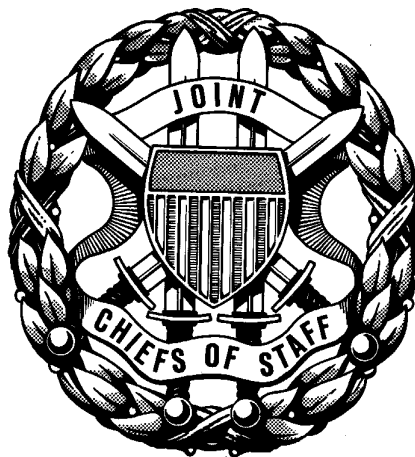
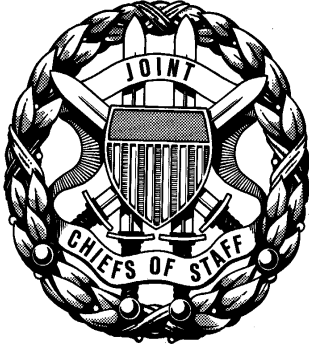


JSM 5711.01B
20 June 2002

JOINT STAFF
CORRESPONDENCE PREPARATION



JOINT STAFF
WASHINGTON, D.C. 20318-0300



JOINT STAFF MANUAL

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

JSM 5711.01B
20 June 2002

JOINT STAFF CORRESPONDENCE PREPARATION

References: See Enclosure E.

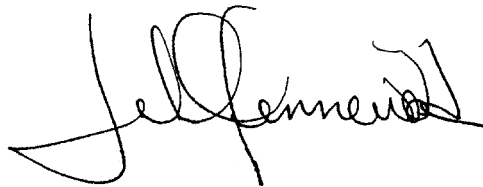
1. Purpose. This manual provides guidance for preparing correspondence for the Chairman (CJCS) and Vice Chairman of the Joint Chiefs of Staff (VCJCS), CJCS Assistants, and the Joint Staff.
2. Cancellation. Joint Staff Manual 5711.01A, 1 March 1999, with Changes 1 and 2, is canceled.
3. Applicability. This manual applies to all persons who prepare Joint Staff correspondence.
4. Responsibilities. The Secretary, Joint Staff, has overall responsibility for the management and administration of correspondence preparation.
5. Summary of Changes
 - a. Incorporates the use of the Defense Message System (DMS) for messages.
 - b. Adds new templates for memorandums to the Secretary of Defense (SecDef) and Deputy Secretary of Defense (DepSecDef) in accordance with Office of the Secretary of Defense guidance.
 - c. Eliminates the requirement for written input from the directorates on the Weekly Activity Report (WAR) and Chairman and Vice Chairman Updates.

d. Adds procedures and models for Chairman, Joint Chiefs of Staff, and Director, Joint Staff, memorandums that transmit strategic plans.

e. Modifies requirements for overall markings on classified documents.

6. Releasability. This manual is approved for public release; distribution is unlimited. DOD components (to include the combatant commands), other federal agencies, and the public may obtain copies of this manual through the Internet from the CJCS Directives Home Page-- <http://www.dtic.mil/doctrine>. Copies are also available through the Government Printing Office on the Joint Electronic Library CD-ROM.

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



JULIA K. SENNEWALD
Colonel, USA
Secretary, Joint Staff

Enclosures:

- A -- Quick Reference Matrix of CJCS, VCJCS, ACJCS, and Joint Staff Correspondence
- B -- Models
- C -- Revisions to Existing Documents Using the Line-Out, Line-In Format
- D -- Classification Markings
- E -- References

DISTRIBUTION

Distribution A, B, C, and J plus the following:

Chairman of the Joint Chiefs of Staff	1
Vice Chairman of the Joint Chiefs of Staff.....	1
Assistant to the Chairman of the Joint Chiefs of Staff	1
Office of the Assistant to the Chairman of the Joint Chiefs of Staff for National Guard Matters and Reserve Matters.....	1
Director, Joint Staff	1
President, National Defense University.....	1
President, Joint Forces Staff College	1
Commandant, Army War College	1
President, Naval War College	1
Commandant, Air War College.....	1
President, Marine Corps University	1
US Delegation, Inter-American Defense Board	1
US Representative, NATO Military Committee	1
US Representative to NATO Military Committee Liaison Office.....	1
Military Communications-Electronics Board	1
US Delegation, United Nations Military Staff Committee.....	1
Director, Joint Interoperability Test Command.....	1
US Section, Military Cooperation Committee	1
US Central Command Liaison Office	1
US European Command Liaison Office	1
US Joint Forces Command Liaison Office.....	1
US Pacific Command Liaison Office.....	1
US Southern Command Liaison Office	1
US Space Command Liaison Office	1
US Special Operations Command Liaison Office.....	1
US Strategic Command Liaison Office	1
US Transportation Command Liaison Office.....	1
US Marine Corps Liaison Office	1
National Airborne Operations Center	1
NMCC Site R	1

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LIST OF EFFECTIVE PAGES

The following is a list of effective pages for JSM 5711.01B. Use this list to verify the currency and completeness of the document. An “O” indicates a page in the original document.

