard Bureau, combat support agencies, and their staffs. This publication also provides information to U.S. Government departments and agencies, international organizations, nongovernmental organizations, and the private sector.)

7. 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) 5120.01D, "Joint

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Doctrine Development and Revision Process.” Additionally, the LA and JSDS will use relevant DoW 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, assessment; lessons learned from recent operations and exercises; and other pertinent regulations and manuals in the [development or revision] of this JP.

8. 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.

9. Coordination. The LA is directed to coordinate with the Services, CCMDs, other J-Dirs, NGB, and CSAs. Coordination with relevant interagency partners is recommended and encouraged. Direct liaison is authorized between relevant USG departments and agencies.

10. 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.

11. Controlled Unclassified Information and Classification Review. The JSDS, in coordination with the LA, will conduct a CUI and classification review of the draft publication in accordance with applicable regulations and guidance and mark as appropriate prior to submitting the LA draft to JEDD for review and staffing.

12. Other Relevant Information (Specify.)

a. The LA, JSDS, J-7, and joint doctrine development community will use the *JP Writer’s Guide*, available at the following link: <https://jdeis.js.mil/jdeis/jel/jel/ddrraafft_pubs/joint-publication-writers-guide-20230728.pdf>.

b. JEDD will use the Joint Doctrine Development Tool for staffing coordination draft comments and adjudication at: <<https://jddt.js.mil>>.

Appendix B
Enclosure B

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13. 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)

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Appendix B
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ENCLOSURE C

FORMATTING JOINT PUBLICATIONS

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

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 (see 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. Security instructions 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 (see Appendix A to Enclosure C). 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 (see Appendix A to Enclosure C).

e. Summary of Changes. A summary of changes, prepared by the JSDS/LA, is included in all revised and changed JPs (see Appendix A to Enclosure C). 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 (see Appendix A to Enclosure C).

g. Executive Summary. An executive summary, prepared by JEDD, provides an overview of the publication (see Appendix A to Enclosure C). 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 is comprised of 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 (see Appendix A to Enclosure C). 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 conduct stability

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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 (see Appendix A to Enclosure C). This list is to include all documents used to develop or revise the JP; it is not intended to be a bibliography of source material related to the JP’s content.

(a) References should be listed in alphanumeric order within each major hierarchical category (general, DoW 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 DoW 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 an 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 (see Appendix A to Enclosure C). 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 (see Appendix A to Enclosure C).

(1) Part I—Shortened Word Forms. (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. Shortened word forms that have definitions in Part II, will be marked with an asterisk (*) at the end of the shortened word form.

(a) Once established, shortened word forms may be used as adjectives and nouns. United States is an exception to this rule and is always

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spelled out when part of a proper name (e.g., United States Central Command, United States Space Force).

(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 4 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. J-Dirs are not included 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 4 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 change 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; United States should 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 DoW is used for JP usage, whether used in quotes, vignettes, or directive/issuance titles, consistent with use in DoW issuances. When the shortened word form for Department of War is used in combination with other terms, it will be used consistent with use in DoW 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 (e.g., 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 (l). 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 that are being recommended for inclusion; or terms and definitions in reference (j) for which the JP is not currently the proponent of but recommends for

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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 either the next update to reference (j), or through an administrative change.

