

# CHAIRMAN OF THE JOINT CHIEFS OF STAFF INSTRUCTION

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DJS/SAJM  
DISTRIBUTION: A, JS-LAN

CJCSI 5002.01  
13 December 2010

## MEETINGS IN THE JCS CONFERENCE ROOM

### References:

- a. DOD 5200.1-R, 14 January 1997, "Information Security Program"
- b. CJCSM 5712.01 Series, "Standards for Visual Aids Used in the Joint Staff"

1. Purpose. This instruction establishes policy, responsibilities, and procedures for meetings held in the JCS Conference Room (also known as the "Tank").
2. Cancellation. CJCSM 5002.01A, 31 March 2001, "Meetings in the JCS Conference Room," is canceled.
3. Applicability. This instruction applies to all Joint Staff directorates, Service Joint Action Control Offices (JACOs), and all component commands that present topics to the Operations Deputies (OpsDepts) and Joint Chiefs of Staff (JCS).
4. Responsibilities. See Enclosure A.
5. Summary of Changes. This instruction replaces CJCSM 5002.01, 31 March 2001, and establishes policies for meetings held in the Tank. It further:
  - a. Establishes responsibilities for the Director, Joint Staff or Vice Director, Joint Staff (DJS or VDJS); Joint Staff directors; Secretary, Joint Staff; Special Assistant for Joint Matters (SAJM); Joint Staff action officers (AOs), and Service JACOs. See Enclosure A.
  - b. Incorporates a decision flowchart and specific criteria for approving topics to be presented to the OpsDepts and JCS. See Enclosure B.

c. Provides instructions on preparing, submitting, processing, and approving OpsDepts and JCS Tank topic requests (Enclosure B) and Tank attendee requests (Enclosure D).

d. Updates administrative and multimedia requirements for presenting briefings (Enclosure G).

6. General. Enclosures A through G identify the responsibilities, policies, and procedures for meetings held in the Tank.

a. The JCS and their designated representatives, and OpsDepts, and Deputy OpsDepts, meet regularly in the Tank. The normal weekly schedule is shown in Enclosure B.

b. The Chairman of the Joint Chiefs of Staff (hereafter referred to as the Chairman) convenes and presides over meetings of the JCS. In the absence of the Chairman, the Vice Chairman of the Joint Chiefs of Staff (hereafter referred to as the Vice Chairman) presides.

c. The Director, Joint Staff (hereafter referred to as the Director) convenes and presides over OpsDepts meetings. In the absence of the Director, the Operations Director (DJ-3), Joint Staff presides.

7. Releasability. This instruction is approved for public release; distribution is unlimited. DOD components (to include the combatant commands), other federal agencies, and the public may obtain copies of this instruction through the Internet from the CJCS Directives Home Page--  
[http://www.dtic.mil/cjcs\\_directives](http://www.dtic.mil/cjcs_directives).

8. Effective Date. This instruction is effective upon receipt.



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Enclosures:

- A -- Responsibilities
- B -- Agenda and Scheduling
- C -- Prebriefs
- D -- Attendance at Meetings
- E -- Operational Security
- F -- Conduct of Meetings
- G -- Administrative and Multimedia Requirements
- GL -- Glossary

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ENCLOSURES

A -- Responsibilities ..... A-1  
B -- Agenda and Scheduling ..... B-1  
C -- Prebriefs..... C-1  
D -- Attendance at Meetings ..... D-1  
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F -- Conduct of Meetings .....F-1  
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ENCLOSURE A  
RESPONSIBILITIES

1. Director, Joint Staff

a. Identifies a lead JS director to sponsor each topic and present a tank brief at the JCS and OpsDeps meetings.

b. Approves topics and attendees for JCS and OpsDeps meetings. Refer to Enclosure B for the decision flowchart and specific criteria used to approve Tank topic requests.

c. The Vice Director will determine when Deputy OpsDeps meetings are required.

2. Lead JS Director

a. Is the lead sponsor for a designated topic and Tank brief at the JCS and OpsDeps meetings.

b. Oversees the coordination of Tank briefs to ensure suspenses, requirements, criteria, and prescribed briefing formats are met.

3. Secretary, Joint Staff (SJS)

a. Acts as recorder for OpsDeps meetings.

b. Archives summary notes from OpsDeps meetings. The summary notes will outline specific recommendations or decisions reached by the OpsDeps while maintaining the non-attribution environment of the JCS conference room.

