



JOINT STAFF INSTRUCTION

DOM/SJS
DISTRIBUTION: A, B, C, JEL, S

JSI 5711.01E
24 May 2013

ACTION PROCESSING

References: See Enclosure I

1. Purpose. This instruction:

a. Implements the policy document governing the development, staffing, and approval of actions prepared by the Joint Staff as provided in reference a.

b. Describes the process used by Joint Staff action officers (AOs) to prepare actions supporting the Chairman of the Joint Chiefs of Staff.

2. Superseded/Cancellation. JSI 5711.01D, 10 September 2010, is hereby superseded.

3. Applicability. This instruction applies to all personnel on the Joint Staff involved in action processing.

4. Policy. Joint Staff actions must be developed in a uniform and timely manner, and reflect the best possible military judgments.

5. Responsibilities. See Enclosure A.

6. Summary of Changes

a. Updates roles for the Military Secretariats.

b. Updates branch names for Information Management Division.

c. Adds guidance on Joint Staff collateral duties.

d. Clarifies suspense assignment and suspense extension process.

e. Adds special requirements for Secretary of Defense Read Aheads.

- f. Defines "ghost" packages.
- g. Updates Appendix A to Enclosure D, Action Process Workflow.
- h. Clarifies delegation of authority for policy and non-policy DoD Issuances.
- i. Updates and clarifies procedures for posting responses to DoD Issuances.
- j. Adds guidance on assignment of Congressional correspondence.
- k. Updates references to reflect current versions.

7. Releasability. This instruction is not approved for electronic release on the World Wide Web (WWW); electronic release is restricted to the Joint Staff Decision Support Environment (JS DSE) only. Approval from the Office of Primary Responsibility (OPR) is required for further release of this instruction/ in electronic format on the WWW.

8. Effective Date. This instruction is effective immediately.



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Enclosures:

- A — Responsibilities
- B — Action Origins, Assignment, and Suspenses
- C — Coordination Process
- D — Steps in Processing and Coordinating an Action
- E — Completed SJS Actions
- F — Processing DOD Directives, Instructions, and Manuals
- G — Congressional Correspondence
- H — Joint Staff Collateral Duties
- I — References

DISTRIBUTION

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ENCLOSURE A

RESPONSIBILITIES

1. Joint Staff

a. Regarding action processing, the mission of the Joint Staff is to ensure decision-quality information is presented to the Chairman of the Joint Chiefs of Staff at the speed his job demands. This also applies to information presented to the Vice Chairman of the Joint Chiefs of Staff, Assistant to the Chairman of the Joint Chiefs of Staff, Director, Joint Staff, and Vice Director, Joint Staff, as well as to the Directors.

b. Providing information to Joint Staff leaders is a team effort. This requires the dedicated attention of individuals at all levels to ensure that the process functions smoothly to provide information in a timely manner. There is no single “fastest” method to provide information to Joint Staff leadership—regardless of whether it is sent via the electronic staffing system or is “hand-carried” through. **The single most critical factor in providing timely information is the active involvement and communication at all levels between those individuals who are responsible to provide information to our senior leaders.**

2. Joint Secretariat. The Secretary, Joint Staff (SJS), has overall responsibility for management and administration of the action processing system. Specific responsibilities are as follows:

a. Actions Division (AD). AD is the focal point for action processing on the Joint Staff. Its responsibilities are to:

(1) Receive, control, and distribute CJCS, VCJCS, ACJCS, DJS, and VDJS (referred to as the “Top 5”) correspondence, providing advice on distribution of close-hold messages addressed to the Chairman and the Director, Joint Staff.

(2) Task incoming correspondence to the Joint Staff, providing guidance on how best to respond to the action and follow all applicable processing procedures.

(3) Monitor the status of actions and manage suspenses, provide assistance on required suspense extensions, and assist the Military Secretariats (MilSecs) in reassignment of misassigned actions to another directorate.

(4) Exercise discretion using professional judgment, and editorial and analytical skills, in preparing correspondence in final form for Top 5 signature; ensuring professional quality, consistency, and appropriate application of editorial policies and principles.

(5) Provide assistance and administrative guidance to AOs in processing and preparing documentation to complete the above actions.

(6) Act as a liaison between the offices of the MilSecs to ensure efficient processing of actions.

(7) Establish and implement joint action processing policy, procedures, and training.

b. Information Management Division (IMD). IMD responsibilities are to:

(1) Assign actions for CJCS and Joint Staff instructions, notices, and manuals; CJCS directives to the Combatant Commands; freedom of information requests; mandatory declassification reviews; and security reviews.

(2) Provide library, professional research, and information or document retrieval services for CJCS, JCS, or Joint Staff official records and NATO documents.

(3) Monitor and administer records management policy and procedures.

(4) Monitor and administer the Joint Staff forms management program.

(5) Process and coordinate freedom of information and mandatory declassification review requests.

(6) Conduct a systematic declassification review of permanent Joint Staff records 25 years old and older.

(7) Assist the Joint Staff Director, Inspector General administer the Joint Staff General Accounting Office Department of Defense (Inspector General) audit program.

3. Military Secretariats. The MilSecs responsibilities are to:

a. Assign actions within their directorates, including resolution of misassigned actions. MilSecs work with AD to assist in the reassignment of actions to another Joint Staff directorate or supporting office.

b. Maintain the status of actions to ensure adequate control and timely submission of replies, including ensuring that Service replies are obtained from only authorized representatives as stated in subparagraph 2b, Enclosure C.

c. Act as a liaison between the directorate and AD to ensure efficient processing of OCJCS and ODJS actions.

d. Prepare and submit request for validation of all internally generated directorate actions requiring Top 5 approval or signature to AD/Action Control Branch (ACB).

e. Electronically provide AD a copy of signed implementer for actions tasked by an SJS Directive and signed within their directorate.

f. Coordinate required suspense extensions with AD using the JSAP suspense tool.

g. The MilSec Focal Point will post J-Directorate approved JS Form 136 and critical or substantive comments (comment matrix) for DoD Issuances to the DoD Issuance portal in accordance with reference e. Electronically provide AD a copy of the JS Form 136 and comment matrix (if used). Refer to Tab F for guidance on processing DoD issuances.

4. Joint Staff Action Officer. The Joint Staff AO is responsible for developing positions and responses that, in many cases, are CJCS positions on national security issues. Actions may vary widely in importance, but all must reflect the best possible military advice or guidance. The AO drafts the joint action response and ensures its thorough, proper coordination and completion in a timely manner. The AO's responsibility for the action continues until a final decision has been made and implementing documents have been dispatched.

a. Coordination. The AO coordinates actions as fully as possible, without permitting the coordination process to cause the action to skirt issues or provide watered-down advice to achieve consensus. Through the coordination process, critical issues can be identified and presented to the leadership for decision. The AO is responsible for ensuring such issues are identified and not lost through vague wording or a compromise on the objective of the action. See Enclosure C for a detailed discussion of the coordination process.

b. Timely Completion. The AO balances the objective of producing "the perfect action" against the need to complete work in a timely manner.

c. Nonconcurrences. The AO should strive to achieve consensus. If unable to do so, unresolved issues should be clearly identified in the JS Form 136, "Joint Staff Action Processing Form" for senior leaders to make timely decisions. See Enclosure C.

d. Close-Hold Implementers. Because of security clearance considerations associated with Sensitive Compartmented Information (SCI), special access, and other close-hold actions, the AO may be required to hand carry the action through the approval process and dispatch the implementer. In such cases, the AO should ensure that the action and responses are administratively recorded in a placeholder JSAP.

e. Document Security. AOs must ensure classified information originated by them in action packages is conspicuously marked with appropriate markings in accordance with established security guidance listed in references a and e, Enclosure I. Per reference b, Enclosure I, documents classified by multiple sources must contain a list that fully identifies those sources. That list will be maintained with the file or record copy (multiple sources are listed on the endnote page of the JS Form 136). If the action's classification is derived from ALL of the endnotes attached to the action, the JS Form 136 may reflect that fact rather than contain a separate list of those references. For example, the JS Form 136 may state: "Multiple Sources: See endnotes."

f. Message Directives. Approved directives, policies, or permanent procedures should not be transmitted via messages. When time sensitivity makes using the message vehicle necessary, the directive, policy, or procedure may be provided via a message, but **will be effective for only 90 days**. If the directive, policy, or procedure will be effective for more than 90 days, the originator will prepare the information as a CJCS instruction and forward it for DJS signature under a JS Form 136 before the 90 days have lapsed.

g. Contractor-Written Documents. AOs ensure that contractor-written documents are prepared in accordance with accepted format and style (references b, d, and e, Enclosure I). AD editors are available to assist the AO and contractor during the early stages of the document's development. Early consultation can prevent rewriting and reformatting the document later.

5. Top 5 and Directorate Executive Assistants (EAs). The Joint Staff EAs are responsible for communicating positions and responses for their principals on national security issues. The EAs act as liaisons for the senior leaders they represent, provide clarifying or amplifying guidance to AOs working joint actions, and help ensure correctly prepared, complete, and timely responses.

a. Business Process. EAs facilitate standard adherence as well as continuous improvement of the process by surfacing leader preferences to the appropriate responsible process owner. Formal and informal processes are required to be captured, understood, and communicated to the staff.

b. Timely Completion. The EA plays an important role in ensuring the timely completion of actions. Unresolved issues should be clearly identified in JS Form 136 for the principal to make a decision.

6. J-3, Operations Division. The primary emphasis in this division is to support operations planning and decision making with operations security (OPSEC) planning and military deception policy. OPSEC vulnerabilities must be considered by all functional elements when preparing plans, policies, doctrine, and joint tactics, techniques, and procedures; when developing systems; and when prescribing logistic and administrative practices. This division can provide assistance on practical applications of OPSEC and military deception during the preparation of Joint Staff actions.

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ENCLOSURE B

ACTION ORIGINS, ASSIGNMENT, AND SUSPENSES

1. Origins of Actions. Many actions originate external to the Joint Staff, such as from the President, members of Congress, the Assistant to the President for National Security Affairs, the Secretary of Defense (SecDef), Service Chiefs, combatant commanders, or Directors of Defense agencies. Within the Joint Staff, sources of actions are the Chairman and Vice Chairman of the Joint Chiefs of Staff; the Assistant to the Chairman; the Director and Vice Director, Joint Staff; the Secretary, Joint Staff; and the directors of Joint Staff directorates. NSC actions involve special considerations (see reference b, Enclosure I).

a. Creating an Action. Joint Staff actions can be created by three different entities: the SJS; MilSecs; and AOs.

(1) Secretary, Joint Staff. Various branches within the SJS are able to create actions (referred to as SJS Actions)

(a) Within AD, ACB creates the majority of actions that are assigned to the staff. These actions typically include official correspondence from an external organization to the Joint Staff. Actions that are to be closed out with the Top 5 must be either created or validated by ACB. Actions created or validated by ACB have an action number that does not include any organizational code (e.g., 13-01888). Also within AD, the Chairman's Personal Correspondence (CPC) branch creates actions for specialized purposes on behalf of the Chairman. CPC actions are seldom assigned to the staff.

(b) Within IMD, the Declassification Branch typically creates actions for security reviews and mandatory declassification reviews. The Information Management (IMD)/Records, and Research Branch (R&RB) creates actions for both the directives program and for Freedom of Information Act requests.

(2) Military Secretaries. The vast majority of actions created by the Joint Staff originate within the Joint Directorates (J-Dirs). Persons filling MilSec duties can create actions on behalf of their Joint Staff organization. In addition, these MilSecs can "validate" actions for the AOs they service. Actions created or validated by MilSecs are assigned an action number that begins with their organizational code (e.g., J-3A 01888-13).

(3) Action Officers. AOs can initiate draft actions; however, these actions must be forwarded to their MilSec for validation, where it can be reviewed and assigned an action number. For those actions that will be closed-out by a Top 5 leader, the MilSec must forward the validation request to ACB

for final validation. When AOs forward actions for validation, the action must include the following items:

(a) A note in the following format should be included in the JSAP folder notes.

*Source of incoming:

— COCOM___ Service___ OSD___ Other___
— Specify -

*Attachments: Include all pertinent documents for review by ACB action assigner

*Type of Joint Staff implementer/TAB required for response:

— Action Memo___ Info Memo___ Memo (DoD seal)___ Official letter___
Personal letter___

*Joint Staff approval level:

— CJCS___ VCJCS___ DJS___ VDJS___ J-Directorate___

*Coordination requirements:

— COCOM___ Service___ OSD___ Other___
— Specify -

*Joint Staff response will be sent to:

— SecDef___ DepSecDef___ OSD component principal___ COCOM___
Service___ Other___
— Specify -

(b) Any attachments that caused the action to be initiated (e.g., memorandum or e-mail from an external organization) should be added to the attachments.