PAGE	CHANGE
1 thru 2	O
i thru x	O
A-1 thru A-6	O
B-1 thru B-110	O
C-1 thru C-4	O
D-1 thru D-6	O
E-1 thru E-2	O

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20 June 2002

ENCLOSURE A

QUICK REFERENCE MATRIX OF CJCS, VCJCS, ACJCS,
AND JOINT STAFF CORRESPONDENCE

SIGNER	TYPE	TEMPLATE	NOTES
CJCS, VCJCS, Acting CJCS	Chairman's Memorandum (CM)	Chairman's Memorandum	If Acting CJCS, VCJCS, or one of the Chiefs signs on CJCS letter- head, pick Acting Chmn in the template.
CJCS, VCJCS, Acting CJCS, DJS	SecDef/ Action/ Information Memorandum	SecDef/ Action/ Info Memo	Choose Action or Info Memo in the template.
CJCS	CJCS Official Letter	CJCS Official Letter	Choose Chairman in the template.
CJCS	CJCS Personal Letter	Personal Letter	Choose Chairman in the template.
CJCS	CJCS Blue Notes	CJCS Blue Notes	Print on pastel blue paper.
VCJCS	VCJCS Memorandum (CM)	Chairman's Memorandum	Choose Vice Chairman in the template.

SIGNER	TYPE	TEMPLATE	NOTES
VCJCS	VCJCS Official Letter	CJCS Official Letter	Choose Vice Chairman in the template.
VCJCS	VCJCS Personal Letter	Personal Letter	Choose Vice Chairman in the template.
ACJCS	ACJCS Memorandum	Chairman's Memorandum	Modify template signature block. ACJCS memos do not have a control number. The final is printed on ACJCS letterhead paper.
DJS, VDJS	Director, Joint Staff, Memorandum (DJSM)	Memorandum with DOD seal	Either official can sign a DJSM. Pick one in the template.
DJS, VDJS	Director or Vice Director Official Letter	DJS Official Letter	Choose either DJS or VDJS.
DJS, VDJS	Director or Vice Director, Joint Staff Personal Letter	Personal Letter	Choose either DJS or VDJS.

20 June 2002

SIGNER	TYPE	TEMPLATE	NOTES
DJS, VDJS	Memorandum in the Name of the Chairman (MCM)	Memorandum in the Chairman's Name	Either DJS or VDJS can sign. Template adds the command line "For the Chairman of the Joint Chiefs of Staff:"
Joint Staff J directors and their general/ flag officer designees (except J-1, which may have an O-6)	Joint Staff Memos (J-1A, etc.)	Memorandum with DOD seal	For corres- pondence on directorates matters and for actions specified in CJCSI 5711.02A, "Delegation of Approval Authority," as not requiring review by the Top 5.
SJS	SJS Memorandum (SM) SJS Memoran- dum forwarding CJCS correspondence	Memorandum with DOD seal Memorandum in the Chairman's Name (MCM)	SJS signs without the command line (must be deleted). OCJCS letterhead.

SIGNER	TYPE	TEMPLATE	NOTES
All signers	DD Form 173 Message	DD Form 173 Message Transmittal	Tailor the message to the signer.
	DMS Message	E-mail Transmittal	Tailor the message to the signer.

SECRETARY OF DEFENSE MEMORANDUMS AND LETTERS

The Office of the Secretary of Defense requests that a final memorandum or letter printed on SecDef or DepSecDef letterhead paper be included in the action package if the Secretary or Deputy Secretary is being asked to forward a position to the President, Secretary of State, Congress, etc.

The template **Secretary of Defense Memorandum** is used to create SecDef or DepSecDef memorandums and, with slight modifications, SecDef or DepSecDef letters. The document for signature must follow the format in DOD Administrative Instruction Number 7, "Manual for Written Material" (reference c).

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personnel on how the final implementer of the action will appear. **The correct template must be used.**

(1) CJCS and VCJCS

(a) CJCS Letterhead. White, letter-size paper for Chairman's Memorandums (CMs) and official letters.