(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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GLOSSARY NOTATIONS FOR TERMS AND DEFINITIONS PLACEMENT			
In parentheses at the end of the applicable entry.			
TYPE OF ENTRY	DRAFT PUBLICATION NOTATION	SIGNATURE DRAFT NOTATION (Editor Use Only)	USE
EXISTING TERM AND DEFINITION	(DoD Dictionary. Source: JP X-XX) <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.
NEW TERM AND DEFINITION	(Upon approval of this [revised or changed] publication, this term and its definition will be included in the DoD Dictionary.)	Upon approval of the signature draft, replace the draft notation with “(Approved for inclusion in the DoD Dictionary.)”	Introduces, staffs, and proposes addition of a new entry in the DoD Dictionary.
MODIFIED TERM AND DEFINITION	(Upon approval of this [revised or changed] publication, this term and its definition will modify the existing term “XXXXX” and its definition in the DoD Dictionary.) <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.
MODIFIED TERM, EXISTING DEFINITION	(Upon approval of this [revised or changed] publication, this term will modify the existing term “XXXXX” and be incorporated into the DoD Dictionary.)	Upon approval of the signature draft, replace the draft notation with “(Approved for replacement of XXXXXX” in the DoD Dictionary.)”	Recommends, staffs, and modifies an existing term to be incorporated into the DoD Dictionary.
EXISTING TERM, MODIFIED DEFINITION	(Upon approval of this [revised or changed] publication, this definition will modify the existing definition and be incorporated into the DoD Dictionary.)	Upon approval of the signature draft, replace the draft notation with “(Approved for incorporation into the DoD Dictionary.)”	Recommends, staffs, and modifies an existing definition for incorporation into the DoD Dictionary.
PROPONENCY CHANGE	(Upon approval of this [revised or changed] publication, this publication will assume proponency for this term and its definition and this publication number will be added to [or will replace] the existing proponent number in the DoD Dictionary.)	Upon approval of the signature draft, replace the draft notation with “(Approved for incorporation into the DoD Dictionary with JP X-XX as the Source JP.)”	Declares or assumes proponency of a term and definition for staffing and upon approval will revise the DoD Dictionary.

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<p>TERM AND DEFINITION DELETION</p>	<p>(Upon approval of this [revised or changed] publication, this term and its definition will be removed from the DoD Dictionary.)</p> <p><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>MULTI-PUB AND/OR MULTI-DEFINITION</p>	<p><u>EXISTING TERM, MODIFIED DEFINITION:</u></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><u>PROPONENCY CHANGE:</u></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><u>TERM AND DEFINITION DELETION:</u></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 this [revised or changed] publication, definition # 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 “term. None. (Definition # sourced to JP X-XX approved for removal from the DoD Dictionary.)”</p> <p>Upon approval of the signature draft, replace the draft notation with “term. None. (Definition # approved for removal from the DoD Dictionary.)”</p>	

Table 1. Glossary Notations for Terms and Definitions Placement

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

(i) Glossary terms should be written in lowercase 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 pursuant to 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 DoW 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. The vertical lines are placed on the left for even pages and on the right for odd pages. The footer is annotated with “CH” initialism and change number in Arabic numerals 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) centered on the page (see page Appendix A to Enclosure C) in regular type, Times New Roman 14-point font.

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(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 using Arabic numerals when there are at least two paragraphs or subparagraphs at the same level. A paragraph numbered “1” must have a paragraph “2,” just as subparagraph “a” must have a subparagraph “b.”

(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)–(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.

(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 shall be full justified under the figure.

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

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

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

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

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

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

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

Table 2. Indentation Sample

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

(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.

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.

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(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 full 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.

(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.

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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 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).

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(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:

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

(b) If any of the following parts of the JP end on an odd-numbered page, then a blank page with “Intentionally Blank” (without quote marks) centered on the page is inserted on the following page: 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 quotations and not in italics.

(b) References to other JPs, DoW 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 quotations; 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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(c) References are set off from the paragraph and full justified. Margins are equal to the paragraph above. The first line is not 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 (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*]).

(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 C

SAMPLE JOINT PUBLICATION ORGANIZATION AND FORMAT



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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, across 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.

J. DANIEL CAINE
General, U.S. Air Force
Chairman of the Joint Chiefs of Staff

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SAMPLE PUBLICATION PREFACE

PREFACE

1. Scope

This publication provides fundamental principles and guidance for...