(c) Proposed external suspense date. This is the date the action should be completed through the Joint Staff and distributed to an external organization. This should be included in the JSAP folder notes.

2. Action Assignment

a. Actions Division, Joint Secretariat. Action assignments to the Joint Staff that have Top 5 equity are initially made by the AD, after receipt from the originating activity (See Appendix A to Enclosure B, page B-A-1.)

(1) Memorandums, Letters, Notes, etc. Documents addressed to the Chairman and Vice Chairman of the Joint Chiefs of Staff; the Assistant to the Chairman; the Director and Vice Director, Joint Staff; or the Secretary, Joint Staff, requiring action are received by AD, assigned a suspense date, referred to the appropriate directorate, and distributed to other directorates and agencies as appropriate. Usually, the originating document triggering the tasking is published as an SJS directive. Actions are generated and referred as follows:

(a) CJCS or VCJCS Reply/Approval. These actions require preparation of correspondence for CJCS or VCJCS signature or recommendations for CJCS or VCJCS coordination on the originator's proposed correspondence. Responses to these actions should be forwarded to the Chairman or Vice Chairman of the Joint Chiefs of Staff through the Director, Joint Staff, via JS Form 136. (Format for a JS Form 136 is in reference c, Enclosure I.)

(b) DJS or VDJS Reply/Approval. These actions require preparation of correspondence for DJS or VDJS signature or recommendations for DJS or VDJS coordination on the originator's proposed correspondence. Responses to these actions should be forwarded to the Director or Vice Director, Joint Staff, via JS Form 136.

(c) Direct Reply. **These actions require the action directorate to directly reply to the agency that generated the action.** The reply may be in the form of a letter, memorandum, JS Form 136, e-mail, or other means. The J-directorate adds an electronically scanned copy of the signed and dated response (or e-mail) to the JSAP folder and distributes the response to the addressee. After adding a copy of the response to the JSAP folder and distribution of the response, the AO will add a note to the JSAP folder stating that the response was sent to the addressee. For telephonic responses, the AO will identify date/time and the name and office of the person receiving the telephonic response.

(d) Appropriate Action (AA). Action is required; however, the type of action (which could range from providing a telephonic response to establishing CJCS policy) is at the discretion of the action directorate. The tasking document may provide further explanation of what action is required. All taskings for AA are assigned a suspense date.

(e) Placeholder (PH). Placeholder actions are assigned as Appropriate Action pending an official request for coordination from the lead component. The action directorate is required to hold the folder pending

receipt of coordination request from the lead agency. If the action directorate receives the coordination request directly from the lead agency, the documents must be forwarded to ACB as soon as possible to ensure correct coordination and level of response.

(f) Joint Operation Planning and Execution System (JOPES).

Operation Plans and Operation Plans in Concept Format being reviewed under JOPES are referred to the Joint Staff lead directorates via SJS directives. The directive requests that the Services provide comments on the subject plan within 30 days. The lead directorate then has an additional 30 days to incorporate the Service comments and obtain final coordination.

(g) Referral in Connection With (CW). These actions are directly related to another ongoing action (either an SJS or a J-directorate action) and are not assigned a suspense date. A separate answer for these actions is generally not expected; the final answer to the ongoing action will normally complete the "CW" action.

(h) Circulated for Information (CI). No action is expected on the document being circulated, and no suspense date is assigned. AD/ACB will create a JSAP when notification from the OSD Correspondence Management Division (OSD/CMD) reflects JCS as coordination for actions assigned to OSD offices. To expedite the processing of these actions, ACB will task as CI pending receipt of OSD request for coordination. ACB will provide the name and telephone number of the OSD AO if available. Action officers are required to hold the folders for these actions pending further ACB guidance.

(2) Dual-Addressed Correspondence. Frequently, correspondence may be addressed to both the Secretary of Defense and the Chairman. In this case, ACB will create a PH action and assign it to the appropriate organization, but will inform the organization to expect more information once a subsequent tasking from OSD is received. ACB will also coordinate with OSD ExecSec to confirm that they have received the correspondence and are assuming the lead in assigning it for action. In most cases, OSD either will assign the lead to the Joint Staff, or will require that the lead organization receive Joint Staff coordination.

(3) Messages

(a) An SJS tasking directs, consistent with addressee guidance, staff action to respond to messages addressed to the Chairman or Vice Chairman of the Joint Chiefs of Staff; the Assistant to the Chairman; the Director or Vice Director, Joint Staff, or on messages determined by the Chairman or Director, Joint Staff to require a response at those levels.

(b) All Automated Message Handling System (AMHS)-generated messages are routed to the appropriate Joint Staff directorates for action and

information. The directorate receiving the message will initiate internal tasking if the AMHS message requires action.

(4) Joint Staff Collateral Duties. Collateral duties will be assigned and JSAPs created according to the collateral duty list approved by the Vice Director, Joint Staff. To ensure equitable distribution, these collateral duties are rotated among the J-directorates. See Enclosure H for the Joint Staff Collateral Duty List.

b. Information Management Division (IMD), Joint Secretariat. IMD tasks, monitors, and manages Joint Staff instructions, manuals and notices.

Initially, IMD tasks Joint Staff instructions, manuals, notices, and directives and reports for review. If the review determines that revision is required, the Joint Staff AO will contact ACB to revise the initial IMD tasker. The revised tasker will reflect updated suspense dates, required coordination, and change to the appropriate Top 5 signature level. The revision of the tasker will ensure proper routing and required coordination in the JSAP system. IMD also tasks, monitors, and manages freedom of information requests; mandatory declassification reviews; and security reviews. IMD also serves as the grave of an action and ultimately the research arm.

3. Distribution of SJS Directives. The distribution codes used for SJS directives are as follows:

<u>Type</u>	<u>Used For</u>
A	Services
B	Defense Agencies
C	Combatant Commands
S	OSD distribution and organizations and agencies not included in A, B, or C distribution. CJCS is included in the S code for paper copy distribution.

NOTE: Additional distribution may be added. J-code distribution (now referred to as JEL) is electronic only with the exception of the Chairman. Include the Chairman for hard copy distribution in the S code listing.

Whenever possible, use electronic distribution to the fullest extent is preferred. When electronic distribution is not possible, the Administrative Support Branch (ASB) will make hard copy distribution (not to exceed 2 copies per organization) via Joint Staff Support Services printing and distribution.

4. Responsibilities for Carrying Out Action Assignments. AD and IMD are responsible for Joint Staff action assignment and management. Once an action is assigned, the directorate tasked is responsible for the action until completion, withdrawal, or transfer to AD or IMD. Joint Staff directorates may appeal AD or IMD assignments to the Chief, AD, or SJS and, ultimately, the

Vice Director, Joint Staff. Responsibility for the action remains with the J-Dir until the action is reassigned. Internal procedures for assigning and controlling actions are directorate prerogatives but should conform to the following principles:

a. As a matter of policy, all formal taskings or requests for Joint Staff action should be addressed to the Chairman or the Director, Joint Staff. If Joint Staff directorates receive requests for action directly from outside agencies that must be considered by the Chairman or Vice Chairman of the Joint Chiefs of Staff; the Assistant to the Chairman; or the Director or Vice Director, Joint Staff, these requests should be referred to AD for review and determination of appropriate action.

b. The MilSec will work with AD or IMD, as appropriate, on assignment or reassignment of actions.

(1) If the tasked directorate believes AD should reassign the action, it must attempt to identify a more suitable directorate and to secure acceptance by the prospective J-Dir that they will assume lead responsibilities for the action. To maximize the time an AO has to prepare a response, this process should be done within 24 hours of receiving the action from ACB. Simply requesting that ACB reassign the action does not constitute transfer of action. If, after 24 hours, the receiving organization has not identified a new OPR and received that organization's concurrence that it will assume lead responsibilities for the action, the originally assigned organization is responsible to complete the action.

(2) ACB, within AD, along with the affected and prospective directorates, will coordinate to determine an agreeable assignment. If unsuccessful, the case will be sequentially presented to the appropriate level for resolution (Chief, AD; SJS; and Vice Director, Joint Staff).

(3) The Vice Director, Joint Staff, will be the final adjusting authority.

c. The division chief will review actions assigned by the MilSec to ensure the action is within the division's area of responsibility. If an assigned action is outside the expertise of a division, the division chief works with the MilSec to secure relief. Division chiefs assign actions to AOs and consider AO requests for relief from actions.

5. Suspenses. Suspense dates are assigned to actions to ensure a timely response. Refer to Figure 2 at Appendix B, Enclosure B, page B-B-1 for general suspense timelines.

a. Suspense Dates. There are three different types of suspense dates employed in the Action Process. ACB assigns these suspense dates when creating actions. For actions closed out below the Top 5 level (often designated

as “Direct Reply” or “Appropriate Action”), the suspense dates will be assigned in accordance with para 5.b.(1) or 5.b.(2). For actions closing out with the Top 5, the suspense dates are designated as outlined below.

(1) Staff Suspense Date. The date an action is to be completed by the assigned staff organization. For example, if an action is assigned to J-5, the “Staff Suspense Date” is the day that the action should be processed and completed through the J-5 front office.

(2) SJS Suspense Date. For actions going to the Top 5, this is the date the action should be completed by SJS and sent forward to the Top 5.

(3) External Suspense Date. The date an action is to be completed through the Joint Staff and distributed to an external organization. When an external organization requests a Joint Staff response by a specific date, ACB will use that date as the “external suspense date” (see 5.b.(1)). However, ACB will assign an “external suspense date” even if the receiving organization has not requested that the Joint Staff respond by a specific date (see 5.b.2). Designating an external suspense date is a management tool to help ensure the Joint Staff is providing timely correspondence with external organizations.

b. Suspense Assignment. ACB assigns suspense dates using the “two-thirds and one-third” rule. The action office will be allotted two-thirds of the established timeline to prepare and staff a response. The remaining time will be allotted to the SJS/Editors to edit the response and secure Top-5 review/approval. For example, if suspense is assigned for 10 days, the J-Directorate will receive 7 days to develop and staff the response up to the J-Director. The remaining 3 days is required for the editors to edit the response and allow sufficient time for Top 5 review/approval. Exception: For short turn-around suspenses, the time allocated equation may be adjusted to allow adequate staffing and Top 5 review/approval.

(1) Actions where external organizations **have specified** an external suspense date will be suspended in accordance with Figure 2 (page B-B-1, Block III)

(a) Actions requiring reply by the J-Director will be assigned a JS external suspense date as depicted in Figure 2 (page B-B-1).

(b) Actions requiring Top-5 reply with external suspense dates will be assigned an SJS suspense as depicted in Figure 2 (page B-B-1).

(c) If the incoming correspondence does not allow a suspense of at least 7-10 working days, and lacks reasonable justification for a shorter suspense, ACB will discuss a suspense extension with the originating agency. Discussion will be held in parallel with the assignment of the action to the appropriate directorate. The J-Dir is responsible for obtaining additional

extensions from the originating activity and notifies ACB of approved extensions via the JSAP extension tool.

(2) Actions where external organizations have not specified an external suspense date will be suspended in accordance with Figure 2 (page B-B-1, Blocks I-II)

(a) Actions requiring the Chairman reply to members of the Cabinet (includes Secretary of Defense and Deputy Secretary of Defense) and Congress, Combatant Commands, Chiefs of the Services, and chiefs of defense (CHODs) are referred to as 5C actions and will be assigned the following suspense days as outlined in Figure 2 (B-B-1). If the action cannot be completed by the suspense date, an interim reply will be generated within 7 days of assigned action, and sent to the originating activity.

(b) Combatant Command memorandums to the Secretary or Deputy Secretary of Defense through the Chairman will be assigned suspenses of 7 working days or as directed by OCJCS/DJS EAs. These memorandums are tasked to the appropriate J-Dir for review and recommendation as to whether the Chairman should initial and forward the memorandum to the Secretary or Deputy Secretary of Defense. If the J-Dir determines that it is not appropriate to forward the memorandum, an extension may be requested (no more than 10 working days) to allow time to prepare a memorandum for the Chairman to send back to the originating Combatant Commander.

(c) Combatant Command memorandums addressed to the Secretary or Deputy Secretary of Defense and the Chairman are controlled and staffed by OSD/CMD. ACB will forward an advance courtesy copy of the correspondence to the Chairman and assign to a J-Dir as a "placeholder" pending receipt of OSD/CMD tasking.

(d) Condolence letters will be assigned suspenses of 4 working days.