(b) CJCS Flag Stationery. **Ecru (off-white), 7 1/4 " x 10 1/2" paper for personal letters with matching ecru envelopes.**
(NOTE: For short letters on this stationery, the bottom of the paper will be cut off to make the page 7 1/2" long. Some space -- an inch or slightly less -- must remain between the last line of the signature block and the bottom of the page or the paper should not be cut.)

(c) VCJCS Letterhead and Flag Stationery. The same colors and sizes described above for CJCS stationery apply to VCJCS. However, VCJCS personal letters of short length are not cut as are those of the Chairman.

(2) ACJCS Letterhead. White, letter-size ACJCS paper will be used for memorandums (not CMs) and for official personal letters.

(3) Office of the Chairman. White, letter-size "Office of the Chairman" letterhead paper is used for memorandums signed on behalf of the Chairman (MCMs) and thus carry the command line "For the Chairman of the Joint Chiefs of Staff:." **The "Reply ZIP Code" of the signer must be added to MCMs on OCJCS stationery.** OCJCS stationery is also used within internal offices of OCJCS.

(4) Joint Staff. Joint Staff letterhead stationery is used for DJS, VDJS, SJS, and directorate correspondence. Templates are available that add the DOD seal and letterhead; the seal and letterhead are black, not blue, when added by the template.

(5) Computer or Word-Processor-Generated Stationery. This stationery is not used for correspondence for signature by CJCS, VCJCS, or, the ACJCS. Where appropriate, the templates for official correspondence provide letterhead and the DOD seal.

d. Memorandums. Memorandums are **usually** sent to addressees within the Department of Defense; however, memorandums involving

routine Government business are sometimes sent to Federal offices such as the Department of State (DOS).

(1) Use unclassified subjects unless classified ones are absolutely needed for clarity or special requirements.

(2) If paragraph headings are used, **all** paragraphs must have headings.

(3) The first paragraph introduces the remaining paragraphs.

(4) The year in a date is omitted if referring to the current year.

(5) Avoid “widow/orphan” lines in multiple-page memorandums (no single line of text at the bottom or top of a page).

(6) An enclosure to a memorandum is referred to as “the enclosed memorandum, report, etc.”

(7) SecDef direction requires that communications to the White House and DOS involving national security policy must be provided through the Secretary of Defense or an appropriate Under or Assistant Secretary of Defense.

(a) Therefore, in addition to a memorandum (CM or MCM) addressed to the National Security Council (NSC) or DOS, there also must be a cover memorandum (another CM or MCM) addressed to the Secretary or Deputy Secretary of Defense or an Assistant or Under Secretary requesting the enclosed memorandum (CM or MCM) be forwarded to NSC or DOS.

(b) Models at pages B-25 through B-53 in this enclosure illustrate how to satisfy this requirement.

(8) When the Joint Staff prepares a memorandum for OSD signature, the correspondence will be prepared in accordance with OSD Administrative Instruction 7 (reference c), projected to become a DOD instruction in FY 03, and found on the OSD website at: <http://www.dtic.mil/whs/directives>.

(9) Provide EAPB, AD, a copy of the electronic folder for advance editorial review. Return the annotated draft, if there is one, with the final action.

e. Letters

(1) Letters are usually sent to addressees outside the Department of Defense. Letters are either official (business) or personal. **For personal letters** to be signed by CJCS or VCJCS, **use the appropriate template.** Personal letters should not be used for official or policy-related matters.

(2) Provide EAPB, AD, a copy of the electronic folder for advance editorial review. Return the annotated draft, if there is one, with the final action.

f. Envelopes

(1) An official letter prepared on CJCS or VCJCS letterhead is mailed in a legal-size CJCS or VCJCS envelope.

(2) A letter prepared on CJCS or VCJCS flag stationery is mailed in a matching envelope, which is smaller than legal size (called Monarch in MS WORD) and is ecru (off-white) in color. Helvetica, 12-point font, is the type size for CJCS flag envelopes, and Arial, 12 point, is the font for VCJCS flag envelopes. As stated before, EAPB normally prepares these envelopes in final form, but, for special situations, envelopes, and stationery can be obtained from EAPB, AD.

(3) For ACJCS official letters, use "Office of the Chairman" envelopes.

(4) **For classified letters**, two addressed envelopes are required -- an **inner envelope stamped** with the letter's classification and a larger **outer envelope not stamped.**

g. Attachments to Memorandums and Letters

(1) Enclosures. Attachments to a memorandum or letter are **always** enclosures and are labeled "ENCLOSURE" or "ENCLOSURE A," "ENCLOSURE B," etc.

(2) Appendixes. Attachments to an enclosure are appendixes and are labeled "APPENDIX" or "APPENDIX A," "APPENDIX B," etc.