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 War 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 War (DoW) 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

1. Overview

a. Joint Publication (JP) 3-61, Joint Public Affairs, describes how the Department of War conducts public affairs (PA) to communicate with domestic, international, and internal audiences to meet the joint force commander's (JFC's) intent and achieve operational objectives. Additionally, JP 3-61 describes anticipated changes to the future operating environment, and adaptations that may be necessary to adapt to emerging challenges.

b. Information in the public domain either contributes to or undermines the achievement of operational objectives. PA personnel understand that various audiences have differing information requirements. They plan closely with other elements of the joint force to make communication recommendations to the JFC on what, how, and when to communicate to achieve desired effects throughout the operational environment. PA personnel execute strategies and plans within the PA area of responsibility, primarily the information function, and work to synchronize public communication activities within the command and with other communications entities.

2. Public Affairs Responsibilities in Joint Operations

Information in the public domain either contributes to or undermines the achievement of operational objectives. PA personnel understand that various audiences have differing information requirements. They plan closely with other elements of the joint force to make communication recommendations to the JFC on what, how, and when to communicate to achieve desired effects throughout the operational environment. PA personnel execute strategies and plans within the PA area of responsibility, primarily the information function, and work to synchronize public communication activities within the command and with other communications entities.

3. Public Affairs Integration into Joint Operations

The joint force integrates information into operational design and planning to conduct operations in the information environment. PA professionals design, plan, execute, and analyze public information aspects of operations, and focus on informing domestic, international, and internal audiences by synchronizing public communication aligned with command narratives and objectives. Additionally, PA professionals optimize outreach by identifying the most effective communication tools throughout the design, planning, and operations processes to create military advantage and achieve the JFC's objectives.

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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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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 War 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 ADMINISTRATIVE INSTRUCTIONS APPENDIX
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3. Supersession and Cancellation (if required)

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The Joint Lessons Learned Program's (JLLP's) primary objective is to enhance joint force readiness and effectiveness by contributing to improvements in doctrine, organization, training, materiel, leadership and education, personnel, facilities, and policy. The Joint Lessons Learned Information System (JLLIS) is the DoW system of record for lessons learned and facilitates the collection, tracking, management, sharing, collaborative resolution, and dissemination of observations, issues, best and emerging practices, and lessons learned to improve the development

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and readiness of the joint force. The JLLP integrates with joint doctrine through the joint doctrine development process by providing insights and lessons learned derived from operations, exercises, war games, and other events. As these inputs are incorporated into joint doctrine, they become institutionalized for future use, a major goal of the JLLP. Insights and lessons learned are routinely sought and incorporated into draft JPs throughout formal staffing of the development process. The JLLIS Website can be found at <https://www.jllis.mil> (NIPRNET) or <http://www.jllis.smil.mil> (SIPRNET).

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joint doctrine through the joint doctrine development process by providing insights and lessons learned derived from operations, exercises, war games, and other events. As these inputs are incorporated into joint doctrine, they become institutionalized for future use, a major goal of the JLLP. Insights and lessons learned are routinely sought and incorporated into draft JPs throughout formal staffing of the development process. The JLLIS Website can be found at <https://www.jllis.mil> (NIPRNET) or <http://www.jllis.smil.mil> (SIPRNET).

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

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

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

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SAMPLE GLOSSARY FOR A JOINT PUBLICATION