4. Special Assistant for Joint Matters (SAJM)

a. Responsible for the agenda management and administration of meetings in the Tank.

b. Previews presentation slides and assembles briefing binders for the Chairman, Vice Chairman, Assistant to the Chairman, Director, Vice Director, SJS, and SAJM.

c. Distributes presentation slides to the Service JACOs not later than 2 workdays prior to a meeting.

d. Prepares the seating charts utilized during all meetings.

5. Joint Staff Action Officers (AOs)

a. Contact SAJM to discuss:

(1) Questions on items covered within this instruction.

(2) Length of briefing.

(3) Proposed attendees.

(4) Overall briefing classification level (presentation slides and discussion).

(5) Attendee names.

(6) Special considerations.

b. Prepare presentation slides:

(1) Available presentation media and equipment.

(2) Administrative and multimedia requirements (Enclosure G).

c. Contact SAJM to schedule an on-screen preview of the briefing (Enclosure G).

d. Provide copies of the presentation slides to SAJM no later than 1000 hours 2 working days before the scheduled meeting. Contact SAJM immediately if this suspense cannot be met.

(1) When the lead JS directorate cannot secure final presentation slides by the above deadline, draft copies of the proposed presentation slides shall be forwarded to SAJM for distribution to meeting attendees. Copies of the approved presentation should be provided as soon as possible. Other relevant materials including taskers, message, Service memorandums, and other references shall accompany the presentation slides.

(2) If final or draft presentation slides are unavailable by 1000 hours 2 working days prior to the scheduled meeting, the Director shall make the determination to continue with the meeting as scheduled or reschedule it to a later date.



6. Service JACOs

a. Provide attendees (principal and planner/AO) from their respective Service to SAJM no later than 1000 hours the working day prior to the scheduled meeting. Individual's rank (or civilian pay grade), conversational first name, and last name must be provided.

b. Pick up and sign for all copies of briefings that cannot be transmitted electronically from SAJM.

c. Provide a tentative list of principal attendees for the meetings of the following week no later than 1200 on the last workday of the week.

d. Pass security clearances to SAJM for attending planner or AO.

7. Combatant Commands

a. When a combatant command is presenting a topic to the OpsDeps or JCS Tank they must adhere to the same rules as the Joint Staff AOs (outlined in paragraph 5 above).

b. Combatant commands are also encouraged to utilize their liaison offices (located within the Pentagon) for direct communication with the SAJM.

c. Combatant commands must fill out the Tank invitee request form (on the Tank Portal at <http://jointstaff.js.smil.mil/portal/site/jsportal/tank>) when they request a representative to attend the Tank in person or via JWICS VTC. See Enclosure G, paragraph 6 for VTC compliance.

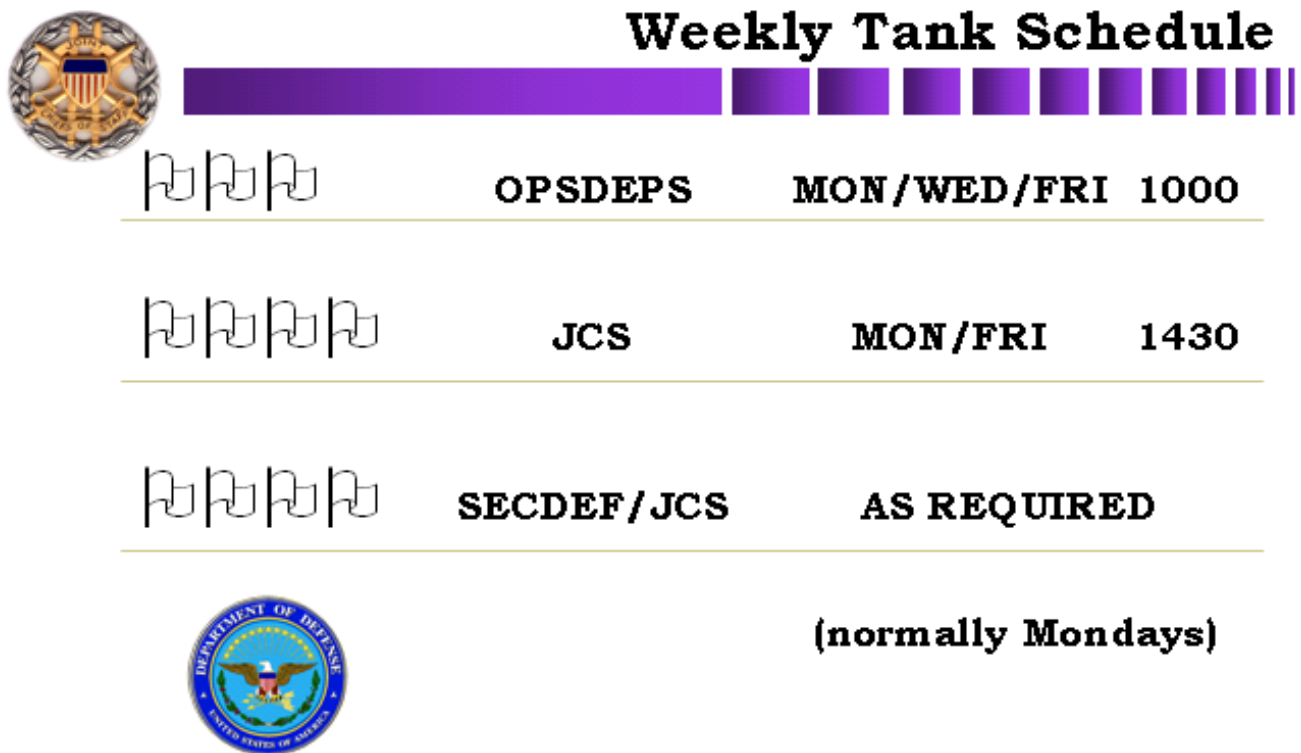
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ENCLOSURE B