(3) Annexes. Attachments to an appendix are annexes and are labeled "ANNEX" or "ANNEX A," "ANNEX B," etc.

(4) Tabs. Attachments to an annex are tabs and are labeled “TAB” or “TAB A,” “TAB B,” etc.

(5) Exhibits. Attachments to a tab are exhibits and are labeled “EXHIBIT,” or “EXHIBIT A,” “EXHIBIT B,” etc.

h. Correspondence to Counterparts

(1) For CJCS and VCJCS flag stationery letters going to a counter-part in another country, an additional CJCS or VCJCS envelope is addressed to the Defense Attaché **by name** for that country. If there is no resident Defense Attaché, the envelope goes to the diplomatically accredited Attaché by name.

(2) For actions that are under time constraints for response to a Chief of Defense (CHOD), or in certain circumstances where formal correspondence (a letter) could be delayed, a message addressed to the appropriate Defense Attaché should precede the letter and state “HARD COPY TO FOLLOW.”

(a) A hard copy will be printed when CJCS is addressing an individual on the occasion of his departure or arrival or for condolences.

(b) Hard copy is not provided when CJCS is addressing an individual on the occasion of his country's Independence or Armed Forces Day or other days of national celebration.

MODEL OF A CHAIRMAN'S MEMORANDUM (CM)



CHAIRMAN OF THE JOINT CHIEFS OF STAFF
WASHINGTON, D.C. 20318-9999

MEMORANDUM FOR THE PRESIDENT, NATIONAL DEFENSE UNIVERSITY

Subject: Model of a Chairman's Memorandum

(1 blank line)

(2 blank lines)

1. The **Chairman's Memorandum** template will guide you through the basic elements of the Chairman's Memorandum (CM), including classification, subject, and references. CMs should not be over two pages. One-sentence paragraphs are to be avoided. The first paragraph introduces the subject matter of the CM and acknowledges references.¹ It also should tell the reader why he or she is getting the memorandum such as for information, to use at a meeting, or to initiate fiscal action.

2. Succeeding paragraphs contain the main discussion that will cause the reader to reach the conclusion or take the action the Chairman desires to have occur. The rationale should be clear, succinct, and persuasive; based on the best military logic; and attainable within current or anticipated resources. When the Chairman's recommendations to the Secretary of Defense affect the Services, combatant commands, or Defense agencies, the views of those organizations should be included if they differ from the CJCS position.

3. If a reply must be received by a certain time, be sure to let the recipient of the CM know that a response is needed by a specific date. For example: "Because ice flows in the north Atlantic have been greater than normal this season, the ZEBRA battle group must leave Helsinki not later than 5 February to arrive on station in the Mediterranean before the elections in Kurubal. Your decision is requested by 15 January to ensure that adequate time is available for indirect routing to bypass the major ice flows."

4. The ending paragraph or paragraphs wrap up the discussion and state specifically what the Chairman is proposing. A recommendation might be as follows: "Request your approval to position the ZEBRA battle group as requested by the Secretary of State during the Kubural elections." Or, if a report is being submitted, he would ask for approval of the report and the forwarding of it to appropriate addressees.

5. Be sure to mention all enclosures in the text of the CM. Enclosures to CMs must be relevant, to the point, and of the same high quality staff work as the CM. If items to be referenced are not held by other addressees of the memorandum, they must be provided separately or made enclosures to the CM. Describing enclosures in great detail is not required. For example, simply say, "A proposed memorandum for the Secretary of State is provided for your use."

6. The Office of the Chairman adds the CM number and date when the document is approved. A separate publication, Joint Staff Guide 5702 (reference d), contains the writing preferences of the Chairman and Vice Chairman. That guide is updated when a new Chairman takes office.

RICHARD B. MYERS
Chairman
of the Joint Chiefs of Staff

(1 blank line
after signature
block)

Enclosure

(1 blank line)

Reference:

- 1 ASD(ISA) memorandum, I-97/00032, 18 June 2001, "Enhancing Special Election Security in Kubural (U)"

Copy to:

USPACOM
USSOCOM

(1 blank line)

MODEL OF A COVER PAGE TO
A CM WITHIN A STRATEGIC PLAN

TITLE OF THE PLANNING DOCUMENT



MAY 2002

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MODEL OF A BASIC MEMORANDUM TO A CM
WITHIN A STRATEGIC PLAN



This MODEL is UNCLASSIFIED

CONFIDENTIAL

CHAIRMAN OF THE JOINT CHIEFS OF STAFF

WASHINGTON, D.C. 20318-9999

MEMORANDUM FOR ADDRESSEE OTHER THAN THE SECRETARY OF
DEFENSE

Subject: Model of a Chairman's Memorandum within a Strategic Plan (U)