(e) Requests for information from the Chairman and Vice Chairman of the Joint Chiefs of Staff and the Director and the Vice Director, Joint Staff, will be assigned suspenses of 4 working days or as directed by OCJCS or ODJS EA.

(f) Actions from Under and Assistant Secretaries of Defense, other OSD offices, and members of Congress (except those addressed to the Chairman and Vice Chairman of the Joint Chiefs of Staff) will be assigned suspenses of 10-15 working days unless specifically coordinated with ACB/SJS and reviewed by SJS and/or ODJS EA if necessary.

(g) Actions from the Service Chiefs and Combatant Commanders (except those addressed to the Chairman and Vice Chairman) and Directors of Defense agencies will be assigned suspenses of 10-15 working days.

(h) Official correspondence addressed to the Top 5 will be assigned suspenses of 10-15 working days or as determined by OCJCS/ODJS EA.

(i) Personal For and Eyes Only messages will be assigned suspenses of 7 working days. If a final answer is not possible in 7 days, an interim reply will be generated within 4 days, and a new suspense will be determined for the final reply.

(3) The Chairman Action Response Tracker correspondence will be assigned suspense dates of 14 working days or as determined by OCJCS EA. ACB will forward on a case-by-case basis extension request to the SJS and/or OCJCS EA for review and approval.

c. Joint Staff Suspense Extension. Suspense extension requests should have detailed justification and reflect realistic estimate of additional time required to complete the action. Extension requests are submitted to ACB through the extension tool in JSAP.

(1) External Suspense. The originator of an external suspense must be contacted prior to submitting extension request to ACB. Approved extensions must include the name and date of originator approving extension. The date of the extension will be the external suspense date. The suspense timeline for staff and SJS suspenses will be adjusted accordingly.

(2) Joint Staff Suspense. Submit suspense extension to ACB via the extension request feature in the JSAP to the appropriate Joint Staff office for approval. Upon extension approval or rejection, the MilSec and AO will be notified automatically via JSAP.

d. OSD Suspense Extension. OSD/CMD for the Secretary and Deputy Secretary of Defense task actions to the Joint Staff under a Secretary of Defense Correspondence Routing Slip. Those actions requiring SecDef or DepSecDef reply must have an interim response if the original suspense cannot be met. **Congressional responses for SecDef signature (or on behalf of the Secretary of Defense) require an acknowledgement letter be prepared prior to submitting an SD Form 391 (See Enclosure G, paragraph 2 for additional guidance)**. Upon receipt of an extension request, AD/ACB will submit an SD Form 391 to OSD/CMD for review/approval. The J-Dir is responsible for providing the justification and the proposed new suspense date for the SD Form 391 to AD/ACB for processing. If the action was referred for component head signature, AD/ACB will seek SJS guidance prior to submitting the request to OSD/CMD for consideration. EXCEPTION: See Enclosure F, paragraph 3, for guidance on extensions for DoD directives, instructions, and manuals.

e. Suspense Management. AD/ACB is responsible for monitoring suspense dates and tracking timely completion of all Top 5 actions.

(1) The Stoplight Report is an automatically generated report that summarizes all the actions that the Joint Staff is working as assigned by the Secretary of Defense. Timely completion of these actions is reported and discussed weekly between OSD and the Vice Director, Joint Staff.

(a) This report is provided to Vice Director, Joint Staff, on a weekly basis.

(b) No later than Thursday morning of each week, J-Dirs (via their AOs and MilSecs) must provide the current status of each action by entering a "status note" in the electronic staffing system. These notes must reflect the key issue(s) requiring attention prior to completion, and should be formatted as shown below:

(Subject line:) "Weekly Status Update"

(Body of the note:)

*Content development (% complete) / Coordination (% complete)

*External coord / date requested / external agency tracking number / date received

*Key event/process step requiring resolution:

(2) The Four-Star report is a report generated by ACB. This report consists of those actions generated within the Joint Staff that have been submitted to the Secretary or Deputy Secretary of Defense for decision.

(a) This report is provided to ODJS on a weekly basis.

(b) ACB coordinates with OSD ExecSec and JS AOs (as necessary) to determine the current status of these actions within OSD.

(3) The J-Directorate Actions Response Tracker is an automatically generated report that provides a snapshot of Top-5 Red Tag actions within a 4-week time horizon.

(a) On a daily basis, MilSecs must ensure the current status of each action due is recorded in the JSAP notes to best support Top 5 awareness of actions.

(b) Suspense extensions must be requested and approved no later than 1530 on the day of the Staff Suspense.

(c) All actions are due to AD at 1500 on the Staff Suspense Date unless a different time (e.g., 1000) is specified in the tasking.

f. Red Tag Actions. A Red Tag action is defined as a top priority JSAP. It requires a priority focus and a systematic response to generate a timely, accurate staff product. The designation as Red indicates an action that is by

nature high-risk/high-interest based on factors such as subject matter, timeline, level of originator, or sensitivity. In addition, key Joint Staff leaders may evaluate an action as Red and designate it accordingly. The following Joint Staff leaders may designate an action as Red: Director and Vice Director, Joint Staff; J-Director, Vice J-Director, and Secretary, Joint Staff (to include the Chief, AD).

(1) Red Tag actions include:

(a) Actions from the Secretary of Defense or Deputy Secretary of Defense that require an immediate response and OSD Stoplight actions.

(b) Actions from an outside originator (e.g., OSD, Department of State, White House, National Security Council, NATO) with an event driven suspense that must be signed by one of the Top 5.

(c) Actions for the Top 5 requiring a same-day, urgent, or expedited response.

(d) Deployment, Execute, Alert, Plan, and Prepare to Deploy Orders that are within 10 working days prior to execution or Combat Commanders' priority.

(e) 5C actions requiring CJCS or VCJCS immediate response. 5C actions include: Cabinet members; Congress; Service Chiefs; Combatant Commanders (correspondence to the Chairman or through the Chairman to the Secretary of Defense); and foreign CHODs.

(f) Condolence letters from the Chairman.

(g) As directed by the Director and Vice Director, Joint Staff; J-Director; Vice J-Director; and Secretary, Joint Staff.

(2) All Red Tag actions must be forwarded to AD, Joint Secretariat, by 1500 on the suspense date unless a different time (e.g., 1000) is specified in the tasking guidance. Red Tag actions originating from the directorates require J-Director or Vice J-Director approval to be designated in this priority status. If a Red Tag action is not going to make the 1500 suspense, a front office directorate EA will provide a note in the JSAP folder explaining the reason for the delay and provide a courtesy call or e-mail to the Chief, Actions Division, by 1500. Red Tag actions not meeting correct standards of complete and thorough preparation or arriving after the 1500 suspense without explanation will be returned to the J-Dir MilSec.

(3) The AO or his/her representative must remain an active participant in the Red Tag process (for actions due or overdue that day) to answer questions and deliver the approval, if necessary, since these actions are not

considered complete until signed by the Top 5 and delivered to the originating task activity.

(4) AOs are not required to remain on station when a Red Tag action is turned in early; e.g., 1 or 2 days prior to the SJS or external suspense date. However, if an action has not been submitted to SJS on the "Staff Suspense Date," the Vice Director or the Director may require the AO to remain on duty so that he/she can continue working the action and/or respond to issues or questions that may arise. AOs would remain on duty until released by the ODJS EAs. This duty schedule and release authority will remain in effect until the action is completed. If for whatever reason the AO is unavailable, his/her representative will continue to work the action and be accountable to the ODJS EAs until the action is completed. In special cases, or as directed, release authority will be retained by the Vice Director, Joint Staff. Additionally, in these situations the Vice Director, Joint Staff, may specifically direct by name or position those individuals to remain on duty.

(5) A Red Tag status is accessible through the JSAP query process.

(6) Some Red Tag actions carry short suspenses. An interim response is required if the suspense cannot be met.

g. Green Tag Actions: Green Tag actions are routine correspondence addressed to the Top 5.

6. Numbering of Actions

a. All actions referred by AD/ACB and IMD/Records and Research Branch are assigned an SJS directive number (e.g., SJS 13-00001).

b. Actions originating within the directorates and not tasked by AD will be assigned a J-Dir directive number (e.g., J-5A 00001-13).

7. Action Directives

a. Publication of Action Directives. If an assigned action requires Service, Combatant Command, Joint Staff, and/or Defense agency coordination, the AO may prepare an action directive for the directorate's MilSec or authorized individual to publish. This alerts the addressees the action is under way; informs them who within the action directorate or office have been assigned the action; and requests coordination, collaboration, or support at the AO level (including names and telephone numbers of coordinating or collaborating AOs). A message is sent to Combatant Command points of contact (POCs) when coordination is requested from the Combatant Commanders. See Enclosure C for additional information on interaction with the Combatant Commands.

(1) Directive Changes. A change to an action directive is made by publishing a new directive superseding the previous one.

(2) Effective Term of Directives. An action directive is effective until the action is completed.

(3) Cancellation. The action directorate publishes a change to an action directive if the action has been completed or canceled in a way not apparent to the directive's holders. This change cancels the directive and briefly explains the reason for cancellation.

(4) Informal Request Instead of an Action Directive

(a) When time limitations preclude the use of an action directive, requests for expedited coordination or collaboration may be made by telephone or in person among Joint Staff EAs/AOs or the MilSecs of the directorates concerned. The requesting directorate must immediately provide addressees copies of documents, messages, papers, etc., pertinent to the request but not readily available.

(b) The action directorate need not publish an action directive when the AOs are known or when requesting coordination on internal Joint Staff matters.

b. Numbering of Action Directives. Action directives will be identified with the action to which they refer; e.g., SJS 13-00001.

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APPENDIX A TO ENCLOSURE B

SECRETARY, JOINT STAFF ACTION DIRECTIVE	
SJS (JSAP Number)	SUSPENSE DATE: (SJS Suspense – the day the action is due to SJS)
DATE: (date Action Directive was created)	RED TAG: YES / NO
SUBJECT: (subject/title of JSAP)	
ASSIGNED TO: (OPR)	APPROVAL AUTHORITY / HOW REFERRED: (describes the method by which the action will be completed)
<p><u>Coordination Requirements</u></p> <p>(Lists the proposed OCRs necessary to provide a well-coordinated response)</p>	
<p><u>Special Instructions/Guidance</u></p> <p>Initial review of this action indicates the response should be formatted as a <u>(describes the proposed method the AO should use to respond to the action)</u>.</p> <p><u>(NOTE: If the originating tasker is addressed not only to the JS, but to Service Secretaries as well, SJS will include the following statement:)</u> This is a dual-tasked action, addressed to the Secretaries of the Military Departments and the Joint Staff. If the Services have not responded by the suspense date or asked for an extension, it is agreed that the Services will respond through their Service Secretary.</p>	
<p><u>Research Assistance</u></p> <p>IMD guidance for AO metadata tagging requirement is available at: http://sdseecm.dse.jss.js.smil.mil/rma/drl/objectId/090176c9800dbad5</p> <p>See EAPB website for approval JS Template examples: https://portal.js.smil.mil/sites/SJS/AD/EAPB/default.aspx</p> <p>Consult the (JSINT/JWICS) Enterprise Content Management (ECM) Repository, the JSIN-S ECM Repository and/or the JS Quick Search research/tracking tools within JSAP-M to determine what other offices, organizations, and/or recommendations should coordinate/collaborate. Action packages will be screened for comprehensive collaboration/coordination by office/directorate leadership.</p>	
<p><u>Notes</u></p> <p>Contact external POC (if applicable) and/or the SJS-ACB 695-4550, regarding suspense extensions to this action. Interim replies are required prior to consideration of suspense extension requests for “5C” actions, IAW JSI 5711.01C.</p>	

Figure 1. SJS Directive Sample

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APPENDIX B TO ENCLOSURE B

RED TAG SUSPENSE (BLOCK I)	
Originator	External Suspense*
OSD "Stoplight" Actions	TBD (see Blk III)
NSC or other White House tasks	TBD (see Blk III)
External Agency/Event Driven	TBD (see Blk III)
Top 5 Expedite Actions/Same Day	1 or 2 Days
5C RIR (CJCS/VCJCS)	1 or 2 Days
Condolence Letters	4 Days
Per DJS/VDJS/J-Dir/Vice J-Dir/SJS	4 Days
Cabinet Members/Congress to CJCS/VCJCS	7 Days
Combatant Commander to CJCS or thru CJCS to SecDef	7 Days
Service Chiefs to CJCS/VCJCS	7 Days
Foreign CHODs to CJCS/VCJCS	7 Days