AGENDA AND SCHEDULING

1. The following diagram depicts a normal Weekly Tank Schedule:

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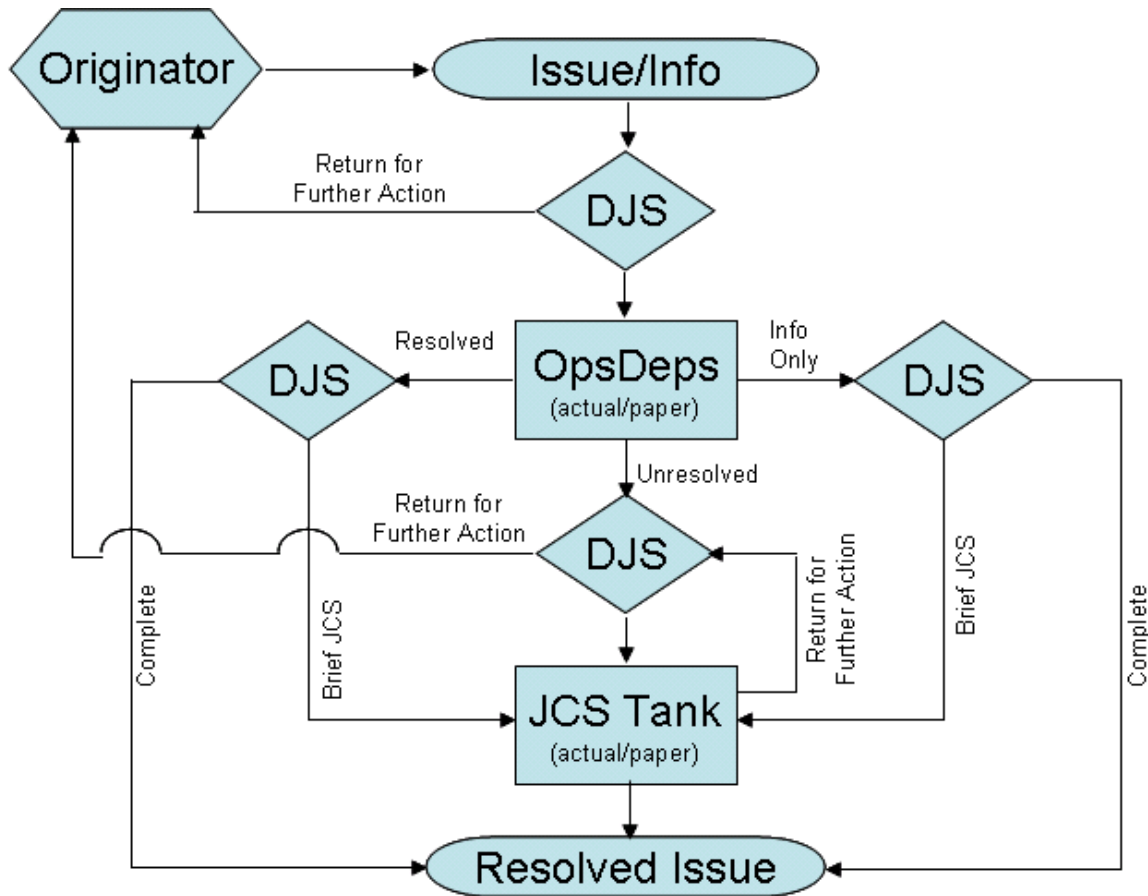
2. The Chairman or the Director will approve the agenda for Tank meetings.

a. Service requests for Tank meetings and agenda items should be addressed to the Chairman or Director.

b. The point of contact for agenda management and administrative matters relating to Tank operations and meetings is the SAJM.