1. (C) The **Chairman's Memorandum (CM)** template will be used to transmit Chairman's strategic plans and other similar Chairman's planning documents to all addressees with the exception of the Secretary of Defense. (For plans addressed to the Secretary of Defense, use the **SecDef Action/Info Memo** template -- Select Memo Type: Info Memo -- following the model on page B-19 below.)
2. (U) The CM transmitting a strategic plan will conform to all CM format requirements except that **it will be placed inside the planning document, under the cover page, as the first item of the plan.** Content of the memorandum will vary depending on the nature of the planning document. At a minimum, it will introduce the subject matter of the plan, discuss why it is being published, to whom it applies, and when and for how long it is effective. (Note: Strategic plans will be reviewed annually in accordance with CJCSI 5701.01 and JSM 5701.01A.)
3. (C) The CM may acknowledge major references relating to the plan; however, a comprehensive list of references will be incorporated in the plan itself, as the last Enclosure. If a glossary of abbreviations, acronyms, or terms is needed, it will be placed behind the last Enclosure to the plan.
4. (C) A CM transmitting a plan that is addressed, or copied, to multiple addressees will utilize a distribution list.
5. (U) The final paragraph of a CM transmitting a plan may identify a point of contact for the plan.

RICHARD B. MYERS
Chairman
of the Joint Chiefs of Staff

Enclosure:
Title of the Planning Document

Copy to:
List Others

CONFIDENTIAL

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MODEL OF A PLAN STRUCTURE TO A CM
WITHIN A STRATEGIC PLAN



* The internal organization of the plan itself will depend upon its contents.

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MODEL OF AN ACTION MEMORANDUM TO SECDEF

This MODEL is UNCLASSIFIED



CONFIDENTIAL

CHAIRMAN OF THE JOINT CHIEFS OF STAFF

WASHINGTON, D.C. 20318-9999

ACTION MEMO

FOR: SECRETARY OF DEFENSE

DepSec Action _____

FROM: General Richard B. Myers, CJCS

SUBJECT: Zebra Battle Group Positioning (U)

(use this
template only
when
addressing
SecDef or
DepSecDef)

- (C) What the Secretary should do.
- (C) Due date for action.
- (C) Why it is OK for the Secretary to take the recommended action.
- (C) Additional key/points/contentious issues/problems areas.

(incoming at
TAB B;
background info
at TAB C)

RECOMMENDATION: (U) SecDef (sign memo at) TAB A (and forward to The Supreme Allied Commander, Europe).

APPROVE _____ DISAPPROVE _____ OTHER _____

(Use only when
approval and no
memo to sign.)

COORDINATION: (U) TAB D (or NONE)

(List coordination
only if tasked by
OSD. Create a
separate document
to show the name,
organization,
and telephone
number of the
coordinator. The
word "TAB"
appears instead
of "NONE.")

Attachments:

As stated

cc:

Secretary of the Navy

Prepared By: Name, Rank; Title; Telephone Number

(indicate J-Director)

Classification/Declassification Authority and Instructions

CONFIDENTIAL

SECRETARY OF DEFENSE ACTION MEMORANDUM
PREPARATION NOTES

1. Submit on Chairman's letterhead.
2. Use SecDef Action/Info Memorandum template and select Action (never reuse a template).
3. OSD prefers short, concise, black-dot bulletized information with a one-page limit. If substantive or lengthy information is required, summarize it in the memorandum and include the details in an information paper as a Tab. **Do not** number paragraphs. Font is Times New Roman, 13 point; 1.5 spaces between paragraphs; page numbers are bottom center.
4. Address to either the Secretary or Deputy Secretary of Defense.
5. DepSec Action is applicable and only typed in for an ACTION MEMO addressed to the Secretary. Upon request, the Executive Secretary will determine, by affixing initials, whether the memo will be provided to the Deputy Secretary for coordination or information.
6. The "From" line is normally CJCS or Acting CJCS; however, DJS may sign MCMs to SecDef.
7. The Subject should be brief and concise.
8. In the Recommendation, state what the Secretary or Deputy Secretary should do.
9. An acronym may be used after it is first established.
10. If coordination is not applicable, state: NONE. Coordination must be at the OSD level or higher. If OSD requested coordination, list it on one page, located at the last TAB of package as follows:

Coordination Page		
Under Secretary of Defense (AT&L)	Mr. Oliver	March 10, 2002
General Council	Mr. Dell'Orto	April 22, 2002 Nonconcur -- See Attached
Assistant Secretary of Defense (C3I)	None Obtained	Delivered 1 April -- No response as of 22 April

MODEL OF A SECDEF MEMORANDUM



THE SECRETARY OF DEFENSE
WASHINGTON, DC 20301

MEMORANDUM FOR THE SUPREME ALLIED COMMANDER, EUROPE

SUBJECT: ZEBRA Battle Group Positioning

Secretary of Defense correspondence varies somewhat in format from that prepared by the Joint Staff. The template for the Secretary of Defense memorandum has been designed to account for these differences, the majority of which are described below. To make a letter from the template, delete "MEMORANDUM FOR," type the inside address where MEMO FOR used to be, and below that add a salutation such as "Dear Mr. Ambassador."