EXTERNAL SUSPENSE DATE NOT SPECIFIED BY EXTERNAL ORGANIZATION (BLOCK II)*	
Congressional/USD/ASD	10-15 Days
Combatant Command/Service Chiefs/ Defense Agency	10-15 Days
CJCS/Other Top 5 Correspondence	10-15 Days

EXTERNAL SUSPENSE DATE IS SPECIFIED BY EXTERNAL ORGANIZATION (BLOCK III)	
External Org's Specified Date	SJS Suspense*
<6 Days (CJCS/DJS Reply)	Same as Originator
7-14 Days (CJCS/DJS Reply)	Approximately 2 Days prior
15 or More Days (CJCS/DJS Reply)	Approximately 5 Days prior
Originator's Suspense (Direct Reply/AA)	Same as "Staff Suspense"

NOTES:

- (1) *Denotes "working days"
- (2) RIR = Requires Immediate Response
- (3) TBD = To Be Determined based on specific guidance for the action
- (4) All actions are due to EAPB/SJS by 1500 on the "Staff Suspense Date" or will be considered overdue

Figure 2. CJCS/DJS Suspense Guidance

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ENCLOSURE C

COORDINATION PROCESS

1. Overview

a. General. Coordination gives affected organizations an opportunity to contribute to and comment on joint actions. Early involvement of all concerned organizations is crucial to complete development of an issue. The properly coordinated action considers the full range of options on the issue and presents all relevant facts. The extent of coordination depends on the nature of the action. J-Directorates and supporting offices are especially encouraged to coordinate and maintain active liaison with OSD, the Services, the National Guard Bureau (NGB), and the Combatant Commands.

b. Coordination with the Services and NGB. Service and NGB perspectives on issues are needed so that the Chairman can provide the best military advice possible. Additionally, although the Chairman is the principal military adviser, the Service Chiefs, the Chief of the National Guard Bureau (CNGB), and the Vice Chairman, as the other members of the Joint Chiefs of Staff, are also military advisers to the President, NSC, and Secretary of Defense. In this capacity, they may choose to submit views that differ from or add to those of the Chairman. Coordination with the Services and NGB gives the other members of the Joint Chiefs of Staff an opportunity to fulfill their statutory role and ensures that the Chairman is made aware of those views. The following actions always require Service and NGB coordination:

(1) All actions that provide military advice to the President, NSC, or the Secretary of Defense.

(2) OSD requests for coordination of DoD directives, instructions, and manuals, when Service equity is involved.

(3) Actions that impact on Services' and NGB's plans or policies or on which they have requested the opportunity to coordinate; for example, all deployment, warning, planning, deployment preparation, and execute orders.

(4) Actions that have corporate JCS or Service Chief interest.

c. Preliminary Coordination. At this stage, AO-level input is sought to identify issues and strengthen the action. A Joint Staff Form 136 is used to convey actions for coordination.

d. Final Coordination. At this stage of coordination, the action is usually sent to activities that provided the preliminary coordination. Most of the processing questions are easily resolved during final coordination.

(1) Final coordination is requested from the Service and NGB planner level and at the O-6 level from other organizations.

(2) Although many are not O-6 officers, coordination from the Secretaries of Combatant Commands is sufficient for official coordination when responding to action coordination with a “No Equity” response. This business rule is only in effect provided the Combatant Command SJSs have been authorized to sign on behalf of their Combatant Command’s Chief of Staff. This enables these officers to provide official response on some administrative actions, expediting coordination response time.

e. Categories of Joint Staff Responses to Requests for Coordination. The Joint Staff responds to requests for coordination in three basic ways:

(1) Concur. Concur means there are no unresolved substantive or critical issues.

(2) Nonconcur. Nonconcurrences must be accompanied by specific recommended changes and supporting rationale, when appropriate. Suggested changes may also be provided with a nonconcurrency; however, they must be clearly distinguished from issues on which a nonconcurrency is based. All nonconcurrences require a Vice J-Dir chop from the lead directorate and a general/flag officer (G/FO) or equivalent chop from the coordinating directorates with a stake in the action.

(3) Concur with comments. A “concur with comments” response does not form the basis for a non-concurrency.

f. Re-coordination. Substantive changes accepted by the Joint Staff following final coordination must be re-coordinated. Generally, any change necessary to accommodate the nonconcurring view of one organization will be substantive and require coordination with all concerned. All CJCS and Joint Staff instructions, manuals, or notices that contain coordination more than 6 months old must be re-coordinated.

g. Networking. Coordination is also accomplished through the system of networking. Joint Staff AOs generally inherit POCs from their predecessor. If this does not happen, the AO may circulate an action directive to coordinating agencies (see sample directive and instructions in reference d). However, a personally built network provides better results.

h. Using Collaboration Tools. Joint Staff personnel are highly encouraged to use automated tools to collaborate on actions. Using software can significantly accelerate the workflow process.

(1) Chat Tools. At the time of this publication approval, the Joint Staff uses Defense Connect Online as its chat software. Organizations both in and

external to the Joint Staff have created organizational, functional, or situational “chat rooms.” AOs are encouraged to participate in these chat rooms to solicit and obtain information regarding actions. The SJS has established two chat rooms that can facilitate the action process. These chat rooms are available and open to anyone who wants to monitor or contribute information.

(a) The “js_sjs_actioncoord” chat room is actively monitored by many SJS personnel, Top 5 EAs, J-Dir EAs, MilSecs, and some AOs. Information provided within this room can elevate situational awareness of urgent actions, helping to speed up the process (see Figure 3).

(b) The “js_jointactionprocessing” room is used to facilitate the action process between Joint Staff personnel and external organizations. This room is actively monitored by some SJS personnel, Top-5 and J-Dir EAs, Service JACOs, Combatant Command SJSs, and AOs.

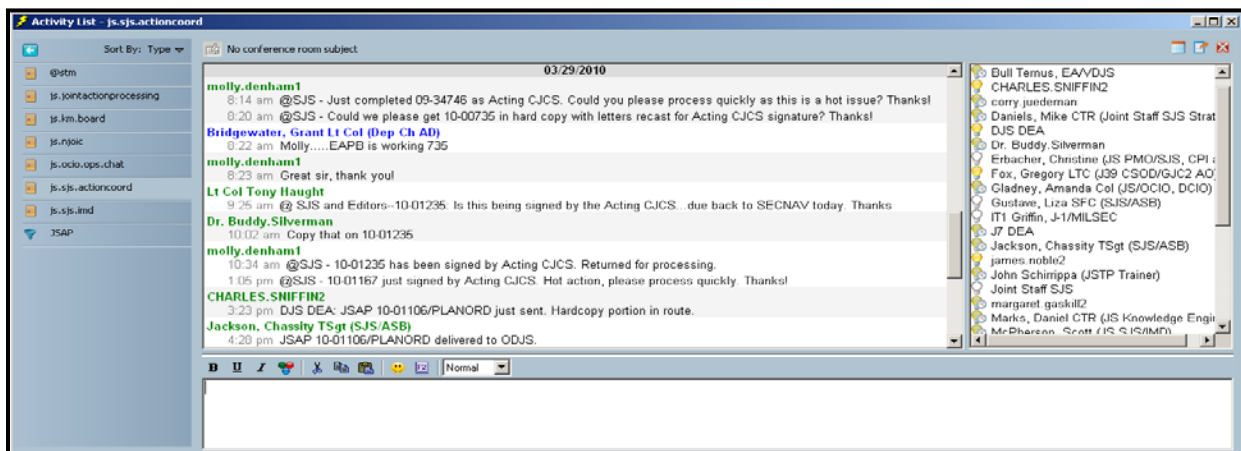


Figure 3. Chat Room “js_sjs_actioncoord”

(2) Intellipedia Wiki Pages. Joint Staff personnel have also used “wiki pages” to facilitate the action process. By using the “Intellipedia” wiki capability found on Intelink (http://www.intelink.sgov.gov/wiki/Main_Page), AOs can either access or establish pages regarding specific topics, and can post and solicit information at these sites regarding actions.

2. Coordination Etiquette. Joint Staff AOs set suspenses for coordinating organizations. In this capacity, the AO is the individual who performs administrative tasks such as tasking organizations for coordination, tracking responses, and granting coordination extensions.

a. Coordination Suspense. Whenever possible, AOs must establish a coordination suspense date that is **no less than 10 working days** from the

date of tasking. Frequently, external organizations will not respond to a “quick turn” suspense unless accompanied by a G/FO request to the Chief of Staff (particularly for suspenses of 3 days or less).

b. Task Summarize. Receiving organizations must analyze, assign, and track these actions. To facilitate these organizations’ ability to quickly assign the action to the proper individual, AOs must be descriptive regarding the tasking message. While a JS Form 136 will be attached to the “coordination folder” (for internal organizations) or “SIPRNET e-mail” (for external organizations), the AO should take time to summarize the task being transmitted and provide clarifying information.

c. Identifying Points of Contact. If the AO is coordinating with a specific individual in another organization, this person should be mentioned in the tasking message. A coordination request may be ambiguous to a receiving organization. Identifying applicable persons within their organizations will help speed the action to the proper individual.

3. Service and NGB Planners and Joint Actions Control Offices (JACOs)

a. Service and NGB planners, through the Service and NGB JACOs, secure the organization’s approval at whatever level is appropriate. Thus, when final coordination has been requested, concurrence, nonconcurrence, or suggested comments received on an action are considered the final views of the head of the organization.

b. Service and NGB planners represent their respective Chief, Operations Deputy (OpsDep), and Deputy Operations Deputy (DepOpsDep) on joint matters. They are the first line of authority on the Service and NGB staffs for Joint Staff actions. Service and NGB planners assist in the formulation, coordination, and communication of the Service and NGB position. A Service or NGB position, when required on a joint action, may be rendered only by the Service or NGB planner, DepOpsDep, OpsDep, or Chief (Service Chief or CNGB).

c. Service and NGB JACOs are the administrative POCs between the Joint Staff and the Services and NGB. JACOs are responsible for receiving all joint actions, determining the Service or NGB action required, assigning the action to the appropriate Service or NGB office, and ensuring it is completed by the suspense date. The JACOs work closely with Service and NGB planners in support of the planner’s role of obtaining final Service and NGB coordination on joint actions.

4. Coordination with the Combatant Commands

a. Frequently, joint actions require coordination with the Combatant Commands. The same general procedures apply in working with these

commands as with the Services. All requests for Combatant Command coordination should be routed through the SJS or a courtesy copy provided to the SJS for awareness. In accordance with paragraph 1.d(2) above, Combatant Command SJSs can provide coordination on behalf of their Chief of Staff in specific instances. Refer to reference d for specific instructions.

b. The Joint Staff may establish working groups, solicit comments, etc., outside the normal action processing procedures. In these cases, requests to Combatant Commands may be sent to the appropriate Combatant Command staff offices.

c. Actions involving the development, revision, or change of joint publications are coordinated with the Combatant Commands.

d. Actions involving the JS Form 136 process should be announced to the Combatant Commands by the most expeditious method using JSAP or via message, fax, and phone call.

5. Coordination with the Defense Agencies. When a Defense agency has an interest in an action, it will be included in the coordination process as an addressee on the JS Form 136. The same procedures will be used for staffing and issue resolution as with the Services and Combatant Commands. If the Joint Staff has a requirement to establish working groups, solicit comments, etc., outside the normal action processing procedures, requests to Defense agencies may be sent to the functional proponent of that agency.

6. Consultation and/or Coordination with the Office of the Secretary of Defense

a. OSD Coordination on Joint Staff Actions

(1) When working Joint Staff actions, AOs should avail themselves of all resources, including those in OSD. The views and special skills of people in those offices can contribute greatly to a completely staffed action.

(2) The two levels of coordination (preliminary and final) are not as distinctive in OSD as on the Joint Staff. The OSD POC may choose to coordinate on the action or elevate it to higher authority. The Joint Staff accepts the coordination at the level provided by OSD, except as directed in subparagraph (4) below.

(3) Coordination with OSD should be requested when OSD has a particular interest in the issue or when OSD has requested the Joint Staff coordinate with them.

(4) When the Joint Staff is tasked by OSD to prepare a reply for SecDef or DepSecDef signature and is directed to coordinate with offices within OSD,

the Services, and Combatant Commands, the coordination must be at the Head of Component or Principal Deputy level. This guidance also applies when the Joint Staff is tasked for comments or recommendations for the Secretary or Deputy Secretary of Defense.

b. Joint Staff Coordination on OSD Actions

(1) Joint Staff AOs and division chiefs provide preliminary coordination on OSD actions.

(2) VDJS or higher-level authority provides final coordination on OSD actions on behalf of the Chairman, except when authority has been formally delegated to the J-Directors.