GLOSSARY

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

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

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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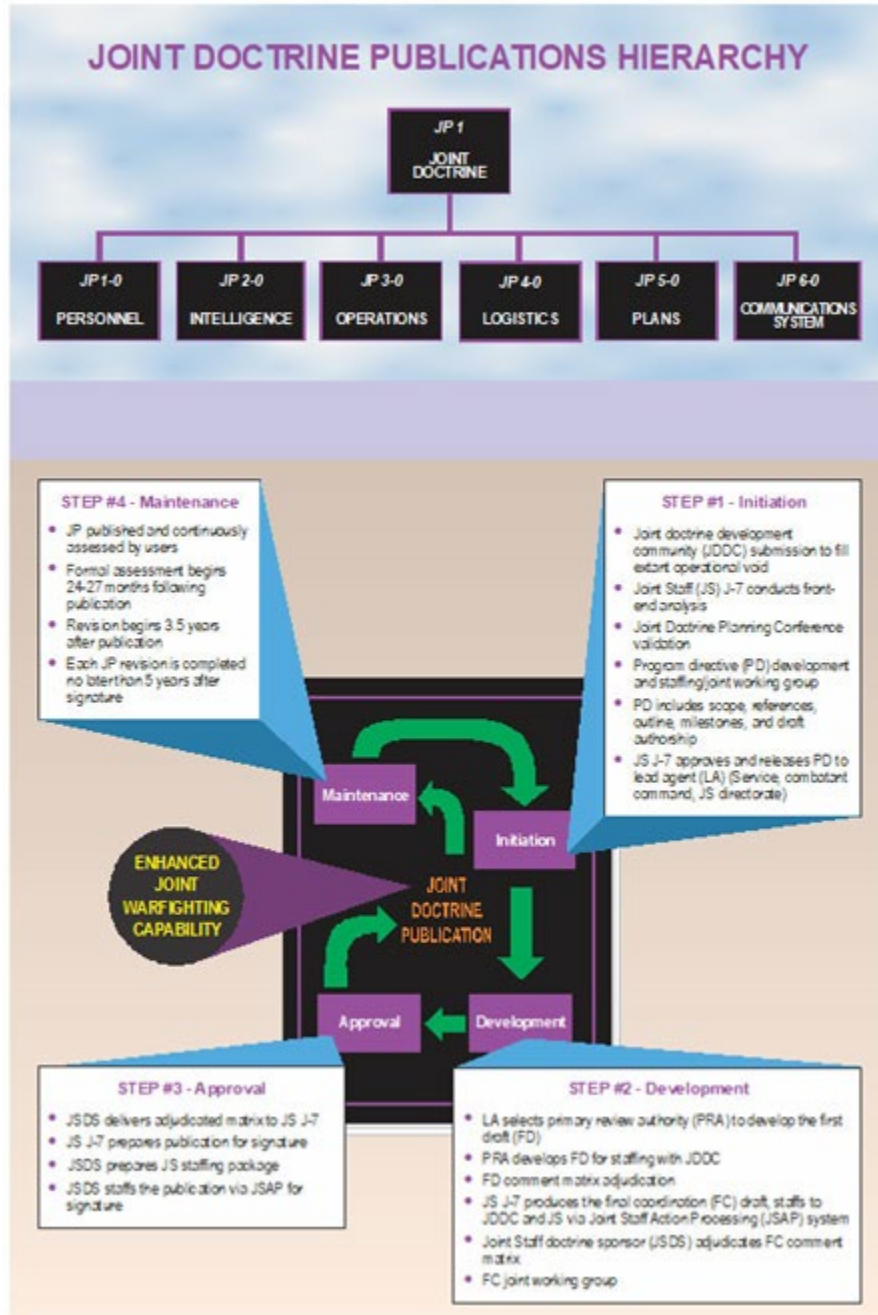
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ENCLOSURE D

ALLIED JOINT DOCTRINE AND TERMINOLOGY

1. Introduction. DoW 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 head of delegation 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 an LA is the U.S. representative to the identified NATO working group).
 - b. Joint Staff Doctrine Sponsor. The JSDS assigned to a U.S. joint publication is also assigned to the equivalent 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. During various phases of the Allied doctrine development and revision process, JEDD staffs Allied doctrine

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products for formal AO or O-6 planner-level coordination with the JDDC and the 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 NLT study draft 2 review.

(3) Editorial. Editorial comments improve the layout or content and/or correct spelling or punctuation. They do not, however, affect whether nations ratify 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 approves ratification of 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 OCJCS/LC. JEDD transmits formal ratification responses to these AJPs to NATO.

e. For Level-3 publications not managed or staffed by JEDD, the appropriate organization staffs and submits ratification of formal U.S. positions

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IAW reference (n). Ratification response should not conflict with U.S.-approved joint doctrine or U.S. comments/reservations on higher-level AJPs.

4. 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.