Times New Roman font, 13 pitch, is used for SecDef memorandums and letters. The word "SUBJECT" for memorandums is all capital letters. For multiaddressee SecDef memorandums, the titles of addressees are all capital letters. Paragraphs in SecDef memorandums and letters do not have numbers, and their first lines are indented. Additional copies of SecDef correspondence is indicated by "cc:" (lower case cc).

SecDef letters require no closing such as "Sincerely," -- leave five lines after the text for the Secretary to sign his name. Other instructions for SecDef correspondence can be found in reference c.

In this example, the Secretary of Defense is being requested to send this memorandum (the Enclosure to the Chairman's memorandum) to SACEUR. Accordingly, it will be forwarded in final form on SecDef letterhead paper with no legends like ENCLOSURE at the top of the first page or Enclosure at the bottom right.

cc:
Secretary of the Navy



(INTENTIONALLY BLANK)

MODEL OF AN INFORMATION MEMORANDUM TO SECDEF



CHAIRMAN OF THE JOINT CHIEFS OF STAFF
WASHINGTON, D.C. 20318-9999

INFO MEMO

FOR: SECRETARY OF DEFENSE

FROM: General Richard B. Myers, CJCS

SUBJECT: Zebra Battle Group Positioning

- What the Secretary needs to know.
- Additional key points, as required.

COORDINATION: TAB__ (or NONE)

(use this as the
only preferred
style for
memorandums
addressing the
SecDef or
DepSecDef)

(background at TAB)

Attachments:
As stated

Prepared By: Name, Rank; Title; Telephone Number

(indicate J-Director)

Classification/Declassification Authority and Instructions

SECRETARY OF DEFENSE INFORMATION MEMORANDUM
PREPARATION NOTES

1. Use SecDef Action/Info Memorandum template and select Info.
2. Address to either the SecDef or DepSecDef. There will be only one addressee.
3. The "From" line is normally the CJCS or Acting CJCS; however, DJS may sign MCMs to SecDef.
4. The subject should be brief and concise. Below the subject, provide bulletized essential elements of information. Avoid redundancy.
5. If coordination is not applicable, state: NONE. If OSD requested coordination, list it on one page, located at the last TAB of package as follows:

Coordination Page		
Under Secretary of Defense (AT&L)	Mr. Oliver	March 10, 2002
General Council	Mr. Dell'Orto	April 22, 2002 Nonconcur -- See Attached
Assistant Secretary of Defense (C3I)	None Obtained	Delivered 1 April -- No response as of 22 April

MODEL OF A CJCS OFFICIAL LETTER



CHAIRMAN OF THE JOINT CHIEFS OF STAFF
WASHINGTON, D.C. 20318-9999

General Clifton D. Satterwhite, USAF (Ret)
CEO and Chief Financial Officer
US Flight Engineering Associates, Inc.
Soaring Hills, California 92345-5007

Dear General Satterwhite,

Official letters are used to convey policy, direction, and other official military matters. Personal letters, on the other hand, that are not of a policy nature should be limited to communications between senior-level officials. For the salutation of both official and personal letters, the Chairman may annotate the first name or nickname for the Chiefs and combatant commanders. The template is **CJCS Official Letter**.

When writing within the Department of Defense, the Chairman normally uses memorandums (CMs). Official letters would be used for addressees outside the Department such as congressional committee chairmen and NATO officials. Although not DOD addressees, the Chairman usually uses CMs for correspondence to the President, Secretary of State, Assistant to the President for National Security Affairs, and the Director of Central Intelligence (DCI).

Because letters will be delivered through a postal system, careful attention to getting the proper address is a must. If the letter is returned with an incorrect or incomplete address, valuable time will be lost in getting the correspondence to its intended destination.