(3) AD/ACB will reconcile OSD originated actions on a recurring basis to ensure consistency between organizations.

7. Special Requirements for Deployment Orders

a. In accordance with guidance from the Special Assistant to the Secretary and Deputy Secretary of Defense, deployment orders presented to the Secretary of Defense for approval must contain a legal certification. JS Form 136 will contain the following statement:

“The Legal Counsel or designated Deputy Legal Counsel to the Chairman has reviewed this deployment order and certifies that it complies with applicable law. This order (does)(does not) require consultation or reporting consistent with the War Powers Resolution.”

b. Amendments to deployment orders will also require legal review.

8. Special Requirements for Secretary of Defense Read Aheads. SecDef read aheads are event driven and time sensitive. The time sensitivity dictates that a response must be provided by the established suspense date. Suspense date extensions will not be granted. In an effort to ensure the information is provided by the suspense date, the following guidelines apply:

a. In general, if time permits, the read ahead should be staffed for Top 5 approval.

b. When time does not allow for Top 5 approval and comments are administrative and not substantive or controversial, the J-Directorate can respond directly to the OSD Action Officer.

c. If the J-Directorate determines that the comments require Top 5 review or are substantive comments, the response should be expedited to meet the established suspense.

9. Coordination with ACJCS for National Guard and Reserve Matters (NG/RM). ACJCS NG/RM is responsible for providing the Chairman with information, advice, and counsel on matters concerning the Army and Air National Guard and of the Army, Navy, Air Force, Marine Corps, and Coast Guard Reserves. ACJCS/NGRM facilitates Joint Staff understanding of Reserve Component (RC) organizations, policies, and processes, and provides insights on issues and staff actions from an RC perspective. Any actions that could affect these responsibilities or any issues that could impact the RC must be coordinated through ACJCS NG/RM.

10. Coordination with OCJCS Legal Counsel and Legislative Assistant

a. Legal Counsel (LC). OCJCS/LC is responsible for ensuring that CJCS statutory responsibilities are complied with and that Joint Staff actions comply with applicable law. Actions that could affect those responsibilities are coordinated through LC. All actions with legal implications, statutory matters, coordination of DoD directives, deployment of forces, rules of engagement, DoS cables, and actions destined for Top 5 signature require LC chop.

b. Legislative Assistant (LA). OCJCS/LA is responsible for providing advice and support on all congressional issues and legislation to the Chairman and Vice Chairman, the Assistant to the Chairman, the Joint Staff, and the Combatant Commanders. LA coordination is required on all congressional testimony, inquiries, congressional reports, and all actions having legislative implications, such as deployment orders, rules of engagement, command and control authority, and program management funding.

11. Coordination with the Chairman's Action Group (CAG). The CAG is responsible for providing independent and alternative recommendations to the Chairman; articulates the CJCS vision through CJCS statements and policy documents; and oversees the Chairman's engagement strategy to ensure the Chairman is advocating on his priorities in his interactions with leaders from the Department of Defense, U.S. government, and other nations.

12. Coordination with OCJCS/Public Affairs (PA). OCJCS/PA is the POC for all actions dealing with the media and is responsible for providing advice and support on all matters dealing with the press and public speaking venues to the Chairman and Vice Chairman and, when applicable, to the Assistant to the Chairman; the Director and Vice Director, Joint Staff; and Directors of Joint Staff Directorates. PA coordination is required on all actions relating to speaking venues for the Chairman and Vice Chairman, all issue papers and correspondence that have high media and public interest, deployment orders, congressional inquiries and correspondence, CJCS and VCJCS public statements, and the Joint Staff Web site.

13. Coordination with J-5 on NATO and SHAPE. J-5 coordination is required for actions dealing with SHAPE and NATO.
14. Coordination with J-5, Pakistan Afghanistan Coordination Cell (PACC). PACC is the POC for all actions dealing with Afghanistan and Pakistan. They are responsible for providing advice and support on all matters dealing with Afghanistan and Pakistan. PACC coordination is required on all actions dealing with Afghanistan and Pakistan.
15. Coordination with J-7 on Doctrine, JP 1-02, and Terminology. **J-7 is a mandatory coordinator** for all Joint Staff documents containing doctrine. Issues concerning doctrine or terminology will be coordinated with the Joint Doctrine Division (J-7) to ensure conformity. J-7 must be notified of any terminology approved for Joint Publication 1-02, "Department of Defense Dictionary of Military and Associated Terms."
16. Coordination with J-8 on Defense Resource Issues. The Director, J-8, is responsible for providing force structure and budget and program analysis advice to the Chairman, Vice Chairman and the Combatant Commanders. Force structure issues should be referred to the Forces Division. All actions concerning programming and budget analysis assessment, cost and budget tradeoff analysis, congressional matters affecting resource allocations, and funding for contingency operations will be coordinated with the Program and Budget Analysis Division, J-8.
17. Coordination with Joint Staff Comptroller. The comptroller provides budget advice to the Chairman and Vice Chairman, the Assistant to the Chairman, members of the Joint Staff, and Combatant Commanders. Accordingly, the Joint Staff Comptroller should coordinate on all fiscal, funding, and contracting issues involving Joint Staff budget programs.
18. Coordination with IMD/Records and Research Branch. All CJCS and Joint Staff instructions, manuals, notices, and guides will be coordinated with the Records and Research Branch.
19. Coordination with North American Aerospace Defense Command (NORAD). NORAD is a bi-national command composed of the Military Services of Canada and the United States, and is a separate and distinct command from USSTRATCOM and USNORTHCOM. USELEMNORAD, an entity within NORAD, handles U.S. issues and has been given combatant command authority by the President. Whenever issues warrant coordination with USELEMNORAD, it must be included on the distribution list. For example, USELEMNORAD should be included as an addressee whenever the Combatant Commands, as a group, either action or info, are addressees on operational issues. Coordination with USELEMNORAD may be sent via message to HQ

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24 May 2013

USELEMNORAD. The USNORTHCOM Command Liaison Office is available to clarify any NORAD coordination concerns.

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ENCLOSURE D

STEPS IN PROCESSING AND COORDINATING AN ACTION

1. General. No one set of processing procedures can apply to all actions. Listed below are the typical steps in processing and coordinating an action. (See matrix in Appendix B, Enclosure D for additional information.)

2. Joint Staff Action Processing

a. The preferred method for coordinating actions within the Joint Staff is the JSAP electronic folder system Internal/External Coordination, which provides fast delivery of copies of the action simultaneously to various recipients.

b. The JSAP electronic folder system is cleared for information classified up to the SECRET level. NATO SECRET, NATO CONFIDENTIAL, NATO RESTRICTED, NATO SECRET ATOMAL, and NATO CONFIDENTIAL ATOMAL. Restricted Data, and Formerly Restricted Data can be included in the JSAP folder, but cannot be archived in the Electronic Filing System (EFS). NATO RESTRICTED, NATO CONFIDENTIAL, and NATO SECRET may be sent to locations on the SIPRNET that have been approved for NATO processing as validated on the NATO Central United States Registry Web site, www.cusr.army.mil. Personal For and Eyes Only messages can be included in the JSAP folder but cannot be archived in the EFS. For actions that cannot be placed in the JSAP system, a "Ghost" package will be created for tasking purposes but will not include the information not cleared for the JSAP System. Ghost packages will contain "GHOST PACKAGE" in the subject line of the JSAP. The following information classifications and/or materials **will not** be placed in the JSAP folder for security reasons:

- (1) COSMIC TOP SECRET ATOMAL, COSMIC TOP SECRET.
- (2) DoS sensitive material (e.g., EXDIS, LIMDIS, NODIS).
- (3) NSC (Presidential Decision/Review memorandums).
- (4) NC-2 (formerly SIOP-ESI).
- (5) Special Access Programs (SAP) and/or code word material.
- (6) SCI (all compartments).
- (7) Alternative Compensatory Control Measure (i.e., Focal Point).
- (8) Critical Nuclear Weapon Design Information.

(9) Unclassified Sensitive information protected under the Privacy Act (e.g., personnel identifying information or issues).

3. Preliminary Coordination

a. Joint Staff Action Officer

(1) When assigned an action, the AO determines the nature of the action required, the requirement for coordination and the feasibility of completing the action by the assigned suspense date. Actions must be completed in the time allotted; however, if the action is especially complex or unusual, the AO may request a suspense extension using the procedures described in Enclosure B, paragraph 5c.

(2) After the initial analysis is complete, the AO should establish the network of AOs needed to develop and coordinate the action. An Action Directive to appropriate Services and Defense agencies and/or a message, fax, or phone call to the appropriate Combatant Command POCs are used for this purpose. The MilSec or authorized individual dispatches Action Directives and messages. If all AOs are known, this step is not required.

(3) The next step is the process of drafting the action. The AO should conduct research to establish the relevant facts, policy, and precedent to ensure the correct classification for all source documents and the package and to seek top-down guidance, if necessary. Recent guidance from other Top 5 actions may be available for AO use in development of the action package. The EFS, IMD/R&RB, division files, the AD/EAPB, and the MilSecs are sources of information that contribute to the document preparation. For complex actions or those without clear precedent or guidance, AO collaboration may be useful in establishing the initial structure. Documentation of issues, facts, and the need for top-down guidance will result from the coordination process. Therefore, the sooner the AO leverages all Joint Staff resources and produces the first draft, the quicker the action can be developed and finalized for senior military decision makers.

(4) After the action has been drafted, the AO is ready to begin the coordination process. Although an AO may conduct preliminary coordination without further approval, some type of internal review will occur before coordination begins. The level of review will depend on the significance of the action and the AOs understanding of the views of the leadership on the subject and the directorate's internal procedures.

(5) AO prepares the draft action for preliminary coordination via JSAP electronic system and/or paper copy. Action should include JS Form 136, marking it for AO-level and preliminary coordination; implementing documents; and supporting references.

(a) Documents are included in the JSAP-M electronic folder as a master document and copies are sent to the Joint Staff as Internal/External Coordination. (Electronic folders are provided by AD (SJS-tasked actions) or the MilSec (J-initiated actions)). Actions will be forwarded to the appropriate MilSec via “j_actions” electronic mailbox for further distribution to individuals annotated on the JS Form 136. The MilSec is responsible for ensuring that the same action number appears on the JS Form 136.

(b) Copies can be sent externally to Service JACOs, Combatant Commands, and other organizations’ coordination addresses via the JSAP external coordination address feature in the JSAP tool. To coordinate with organizations whose external address is not automatically listed in the JSAP tool, AOs must manually enter the appropriate e-mail address into the system.

(c) A paper copy or e-mail of the action is distributed to organizations outside the JSAP system (e.g., OSD, Defense agencies, etc.) in accordance with directorate procedures.

b. Coordinating Action Officers. AOs whose views have been sought will review and provide comments on the action by the time requested on the JS Form 136. Substantive comments will be provided in writing, and key recommendations should be supported by written rationale. Generalized reasons such as “clarity” should not be used to rationalize proposed changes that will subsequently serve as the basis for a nonconcurrency.

c. Action Officer Meetings

(1) AO meetings are generally conducted for the following purposes:

(a) To solicit input from the various coordinating agencies during the information gathering and initial drafting phases of action development.

(b) To consider options and resolve issues.

(c) To provide an expeditious means of coordination among several parties.

(2) Time permitting, AOs should conduct separate meetings first with Joint Staff AOs and then external coordinating organizations to ensure that:

(a) The number of participants is kept to a manageable level.

(b) The AO understands the factors that will affect development of the Joint Staff position before interacting with external organizations: thus, a sustainable Joint Staff position can be developed. Joint Staff and Service AO coordination will not constitute final planner/Service coordination, even if all issues are resolved.

(c) External organizations are aware who is responsible for the action on the Joint Staff.

(d) The Joint Staff position is clear.

4. Final Coordination

a. Joint Staff AO

(1) Based on input received during preliminary coordination, the AO will attempt to resolve issues while redrafting the action. The normal sequence is to consider Joint Staff issues first, then those surfaced by external organizations. Significant divergent (non-concurrent) views may be elevated through the division chief and J-Director to the Director or Vice Director, Joint Staff, for decision. Good judgment should prevail, but there is little value in addressing external concerns if the AO is likely to encounter a Joint Staff non-concurrence during final coordination. In the absence of critical Joint Staff issues, the AO will then attempt to resolve external non-concurrences through bilateral discussions or AO meetings.

(2) After resolution, the AO redrafts the action, incorporating recommended changes as appropriate. Depending on the extent of the changes, the action may be re-coordinated at the AO level. If not, the action is prepared for final coordination.