5. 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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ENCLOSURE E

REFERENCES

- a. Title 10, U.S. Code, section 153
- b. JP 1, Volume 1, *Joint Warfighting*
- c. CJCSI 5120.02F, 31 May 2023, “Joint Doctrine System”
- d. CJCSI 5701.01D, 14 December 2023, “Policy for the Development Chairman of the Joint Chiefs of Staff, Joint Staff, and Joint Directorate Directives”
- e. CJCSI 5711.01E CH1, 10 April 2025, “Action Processing Policies and Procedures”
- f. DoDI 5200.48, 6 March 2020, “Controlled Unclassified Information (CUI)”
- g. DoD Manual 5200.01 V1 CH3, 17 January 2025, “DoD Information Security Program: Overview, Classification, and Declassification”
- h. DoD Manual 5200.01 V2 CH4, 28 July 2020, “DoD Information Security Program: Marking of Classified Information”
- i. DoD Manual 5200.01 V3 CH4, 17 January 2025, “DoD Information Security Program: Protection of Classified Information”
- j. *DoD Dictionary of Military and Associated Terms* (Short title: DoD Dictionary)
- k. JSM 5701.01F, 10 January 2024, “Formats and Procedures for Development of Chairman of the Joint Chiefs of Staff, Joint Staff, and Joint Staff 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 5705.01H, 4 April 2023, “Standardization of Military and Associated Terminology”
- n. CJCSI 2700.01H, 31 March 2023, “Rationalization, Standardization, and Interoperability Activities”

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o. Allied Administrative Publication-47, “Allied Joint Doctrine Development”

p. *Joint Publication Writer’s Guide*, 20 July 2023, <https://jdeis.js.mil/jdeis/jel/jel/ddraafftt_pubs/joint-publication-writers-guide-20230728.pdf>, last accessed 3 September 2025.

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PART I—ABBREVIATIONS AND ACRONYMS

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
CD	coordination draft
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
DepOpsDepts	Deputy Operations Deputies
DJ-7	Joint Staff Director for Joint Force Development, J-7
DoD	Department of War
ETMS2	Enterprise Task Management Software Solution
GO/FO	general officer/flag officer
IAW	in accordance with
J-4	Directorate for Logistics, J-4
J-7	Directorate for Joint Force Development, J-7
JCS	Joint Chiefs of Staff
JDDC	joint doctrine development community
JDDT	Joint Doctrine Development Tool
J-Dir	Joint Staff Directorate
J-Director	Director of a Joint Staff Directorate
JDN	joint doctrine note
JDP	joint doctrine plan
*JDPC	Joint Doctrine Planning Conference
JEDD	Joint Education and Doctrine Division

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JEL	Joint Electronic Library
JEL+	Joint Electronic Library Plus
JP	joint publication
*JSDS	Joint Staff doctrine sponsor
JWG	joint working group
*LA	lead agent
LC	Legal Counsel
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
OB	overcome by
OCJCS	Office of the Chairman of the Joint Chiefs of Staff
OpsDepts	Operations Deputies
OSW	Office of the Secretary of War
PD	program directive
POC	point of contact
SD	signature draft
SIPRNET	SECRET Internet Protocol Router Network
*TRA	technical review authority
UJT	universal joint task
UJTL	Universal Joint Task List
USG	U.S. Government

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PART II – DEFINITIONS

capstone joint publication. The joint publication in the hierarchy of joint publications that links joint doctrine to national strategy and the contributions of other U.S. Government departments and agencies, multinational partners, and reinforces policy for command and control.

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.

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.

coordinating review authority. An individual designated by an organization to provide a single, coordinated organizational position for a joint doctrine document. Also called CRA.

Joint Doctrine Planning Conference. A semiannual forum convened to discuss doctrinal issues and recommend courses of action. Also called JDPC.

Joint Staff doctrine sponsor. A Joint Staff Directorate assigned as the proponent for a U.S. or Allied joint doctrine project. Also called JSDS.

keystone joint publications. Joint publications that are the doctrinal foundation of the joint publication library.

lead agent. A Service, Combatant Command, or Joint Staff Directorate assigned to author, develop, and maintain a joint publication throughout its life cycle. Also called LA.

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.

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