Sincerely,

RICHARD B. MYERS
Chairman
of the Joint Chiefs of Staff

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MODEL OF A CJCS PERSONAL LETTER



CHAIRMAN OF THE JOINT CHIEFS OF STAFF
WASHINGTON, D.C. 20318-9999

General Raif T. Recannic
Chairman of the Command Staff
Command Staff Major
Headquarters Main Post
Keely, Republic of Andiere

Dear General Recannic,

Thank you for the letter and copy of the study on US basing options in Andiere. My staff has reviewed the document very closely and heartily agrees in its recommendations. You have developed a solid plan for a most complex topic that will benefit our military forces.

The Director for Logistics, Lieutenant General Dan Cooper, USA, has begun drafting proposed agreements dealing with port and airfield improvements that will enhance the capability of US units to operate in the area. Other possible arrangements, such as for training and exercises, will follow.

Many thanks for the timely response and for producing this very valuable list of options.

Sincerely,

RICHARD B. MYERS
Chairman
of the Joint Chiefs of Staff

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MODEL OF AN ACTION MEMORANDUM TO SECDEF
TRANSMITTING A MEMORANDUM FOR THE
NATIONAL SECURITY COUNCIL (NSC)



CHAIRMAN OF THE JOINT CHIEFS OF STAFF

WASHINGTON, D.C. 20318-9999

ACTION MEMO

FOR: SECRETARY OF DEFENSE

DepSec Action _____

FROM: General Richard B. Myers, CJCS

SUBJECT: Expanding the Budget Process

- Enclosed are my views on the NSC proposal to expand the budget process to include projected replacement costs for items still having useful life, but beyond their theoretical retirement date.
- These comments take into account testimony from the Defense Logistics Agency at House hearings on budgeted surpluses.

RECOMMENDATION: SecDef forward the enclosed memorandum at TAB to the Assistant to the President for National Security Affairs.

COORDINATION: TAB _____ (or NONE)

Attachments:
As stated

Prepared By: Lt Gen Bruce Carlson, USAF; Director, J-8; 697-5555

(The Secretary of Defense has directed that all correspondence related to policy going to the White House and Department of State be routed through OSD. Enclosed to this memorandum would be another CM addressed to the Assistant to the President for National Security Affairs containing the Chairman's views.)

(Not all communications to the NSC or Department of State have to be routed through the Chairman. Later in this manual is a model of correspondence to NSC at the DJS level.)

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CHAIRMAN OF THE JOINT CHIEFS OF STAFF
WASHINGTON, D.C. 20318-9999

MEMORANDUM FOR THE ASSISTANT TO THE PRESIDENT FOR
NATIONAL SECURITY AFFAIRS

Subject: Expanding the Budget Process

1. At the Principals meeting on 5 May, proposals were offered on a Government-wide process concerning replacement costs for items still in use but beyond their theoretical retirement date.
2. The other members of the Joint Chiefs of Staff and I recommend option 3 because it creates no new systems related to this problem, leaving the cognizant organization responsible for the accounting mechanism used to determine final costs.

RICHARD B. MYERS
Chairman
of the Joint Chiefs of Staff

(In formal correspondence, use "Assistant to the President for National Security Affairs," not "National Security Advisor.")

(The Chairman's Memorandum template was used to create this memorandum.)

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MODEL OF A CJCS BLUE NOTE



CHAIRMAN
of the
Joint Chiefs of Staff

Date:

MEMO TO: Admiral Vernon E. Clark, USN
Chief of Naval Operations

Vern,

Thank you for your submission of the Joint Venture High-Speed Vessel and the Navy Marine Corps Tactical Aviation Integration as the Navy's fast track programs in response to the Secretary's request. Both programs should have a very positive impact on future operations. Your information will be provided to the Secretary of Defense.

(Print on Xerox Multipurpose Pastel Blue Paper. Trim page to 5-5/8" x 7-1/2")

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MODEL OF A VICE CHAIRMAN MEMORANDUM (CM)

(This model is UNCLASSIFIED)



CONFIDENTIAL

THE VICE CHAIRMAN OF THE JOINT CHIEFS OF STAFF
WASHINGTON, D.C. 20318-0001

MEMORANDUM FOR THE CHIEF OF STAFF, US AIR FORCE

Subject: Operational Planning for Joint Vision 2020 (U)

(C) A memorandum or letter with one paragraph of nine lines or less will be double spaced. If there is more than one paragraph, use single spacing regardless of length. To change text that is single spaced, the preferred way is to highlight the text to be double spaced, then use Format and Paragraph in Microsoft Word and select Double for Line Spacing. Using end of line returns to double space is not efficient, resulting in major reformatting. Create this memorandum using the **Chairman's Memorandum** template.

PETER PACE
General, United States Marine Corps
Vice Chairman
of the Joint Chiefs of Staff

Classified by: BG David N. Smith, DDO/CO
Reason: 1.5(a)
Declassify on: X4

(Unless otherwise directed, VCJCS white official paper with the ZIP Code 20318-0001 will continue to be used until the supply is depleted. The Vice Chairman's ZIP Code is the same as the Chairman's, 20318-9999.)