(3) In preparing the action for final coordination, the AO ensures the JSAP electronic folder (master document) is updated with the following: JS Form 136, implementing documents, and supporting references. At this time, the JS Form 136 is marked for Planner (Services)/Division Chief (Others) final coordination. The AO ensures the JS Form 136 having implementers to be signed at VDJS or higher level is addressed to AD EDITORS. The remainder of the JS Form 136 is completed according to internal directorate procedures.

(4) In presenting the action for review by the division chief, the AO will identify (orally or by some other means) any unresolved Joint Staff or other organization issues.

(5) After receiving authority to release the action for final coordination, the AO sends a copy of the action via the JSAP electronic folder system as advanced coordination or information copy to addressees within the Joint Staff.

b. Division Chief. The Joint Staff division chief is a planner who reviews the action to determine if it is ready for final coordination or secures the organization's approval. Depending on the internal procedures of the staff directorate and the significance of the action, the division chief may determine that the action needs higher-level Joint Staff review before final coordination. If so, review is obtained through the most appropriate means; if not, the action

is processed for final coordination according to directorate procedures. For the timeliest review to expedite actions, the division chief should telephonically alert the Service planners.

c. Coordinating Directorate. When a directorate is requested to coordinate on an action, the MilSec is responsible for assigning requests to the appropriate division and tracking the response to ensure coordination by the due date.

d. Planner-Level Meetings

(1) Planner-level meetings may be conducted to attempt to resolve nonconcurrences resulting from final coordination or to work out the specifics of agreements reached by a joint council meeting of the Joint Chiefs of Staff, OpsDeps, DepOpsDeps, or other senior participants in the issue resolution process.

(2) Separate meetings should be conducted for Joint Staff planners (division chiefs) and planners of external organizations. Once a Joint Staff nonconcurrency is identified, it should be resolved and a position established before attempting to resolve nonconcurrences from other organizations. In those cases where time constraints preclude separate meetings (and issue resolution), all parties should be so advised.

(3) Service planners and Joint Staff planners will come to these meetings prepared to articulate their respective Service Chief or J-Director proposed position.

5. Final Package

a. Joint Staff AO

(1) If all coordinating organizations concur in the action, the AO incorporates any editorial changes and prepares the implementing documents in final form and transfers the files into the electronic folder.

(2) If organizations nonconcur, the AO will evaluate the nonconcurrences and recommend to the division chief whether the action should be modified to accommodate the concerns expressed. Planners will attempt to resolve nonconcurrences. Unresolved nonconcurrences will be elevated through the Joint Staff chain of supervision in accordance with paragraph 4a.

(3) For an action with an originator's suspense of that day, or if the action is urgent, the AO signifies the priority of that action by color-coding the folder RED. Because these actions are not considered complete until they are signed, the AO should be available to answer questions after duty hours and, if necessary, refer the approval to the appropriate office.

b. Division Chief

(1) If all concur in the action, the division chief will review the final action and forward the electronic folder to the next person in the review chain.

(2) If there are Joint Staff nonconcurrences, the division chief will attempt to resolve the issue bilaterally or through meetings of the coordinating Joint Staff division chiefs. Unresolved issues will be worked until resolved or presented for DJS decision. In any event, a Joint Staff position should be established before attempting to resolve nonconcurrences from other coordinating organizations.

(3) If there are nonconcurrences from other coordinating organizations, to include the Combatant Commands, the division chief will likewise attempt to resolve the issues bilaterally or through planner-level meetings. Unresolved nonconcurrences, with consideration as to why the dissenting views cannot be accepted, and a recommended course of action will be forwarded through the chain of supervision to the J-Director for consideration.

(4) Changes to the action resulting from the issue resolution process will be re-coordinated with all concerned. Simple changes may be coordinated telephonically; however, substantive changes will be resubmitted via paper and/or JSAP electronic folder.

c. Military Secretary. In accordance with directorate procedures:

(1) If there are no changes to the action, the electronic folder is forwarded to the J-Director or acting director for signature.

(2) If the action is for CJCS, VCJCS, ACJCS, DJS, VDJS, or SJS review, J-Director (or designee) approval must be obtained to transmit the folder to the Director, Joint Staff, through AD, for further processing.

(3) Other actions, such as those addressed below the level of Assistant Secretary of Defense, those addressed to the signer's counterpart in the command or Service, or those tasked as a J-Dir reply, are approved and signed by the J-Director as J-X memorandums or messages and dispatched by the J-Dir.

d. J-Director or Head of a Supporting Office

(1) If all concur in the action, the J-Director (or designee) or head of a supporting office approves the action and signs the implementer or JS Form 136 as appropriate. If the action cannot be approved, it is returned to the AO with further instructions.

(2) If the action has unresolved nonconcurrences, the J-Director (or designee) or head of a supporting office may either return the action to the AO with additional guidance or attempt to resolve the issue. J-Directors (or designee) or heads of supporting offices will interact with the appropriate individuals in the affected organizations. If the action is changed in the issue resolution process, it must be re-coordinated with all concerned organizations. Unresolved issues will be forwarded to the Vice Director, Joint Staff, or Director, Joint Staff, for consideration. It is appropriate to schedule a meeting to discuss the action; however, the J-Director (or designee) or head of a supporting office can forward the action with a note to the Director, Joint Staff, describing the issues and the attempts at resolution.

(3) For actions requiring Top 5 approval, the J-Dir that is the lead for an action should endorse the action at the Vice J-Dir level before forwarding the action for Top 5 approval. Additionally, it is the lead directorate's responsibility to identify the appropriate level of coordination and obtain a G/FO chop from coordinating directorates with a substantial stake in the action. Any J-Dirs or Combatant Commands with a substantial stake in the action should also coordinate at the G/FO level, even if they are not required by the lead directorate.

e. Actions Division

(1) All actions requiring the attention of VDJS or higher authority will be forwarded first to AD.

(2) AD/EAPB reviews the implementing document(s) and makes any editorial changes necessary before sending the action for approval and/or signature. Substantive changes made in AD are provided to the AO for review. Actions requiring significant substantive changes will be returned to the AO.

f. Director and Vice Director, Joint Staff

(1) If all nonconcurrences are resolved, the Director or Vice Director, Joint Staff, approves the action and signs the implementers or initials the JS Form 136 forwarding the action to the Chairman or Vice Chairman, as appropriate. If the action cannot be approved, ODJS returns it to the J-Dir or supporting office (through AD) with additional guidance.

(2) If there are unresolved nonconcurrences, the implementing correspondence should reflect the nonconcurrences. The Director or Vice Director, Joint Staff, may:

(a) Return the action through AD to the J-Dir or supporting office with further guidance.

(b) Attempt to resolve the issue.

(c) Refer the matter to a joint council of either the DepOpsDepts or OpsDepts.

(d) Forward the action to the Chairman with a recommendation for a decision.

(e) Sign implementing correspondence "For the Chairman" reflecting nonconcurrency, if not an action subject to subparagraph 4h(2)(d) below. The POC will update the JSAP folder notes section with applicable comments as the action moves forward to decision and signature.

g. Actions Division. As appropriate, AD takes one of the following actions:

(1) If the action is to be returned to the J-Dir or supporting office, AD/ACB records a new suspense in JSAP and notes to the electronic folder, if applicable, and notifies the MilSec. Any rework guidance is scanned and placed in the JSAP attachment as Return Pkg.pdf. The AO is required to incorporate rework guidance received from Top 5 into the JSAP folder by referencing it in the text of the 136 and adding the specific guidance as an endnote.

(2) If the action has been approved, AD/ASB notifies the AO immediately when a Red Tag action is completed and executes the necessary implementing measures.

h. Chairman and Vice Chairman of the Joint Chiefs of Staff

(1) If all nonconcurrences are resolved, the Chairman or Vice Chairman of the Joint Chiefs of Staff approves the action and signs the implementers or initials the JS Form 136 as appropriate. If the action cannot be approved, OCJCS returns it to the Director, Joint Staff, (through AD) with additional guidance.

(2) If there are unresolved nonconcurrences, the Chairman or Vice Chairman of the Joint Chiefs of Staff has the following options:

(a) Return the action to the Director, Joint Staff, with further guidance.

(b) Attempt to resolve the issue.

(c) Refer the matter to a joint council of the Joint Chiefs of Staff.

(d) Make a final decision. Forward differing or additional advice or opinions from nonconcurring Chiefs or Combatant Commanders at the same time CJCS advice is presented to the President, NSC, or Secretary of Defense. CJCS advice may not be unduly delayed because of the submission of the individual advice or opinion of another member of the Joint Chiefs of Staff.

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APPENDIX A TO ENCLOSURE D

ACTION PROCESS WORKFLOW

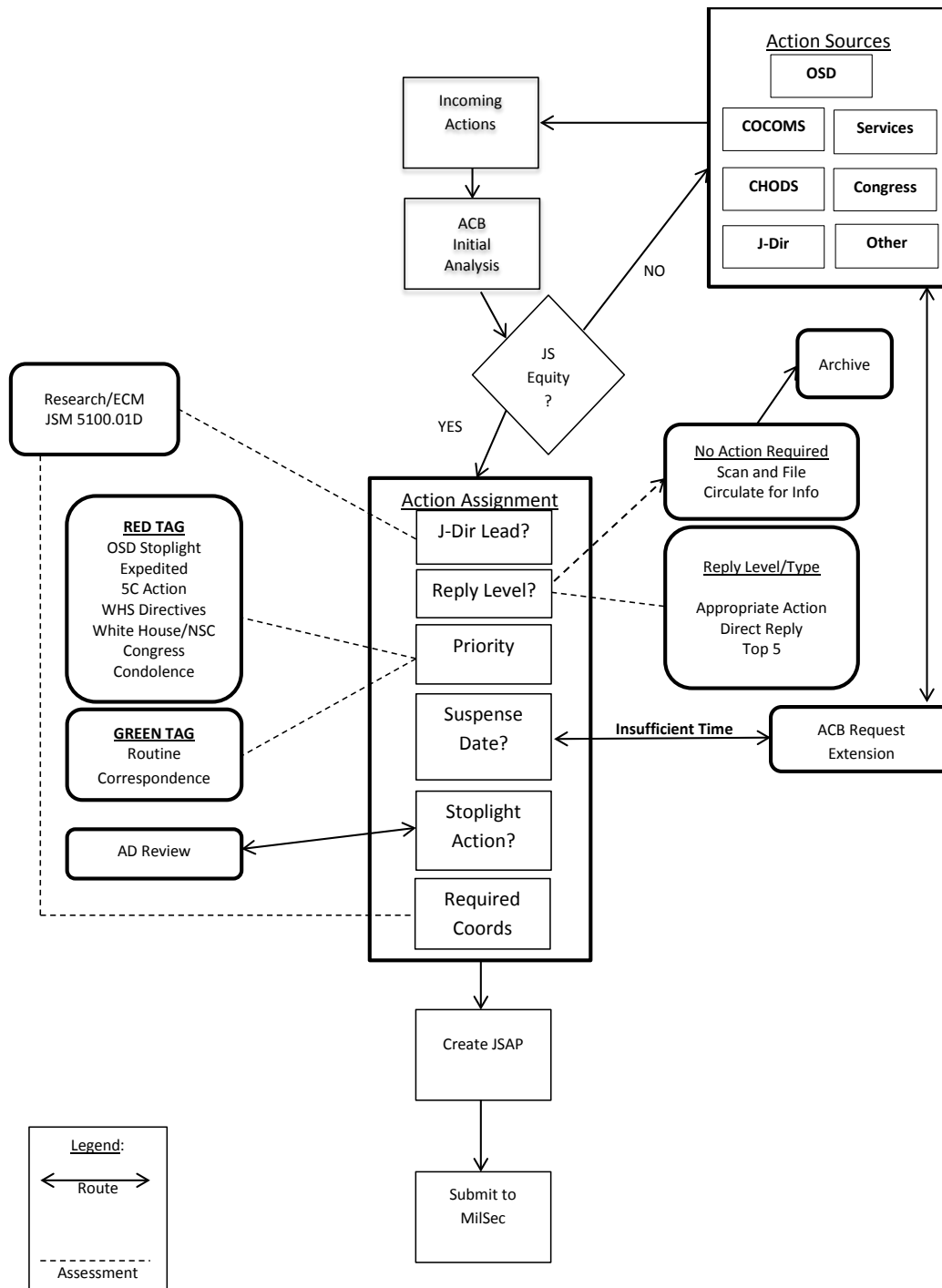
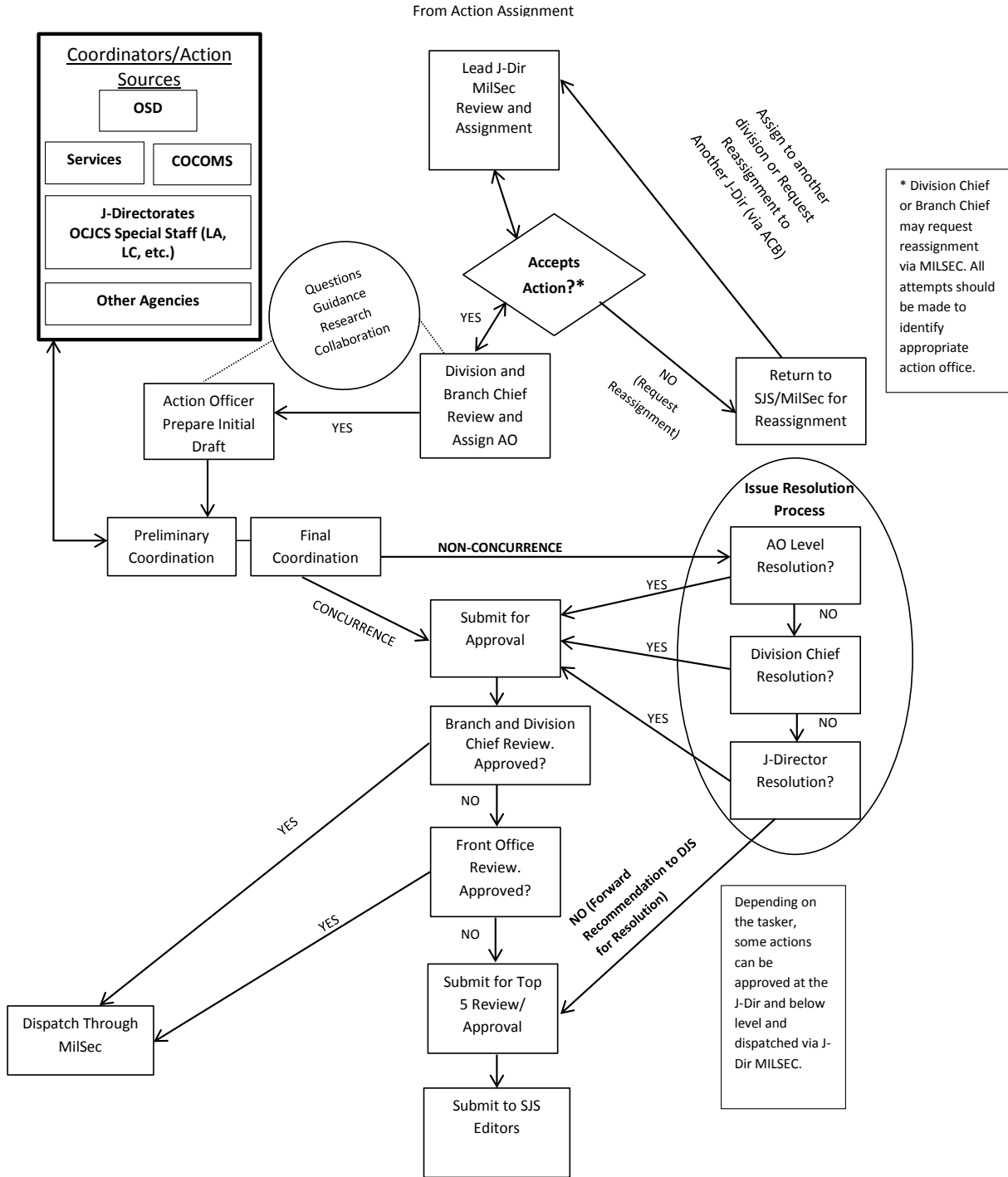