3. The following is a decision flowchart used to explain the process of presenting topics to the OpsDepts and JCS.

### TANK TOPIC DECISION FLOWCHART



4. The following criteria should be used when deciding what topics can be resolved by the OpsDepts and not presented to the JCS.

- a. General information briefings to include study results that are not specifically requested by CJCS/VCJCS or Service Chiefs.
- b. Issues within the Department of Defense that can be resolved with full consensus of the OpsDepts.
- c. Operational issues to include mission required strength that can be resolved with full consensus of the OpsDepts.

5. The following criteria should be used when deciding what topics need to be presented to the JCS:

- a. CJCS or SecDef directed topics.
- b. Topics supporting national-level decision-making to include national strategy and potential loss of DOD spectrum.
- c. Irreconcilable and unresolved differences or non-concurs from the OpsDepts.
- d. “Hot-button” topics with congressional interest.
- e. Combatant command or Service-nominated issues.
- f. Strategic planning documents and topics.
- g. Reviews of a proposed joint action of major significance.
- h. Items of significant importance between U.S. government representatives and foreign officials.
- i. DJS directed topics.

6. SAJM publishes the daily Status Report and Tank Calendar on the Joint Staff Portal at <http://jointstaff.js.smil.mil/portal/site/jsportal/tank/>.

- a. These reports list the approved and scheduled agenda items for “Meetings of the JCS and OpsDepts.”
- b. The Tank Portal also lists Tank Resources, Operational Security, Tank Suspenses, and Tank Contact Information.

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## ENCLOSURE C

### PREBRIEFS

#### 1. Prebriefs

a. Presented to the Director prior to OpsDepts.

b. Schedule prebriefs through the Director's front office scheduler. Prebriefs are normally held at a minimum 1 day prior to the meeting.

#### 2. Prebrief Guidelines

a. State the purpose of the briefing and whether the briefing is being provided for information or for a decision.

b. An example brief is provided on the Tank Portal (<http://jointstaff.js.smil.mil/portal/site/jsportal/tank/>) displaying the following minimum requirements:

(1) Provide background information.

(2) Identify issues.

(3) Identify service, Combatant Commander, agency concerns, and positions.

(4) Identify Joint Staff concerns.

(5) State the Joint Staff position.

(6) Highlight and discuss the proposed solution.

(7) State the Joint Staff recommendation.

c. Discuss the meeting strategy and desired outcome of the briefing.

3. The Chairman or Director may require a prebrief for selected JCS agenda items. Notification will be made if a prebrief is required.

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## ENCLOSURE D

### ATTENDANCE AT MEETINGS

1. Attendance is limited to the principals and staff personnel required in supporting the agenda item. Attendance is closely controlled by SAJM in accordance with the Director's established policy and guidance.

a. SecDef/JCS Meetings. SecDef/JCS meetings are private executive conferences. Attendance is restricted to the Secretary of Defense, the Deputy Secretary of Defense, the Chairman, the Vice Chairman, the JCS, the Director, and other individuals specifically designated by the Secretary of Defense, the Chairman, or the Director.

b. JCS Meetings. JCS meetings are private executive conferences. Attendance is restricted to the Chairman, Vice Chairman, JCS, Director, Assistant to the Chairman, and other individuals specifically designated by the Chairman or the Director.

c. OpsDepts Meetings. OPSDEPS meetings are attended by the Director, Service OpsDepts, Vice Director, SJS, and Joint Staff personnel needed to support an agenda item. Service planners or Service AOs may attend at the discretion of their principal or as directed by the Director.

2. A tank invitee request is required for staff personnel supporting an agenda item to attend OpsDepts and JCS meetings. Tank invitee requests are due to SAJM 2 working days prior the OpsDepts or JCS Tank. The tank invitee request form can be accessed through the Tank Portal at <http://jointstaff.js.smil.mil/portal/site/jsportal/tank/>. The following guidelines apply when sending Tank invitee requests to SAJM:

a. The lead sponsor for the OpsDepts or JCS topic are allotted three seats including the briefer.

b. All other participants that have equity in the OpsDepts or JCS topic may request up to two seats. Only one seat may be approved dependent on the capacity of the Tank for that particular meeting.

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ENCLOSURE E

OPERATIONAL SECURITY

1. Use of the Tank is limited by the requirement to maintain its security designation as a SCIF.
2. All visitors must have a valid operational need to be in the Tank. Tours of the facility are not given.
3. OPSEC prohibits the following items from being brought into the Tank: briefcases, bags, audio recorders, video recorders, two-way pagers, cellular phones, or personal digital assistants. These items will be stored and monitored by the Tank audiovisual (AV)/tech room NCO.
4. Briefers are responsible for ensuring their accompanying attendees possess a security clearance commensurate with the level of the briefing.

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ENCLOSURE F

CONDUCT OF MEETINGS

1. Protocol

a. SAJM is the point of contact for questions about meeting protocols and procedures, or the physical arrangements of the Tank.

b. In general, the following rules apply:

(1) All meetings have published start times and will conclude when the presiding officer adjourns the meeting. Should a time change occur within 24 hours of the scheduled tank, the SAJM will notify all attendees and receive positive confirmation from the principals.

(2) Attendees at Tank meetings, including general/flag officers (G/FOs), are expected to enter the Tank when the briefing or discussion item is called and remain in the room until the presiding officer excuses the item. (See paragraph 2 below.)

(a) Attendees must be prompt; late arrivals will not be allowed to enter the conference room after the door has been closed.

(b) Conflicting appointments are not considered an adequate rationale for late arrival or early departure.

(c) Exceptions to this policy must be coordinated with SAJM before the meeting; the Director will be advised of the issues.

(3) Principals, G/FOs and the briefer(s) are the only ones who will participate in the discussion.

(a) All other attendees do not participate unless invited by the principals seated at the main conference table.

(b) Joint Staff representatives or Service planners/AOs who believe they can contribute to the discussion may pass a note to the respective Joint Staff or service principal, or they may verbally request permission from the respective Joint Staff or Service principal before participating in the discussion.

(4) Each attendee is expected to follow the discussion attentively and be prepared to contribute if invited.

(5) Most planners and AOs take notes to debrief senior officers in their directorates or chain of command to help clarify taskings or guidance.

## 2. Multiple Agenda Item Standby Requirements

### a. Multiple Agenda Items

(1) When more than one topic is scheduled for a Tank meeting, all attendees for their respective topic are on call to report to the Tank.

(2) The Tank AV/tech room NCO will notify attendees when it is time to report to the Tank.

(3) When notified, the attendees will report to the Tank and remain in the Tank lounge until their item is brought into the Tank for consideration.

b. Briefs provided for the Chairman or Vice Chairman takes priority over stand by requirements for OpsDepts meetings.

(1) Ensure SAJM is informed of these conflicts.

(2) SAJM will resolve conflicts between standby requirements and other demands.

## 3. Conduct of "Paper Tanks"

a. CJCS or DJS may require briefings that are close hold, not releasable and/or very sensitive in nature. These briefing will be given in "Paper Tanks" only.

(1) Suspense dates will remain the same as regular OpsDepts and JCS Tanks. An electronic copy of the brief will be provided by 1000, 2 working days prior to the scheduled meeting.

(2) All briefings will be provided (paper copy) to the main table only.

b. CJCS or DJS will be the approval authority on a "Paper Tank" converting to an actual Tank brief.

4. Personnel on Standby. Personnel on standby requirement for their organization will remain in the Tank lounge during the presentation of their topic.

5. Uniform. Military attendees and the briefer will wear the duty uniform of the day.

## ENCLOSURE G

### ADMINISTRATIVE AND MULTIMEDIA REQUIREMENTS

1. Presentation briefing slides are due to SAJM by 1000 hours 2 working days prior to the OpsDepts or JCS meetings. If the lead sponsor does not meet this deadline, he or she must request an extension through SAJM to be approved by the Director or Vice Director.

#### 2. Presentation Slides Format

a. PowerPoint® Presentation Template. Visual aids used in the Tank must comply with reference b.

b. Number each slide on the bottom left corner; if the briefing is to be dual-screen, add “L” or “R” to indicate left or right screen; e.g., 1L, 2L, 1R, 2R.