Figure 4. Action Initiation



To Top 5

Figure 5. J-Directorate Action Development

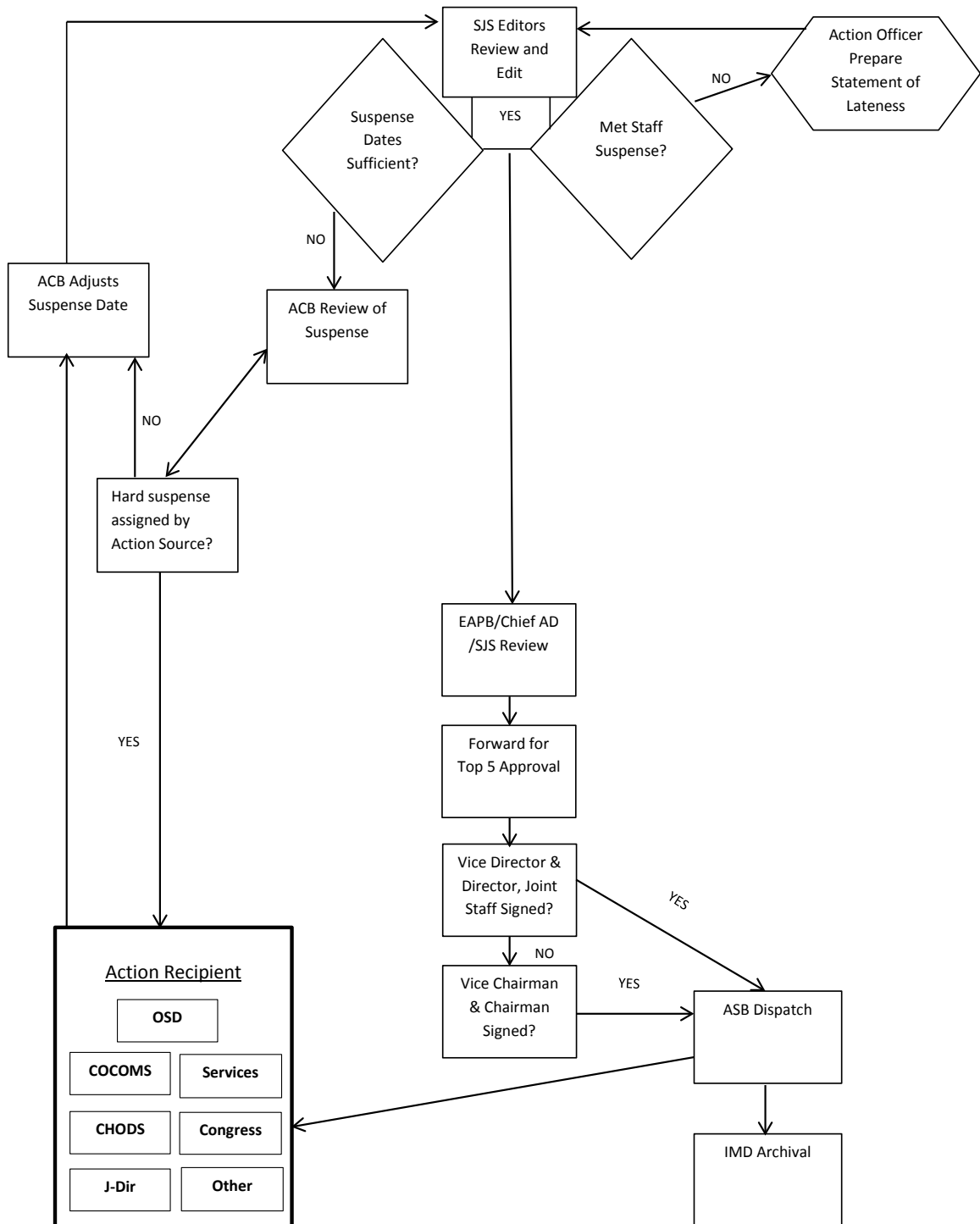


Figure 6. Top 5 Action Finalization

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APPENDIX B TO ENCLOSURE D

MATRIX OF JOINT STAFF ACTIONS

DOCUMENT	Chairman's Memo OR CJCS OR VCJCS MSG¹	Memo in the name of CJCS (MCM) or "FOR THE CJCS" MSG²	DJSM OR DJS MSG¹
DOCUMENT DESCRIPTION	CJCS policy actions: guidance and instructions to the combatant commanders; actions for CJCS signature as directed by OCJCS.	CJCS policy actions or guidance and instructions to the combatant commander signed on behalf of CJCS; OPLAN reviews; Joint Strategic Planning System actions.	Staff-to-staff actions; requesting info, review; providing info; tasked by SJS as a DJS REPLY.
ADDRESSEE	Sec Def; DepSecDef; Asst to Pres for Nat'l Security Affairs; combatant commanders; Chiefs of the Services; Congress; foreign military and civilian dignitaries of comparable rank; Directors of Defense agencies; Spec Asst to SecDef and DepSecDef.	Combatant commander; Chiefs of the Services; multiple addressees including SecDef, Chiefs of the Services, Directors of Defense agencies.	Under and Assistant Secretaries of Defense; Asst to SecDef; Dep combatant commanders; OpsDepts; DepOpsDepts, Congress
COORDINATION	Most actions require coordination with the Joint Staff, including Legal Counsel, and the Services, combatant commanders, and/or Defense agencies. A properly developed action must consider the full range of informed opinion on an issue and present all relevant facts. If it does not, it may inadvertently lead the decision maker to an erroneous conclusion.		
APPROVAL OR SIGNATURE	CJCS or VCJCS	DJS, VDJS or SJS (for admin issues only)	DJS or VDJS
OTHER	No command line; CJCS or VCJCS letterhead paper; message FROM line is "CJCS (or VCJCS) WASHINGTON DC."	Memo command line: "For the Chairman of the Joint Chiefs of Staff."; OCJCS letterhead paper. Msg FROM line is "CJCS WASHINGTON DC/DJS/" (or VDJS or SJS); add "FOR THE CJCS" below the classification line.	Memo uses Joint Staff letterhead paper. Msg FROM line is "JOINT STAFF WASHINGTON DC/DJS/" (or VDJS).

Table 1. Matrix of Joint Staff Actions

¹ Personal For messages addressed to CJCS, VCJCS, ACJCS, DJS, or VDJS that require a response will be assigned to the Joint Staff for preparation of a reply to be signed by the personal for addressee.

² Correspondence in the name of the Chairman of the Joint Chiefs of Staff may be addressed to any level of addressee appropriate to the action, including addressees for DJSMs.

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ENCLOSURE E

COMPLETED SJS ACTIONS

1. General. This enclosure establishes procedures for notification of completed Joint Staff SJS actions.

2. Disposition

a. SJS, VDJS, DJS, and Above. AD/ASB scans the signed implementers or approval documents for this level of actions into the JSAP electronic folder.

(1) ASB provides the action directorate a complete copy of the electronic folder.

(2) The hard copy of the action, if any, and the complete electronic folder are transferred to the IMD/R&RB for filing. IMD reviews the JSAP for all required documents prior to transferring the folder to the ECM.

b. Directorate-Level Completion. For SJS-tasked actions approved within the J-Dir, the MilSec will inform AD/ACB by scanning a copy of the signed approving document into the JSAP electronic folder or by providing evidence that the J-Dir completed the action, such as a note stating phone response provided. MilSec will ensure that any signed memorandums or letters are date stamped with the date signed. The folder will be transferred via the JSAP System to SJS Complete. AD/ACB will review the folder for applicable completed documents prior to dispatching the folder to IMD for final close out of the JSAP folder.

3. Documents with Special Security Requirements. The AO ensures that file copies of documents that relate to special access programs, SCI, and other matters of a sensitive nature are maintained in accordance with appropriate security and records management regulations. Refer to Enclosure D, paragraph 2b. for classification thresholds for the JSAP-M system

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ENCLOSURE F

PROCESSING DOD DIRECTIVES, INSTRUCTIONS, AND MANUALS

1. General. Reference e defines DoD Issuances as DoD Directives (DoDD), DoD Instruction (DoDI), DoD Manual (DoDM), Directive-type Memorandum (DTM), and Administrative Instruction (AI). The DoD Issuance process consists of five stages (development, precoordination, formal coordination, presignature, and signature and publication). The Joint Staff is involved in the formal coordination stage and, infrequently, the development phase. Although not required during the development phase of an issuance, OSD components have the option to informally coordinate with the Joint Staff. All other stages are OSD component stages that normally do not require Joint Staff involvement. Drafts of new DoD Issuances and proposed revisions to these documents are sent from WHS to the Joint Staff for review and formal coordination. The Joint Staff processes the action to determine an appropriate reply to WHS. After approval in WHS, these documents are distributed by WHS to the OSD Components and Joint Staff. Issuances with action for the Joint Staff must be processed by the Joint Staff for implementation. Procedures for both the coordination and implementation processes are described below.

2. Coordination Procedures

a. SJS Tasked. Draft DoD Issuance for Joint Staff coordination will be tasked and assigned a suspense date by SJS Directive. The SJS tasking directive will clarify that the issuance is **non-policy** or **policy** in nature. Actions that are tasked to both the Service Secretaries and the Joint Staff are considered “dual-tasked.” Unless otherwise directed, the Joint Staff will not seek coordination on dual-tasked issuances with the Services. The Joint Staff will coordinate with Combatant Commands that have equity in the issuance. Coordination with USCYBERCOM will be forwarded to USSTRATCOM and an “info copy” to USCYBERCOM. When an issuance identifies a Joint Staff and/or Combatant Command responsibility for implementation, the AO will identify the responsibilities on the JS Form 136. Additionally, paragraph 4, Background, on the JS Form 136 will provide a plan to address/implement the responsibilities identified in the issuance. Any Combatant Command nonconcurrences must be at (or above) the GO/FO/SES level of coordination and the response level is elevated to Director, Joint Staff (See Enclosure C for guidance on non-concurrence process).

(1) In accordance with reference e, Enclosure 4, paragraph 2d(2)(c), the following Joint Staff positions are authorized to coordinate on **non-policy** DoD instructions, manuals, and administrative instructions. A **non-policy** DoDI is defined as a DoDI that implements policy established in a DoDD by providing general guidelines for carrying out that policy. Further delegation of this authority is not authorized.

(a) Directors and vice directors of the J-Directorates.

(b) Legal Counsel (O-7) and directors (O-6) of the CJCS special staff (Protocol, Public Affairs, and Legislative Affairs).

(2) The authority to coordinate on DoDDs and **policy** DoDIs remains with the Chairman; Vice Chairman; Director, Joint Staff; and Vice Director, Joint Staff. A **policy** DoDI establishes policy and assigns responsibilities within a functional area, and provides general procedures for implementing that policy.

(3) All comments must be recorded on SD Form 818, December 2007, Comments Matrix for DoD Issuances.

b. Service Reoordination on DoD Directives, Instructions, and Manuals. When Services coordination on issuances is deemed necessary, the Joint Staff will consider any comments. If, after coordination, the Joint Staff accepts Services' comments as applicable to CJCS interests and incorporates them into the reply to OSD, the AO recoordinates the action if the document is substantially changed. If the changes are minor or administrative in nature, the document would probably not need to be reordinated. Reoordination allows the other Services to know the Joint Staff final position and gives them the opportunity to reply.

c. Nonconcurrency. A Service nonconcurrency is not subject to resolution under the provisions stated in Enclosure C; however, contrary views of the Chiefs should be identified in the JS Form 136 and conveyed to OSD. Nonconcurrences from coordinators (other than Services), are subject to resolution under the provisions stated in Enclosure C. The minimum level of coordination response for a nonconcurrency is GO/FO/SES level.

d. National Military Command Center (NMCC). If the directive, instruction, or manual applies to the NMCC, the Joint Staff action directorate will coordinate with the Operations Directorate (J-3) to ensure that NMCC requirements receive appropriate consideration.

e. Portal Posting. AD/ACB is the Joint Staff Focal Point for the DoD Directives Program Portal and is responsible for oversight of the portal. ACB issues passwords to the MilSecs Focal Points. Joint Staff personnel can request access to the DoD Directives Program Portal for the purpose of viewing publications only via the following Web sites: <https://dps.whs.mil> (unclassified) and <https://dps.whs.smil.mil/login.aspx> (classified). They are not authorized to post completed coordination responses and comments to the portal. Upon e-mail notification of an access request, ACB shall review and

approve the appropriate access level. Upon completion of the coordination process, the following is required:

(1) Top-5 Approved. AD/ASB or AD/ACB will post Top-5 approved JS Form 136 (or signed memorandum) and substantive and critical comments (comment matrix) to the DoD Issuance portal in accordance with paragraph 9 of reference e. The comments matrix must be posted as a Microsoft word document.

(2) Direct Reply (J-Directorate). The MilSec Focal Point will post J-Directorate approved JS Form 136 and critical or substantive comments (comment matrix) to the DoD Issuance portal in accordance with reference e, Enclosure 3, paragraph 3. The comments matrix must be posted as a Microsoft word document. After posting to the DoD Issuance portal, forward the JSAP to AD for closure.

3. Suspense Extensions. Joint Staff Action officers must request extensions for DoD Issuances (directives, instructions, and manuals) directly with the OSD POC for the issuance. Upon approval, the OSD POC must contact their directives focal point to have the new suspense date updated in the DoD Issuance Portal System. An extension in the JSAP system will only be updated once reflected in the DoD Issuance Portal System.

4. Implementation Procedures. DOD-signed issuances will be reviewed and implemented promptly within the Joint Staff. Because the Services and Combatant Commands also receive these documents in final from OSD, the Joint Staff need not incorporate implementation concerning those components. DOD directives, instructions, and manuals are usually implemented in accordance with reference e.

a. In implementing local policies to comply with DoD directives, instructions, or manuals, mere rephrasing or condensing should be avoided. The implementing document should reference the DoD document.

b. The owning directorate will ensure copies of the implementing document are sent directly to the appropriate OSD office by the date specified in the directive or instruction.

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ENCLOSURE G

CONGRESSIONAL CORRESPONDENCE

1. OSD-Assigned Congressional Correspondence. Congressional correspondence sent to OSD will be addressed to the Secretary of Defense, Deputy Secretary of Defense, or ASD/LA. Correspondence addressed to the Secretary or Deputy Secretary may be tasked to the Joint Staff to prepare a response for (or on behalf of) the Secretary of Defense. SecDef replies must be coordinated with OCJCS/LA, OCJCS/LC, ASD/LA, and OGC. ASD/LA taskers that are assigned Reply Direct (RD) must be coordinated with OCJCS/LA, OCJCS/LC, and ASD/LA.
2. Congressional Correspondence Addressed to the Secretary of Defense. The Joint Staff is tasked by OSD/CMD to provide a timely response for Congressional actions addressed to the Secretary of Defense. The Joint Staff is required to prepare an acknowledgement letter when unable to meet the established external suspense.
 - a. Response Signed by the Secretary of Defense. For Congressional responses that will be signed by the Secretary of Defense, a draft SecDef acknowledgement letter (in electronic format) will be prepared. The acknowledgement letter must specify that the Secretary received the letter and is working the response and that additional time is required to provide a response. When multiple Members of Congress sign the incoming letter, an individual acknowledgement letter must be prepared for each Congressional member. EABP can assist the AO in preparing the letter.
 - b. Response Signed on Behalf of the Secretary of Defense. For Congressional responses to be signed on behalf of the Secretary of Defense, an acknowledgement letter for SJS signature will be prepared. The acknowledgement letter must specify that the Secretary of Defense received the letter, the Joint Staff is working the response on behalf of the Secretary, and that additional time is required to provide a response. When multiple Members of Congress sign the incoming letter, an individual acknowledgement letter must be prepared for each Congressional member. The signed acknowledgement letter(s) will be sent to the Congressional member(s). EABP can assist the AO in preparing the letter.
 - c. E-mail Acknowledgement. E-mail acknowledgement in lieu of the acknowledgement letter may be sent to Congressional staffer(s) acknowledging receipt. The acknowledgement e-mail must specify that the Department of Defense received the letter and is working a response and will need additional time to provide a response. The e-mail can be sent to staffer(s) for multiple Congressional member(s) on the same e-mail. A courtesy copy (cc:) of the e-

mail must be sent to ASD/LA. The Congressional staffer(s) acknowledgement will be provided to ACB for submitting the request for extension.

3. Congressional Reports. When the Joint Staff is tasked to prepare reports for Congress, the AO must calculate the approximate cost for preparing the report. Based on the OSD guidance contained in the memorandum, "Consideration of Costs in DoD Decision-Making", all reports are required to use the CAPE tool for calculating the cost to prepare the report. The NIPR website (<https://www.cape.osd.mil/costguidance/>) contains the tool to calculate the approximate cost associated with preparing and publishing this report.

4. Questions for the Record (QFR) and Inserts for the Record (IFR). QFRs and IFRs are Congressional responses for the record. OCJCS/LA will be the lead on QFRs/IFRs addressed to the Chairman or the COCOMS. AD/ACB will be the lead on QFRs/IFRs addressed to all other addresses.

5. Oversight and Appropriation Committees or Congressional Leadership. DoD oversight committees include the Senate Armed Services Committee (SASC) and House Armed Service Committee (HASC). DoD appropriation committees include the Senate Appropriation Committee (SAC) and House Appropriation Committee (HAC). The Congressional member's position on oversight or appropriation committees will dictate the level of signature required for a response. When Acting CJCS, the Vice Chairman may sign on behalf of the Chairman.

a. Correspondence from Chairs or Ranking Members of DoD oversight and appropriation committees (SASC, SAC, HASC, or HAC) or congressional leadership addressed directly to the Chairman requires a CJCS Reply. Replies must be coordinated with OCJCS/LC and OCJCS/LA.

b. Correspondence from congressional oversight and appropriation committee leaders or congressional leadership addressed directly to the Vice Chairman requires a VCJCS Reply. Replies must be coordinated with OCJCS/LC and OCJCS/LA.

6. Senators

a. Correspondence from a Senator with a reply to a staff member at the Washington, DC, office are generally assigned as a DJS Reply. Replies must be coordinated with OCJCS/LC and OCJCS/LA. Replies to inquiries assigned by ASD/LA must be coordinated with ASD/LA.

b. Correspondence from a Senator with a reply to a staff member at a field office are generally assigned as a Direct Reply by the J-Director or Vice J-Director. Replies must be coordinated with OCJCS/LC and OCJCS/LA.

Replies to correspondence assigned by ASD/LA must be coordinated with ASD/LA.

7. Representatives

a. Correspondence from a Representative with a reply to a staff member at the Washington, DC, office are generally assigned as a VDJS Reply. Replies must be coordinated with OCJCS/LC and OCJCS/LA. Replies for correspondence assigned by ASD/LA must be coordinated with ASD/LA.

b. Correspondence from a Representative with a reply to a staff member at a field office are generally assigned as a Direct Reply by the J-Director or Vice J-Director. Replies must be coordinated with OCJCS/LC and OCJCS/LA. Replies for correspondence assigned by ASD/LA must be coordinated with ASD/LA.

Matrix for Response to Congressional Correspondence

<u>Correspondence From:</u>	<u>CJCS Reply</u>	<u>VCJCS Reply</u>	<u>DJS Reply</u>	<u>VDJS Reply</u>	<u>Direct Reply</u>
<u>Chairs or Ranking Members of DoD oversight committees and congressional appropriation committees, and to Senate and House Leadership</u>	X	As Acting CJCS			
<u>Senate/House Oversight Committees (SASC, SAC, HASC, HAC)</u>	X	As Acting CJCS			
<u>Other Committee Leaders (or when addressed specifically to VCJCS)</u>		X			
<u>Senators (or Staffers) responses to the Washington, DC Office</u>			X		
<u>Representatives (or Staffers) responses to the Washington, DC Office</u>				X	
<u>Senators (or Staffers) responses to Field Offices (such as routine constituent inquiries)</u>					X
<u>Representatives (or Staffers) responses to Field Offices (such as routine constituent inquiries)</u>					X

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ENCLOSURE H

Joint Staff Collateral Duty List

	2013	2014	2015	2016
CFC	J-8	J-5	J-7	J-6
Savings Bonds	J-1	J-1	J-1	J-1
Air Force Assistance Fund	J-7	J-6	J-4	J-3
Army Emergency Relief Fund	J-3	J-8	J-5	J-7
Navy Relief Fund	J-4	J-3	J-8	J-5
Voting Assistance	J-1	J-1	J-1	J-1
EEO / Sexual Harassment	J-1	J-1	J-1	J-1

Notes: Approve Joint Staff Collateral Duty List approved by Vice Director, Joint Staff under JSAP 13-00638.

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ENCLOSURE I

REFERENCES

- a. Executive Order 12598, "Classified National Security Information," amended 28 March 2003
- b. CJCSI 5715.01 series, "Joint Staff Participation in Interagency Affairs"
- c. DODM 5110.04-M-V1, 26 October 2010, DOD Manual for Written Material: Correspondence Management
- d. JSG 5711.01 series, "Editorial Guidance and Accepted Usage for Joint Staff Correspondence"
- e. DODI 5025.01, 26 September 2012, "DOD Directives Program"

RELATED DOCUMENTS

CJCSI 5711.01 series, "Policy on Action Processing"

JSM 5701.01 series, "Formats and Procedures for Development of CJCS, Joint Staff, and J-Dir Publications"

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