**NOTE: Left and right are determined as seen from the perspective of the principals in the Tank. During single-screen presentations, the left screen is the primary screen. The right screen is used only during dual-screen presentations.**

#### 3. Delivery of Presentation Slides

a. Sending e-mail to the JSIN user account is the preferred method of delivery for electronic briefing files.

(1) SAJM will accept briefings on CD-ROM.

(2) TS/SCI briefings must be sent to the SAJM JWICS email addresses (located on the Tank Portal home page at <http://jointstaff.js.smil.mil/portal/site/jsportal/tank/>).

(3) Any personnel without access to SIPRNET or JWICS must utilize other methods of delivering the files.

b. Identify in the briefing filename which file will be shown on each screen. A recommended filename format is shown below:

(1) Single-screen presentation:

“23 January 01, OpsDepts, J-4, Force Medical Protection”

“23 January 01, JCS, J-7, Exercise REGIONAL RESPONSE-09”

- (2) Dual-screen presentation:  
“23 January 01, SD-JCS, J-5, Joint Strategy Review--LEFT”  
“23 January 01, SD-JCS, J-5, Joint Strategy Review--RIGHT”

**NOTE: Because of the number of briefings presented in the Tank, this filename format aids in identifying each briefing by depicting the date of presentation, audience, responsible organization, and topic title (with left or right screen identifier, as required).**

4. Printed Copies of Presentation Slides

- a. SAJM will print copies of the briefing slides for the Meeting Principals and post to the Tank Portal.
- b. If the slides are CLOSE HOLD/ EYES ONLY, it is the responsibility of the POC/AO to inform SAJM not to post to the Tank Portal. The POC/AO must also inform SAJM if backups are not to be posted to the Tank Portal.
- c. The POC/AO will only print copies of the slides if the slides are delivered to SAJM the day of the OpsDeps or JCS Tank and/or if there are last-minute changes to the slides.

**NOTE: Color printed copies are standard.**

- d. If there are handouts for a topic, the point of contact will provide the handouts before the meeting begins. The Tank AV/tech room NCO will distribute handouts before the meeting convenes.

5. On-Screen Previews of Briefings

- a. The on-screen previews provide an opportunity for the topic point of contact and/or briefer to come to the Tank and review their presentation on-screen prior to the meeting.

**NOTE: This time is for the purpose of ensuring the visual quality of the presentation, not to rehearse or discuss the content of the briefing.**

- b. On-screen previews provide an opportunity for new briefers to familiarize themselves with the physical arrangements of the Tank.
- c. On-screen previews are strongly recommended to ensure the presentation is aesthetically pleasant on the screen.
- d. In accordance with Tank security requirements, all personnel must have valid identification and will be required to sign in. The number of personnel attending the preview is limited to the agenda item POC and/or briefer.



6. Video Teleconferences (VTCs). The following guidelines must be followed when an outside DOD agency (e.g., combatant command, NSA, DISA) requests to VTC into an OpsDeps or JCS Tank.

a. Per CJCS guidance, all VTCs will be held at the JWICS level.

c. SAJM will set up the JWICS VTC and provide the DOD agency the conference ID.

d. DOD agencies must e-mail SAJM their JWICS room name and principal attendee's full (first/go-by and last) name no later than 2 working days prior to the OpsDeps or JCS Tank. Combatant commands are encouraged to utilize their Pentagon LNOs for coordination.

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## GLOSSARY

|          |  |
|----------|--|
| AO       | action officer   |
| G/FO     | general/flag officer   |
| JACO     | Joint Action Control Office  |
| JCS      | Joint Chiefs of Staff (refers to the Chairman, the Vice Chairman, and the four Service Chiefs);<br>for this instruction only   |
| JSIN     | Joint Staff Information Network  |
| MB       | megabytes  |
| OpsDepts | Operations Deputies -- membership consists of the Director, Joint Staff (Presiding Officer) and Service OpsDepts <ul style="list-style-type: none"><li>• Army OpsDep = Deputy Chief of Staff for Operations and Plans</li><li>• Navy OpsDep = Deputy Chief of Naval Operations (Plans, Policy and Operations)</li><li>• Air Force OpsDep = Deputy Chief of Staff for Air and Space Operations</li><li>• Marine Corps OpsDep = Deputy Commandant for Plans, Policies and Operations</li></ul> |
| OPSEC    | operations security  |
| SAJM     | Special Assistant for Joint Matters, Office of the Director, Joint Staff   |
| SCI      | sensitive compartmented information  |
| SCIF     | sensitive compartmented information facility   |

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