CONFIDENTIAL

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MODEL OF VICE CHAIRMAN OFFICIAL LETTER



THE VICE CHAIRMAN OF THE JOINT CHIEFS OF STAFF
WASHINGTON, D.C. 20318-9999

The Honorable Steven A. Justin
Chairman, Appropriations and
Tolls Committee
United States Senate
Washington, D.C. 20510-5699

Dear Mr. Chairman,

The same template, **CJCS Official Letter**, is used for official letters for the Chairman and Vice Chairman. These officials have letterhead paper with the ZIP Code already affixed.

This model shows that if a Senator is being addressed in correspondence as a committee or subcommittee chairman, the salutation is "Dear Mr. Chairman." For members of the House, the salutation is "Dear Mr. Chairman" when writing to them as a committee chairman and "Dear Mr. (name)" as a subcommittee chairman. When a Senator or House member is corresponding not as chairman of a committee or subcommittee, the salutation is "Dear Senator (name)" or "Dear Mr. (name)," respectively.

Complimentary closings are as follows: "Very Respectfully, Pete" -- seniors and contemporaries; "Respectfully, Peter Pace" -- military subordinates; "Sincerely, Pete Pace" -- civilian subordinates.

Sincerely,

PETER PACE
General, United States Marine Corps
Vice Chairman
of the Joint Chiefs of Staff

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MODEL OF A VICE CHAIRMAN PERSONAL LETTER



VICE CHAIRMAN OF THE JOINT CHIEFS OF STAFF
WASHINGTON, D.C. 20318-9999

The Honorable Andrew H. Kline
American Ambassador
1165 Avenue of Presidents
Waterford Station
Republic of Gibaleale

Dear Mr. Ambassador,

Greatly appreciate the assistance your staff provided for the fact-finding visit by Major General Ted Cahill. His mission was very successful, bringing to the forefront many areas of common interest for both US and Gibalealen forces. Of equal significance, officials of the Government of Gibaleale have expressed their desire to continue the discussions initiated by General Cahill on military-to-military contacts.

The advance work and direct support furnished by your office was instrumental in making this a most worthwhile endeavor.

Sincerely,

PETER PACE
General, United States Marine Corps
Vice Chairman
of the Joint Chiefs of Staff

(The complimentary closings are as follows: "Very Respectfully, Pete" -- seniors and contemporaries; "Respectfully, Peter Pace" -- military subordinates; "Sincerely, Pete Pace" -- civilian subordinates.)

(The Personal Letter template was used to create this letter, select VCJCS for "letter from.")

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MODEL OF A DIRECTOR, JOINT STAFF, MEMORANDUM (DJSM)



THE JOINT STAFF
WASHINGTON, DC

Reply ZIP Code:
20318-0300

{DATE1}

MEMORANDUM FOR THE ASSISTANT SECRETARY OF DEFENSE (SPECIAL
OPERATIONS AND LOW-INTENSITY CONFLICT)

Subject: DJS and VDJS Memorandums

1. The **Memorandum with DOD** seal template adds the DOD seal (in black) and Joint Staff letterhead to the document. One of the prompts asks for the proper ZIP code number, which for DJS and VDJS is 20318-0300.
2. Both the Director and Vice Director sign DJSMs; leave the signature element as provided in the template ({NAME1}, {Rank1}, {Title1}). The electronic signature system will fill in the signature details for whichever official signs the correspondence, as well as the date. The Joint Secretariat adds the DJSM number after signature.
3. DJSMs are the vehicle for the DJS and VDJS to forward a position. DJSMs go to the Under and Assistant Secretaries of Defense, Service Operations Deputies (DJS) and Deputy Operations Deputies (VDJS), Deputy combatant commanders, heads of Defense agencies, and comparable level officials.
4. A typical opening paragraph for a DJSM is as follows:

“1. (U) Thank you for the opportunity to review the draft memorandum.¹ I concur, subject to the incorporation of the enclosed changes.”
5. When the memorandum is classified, but at a lower level than its enclosure(s), include the statement “Without enclosure(s), this memorandum is (CLASSIFICATION).”

{NAME1}
{Rank1}
{Title1}

(One-page DJSMs are the most desirable if all the necessary information can fit on a page.)

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MODEL OF AN ENCLOSURE TO A MEMORANDUM OR LETTER

ENCLOSURE

PARTICIPATION BY ZUKALO FORCES IN EXERCISE MEAN STREETS

1. There is no template for enclosures that are not final documents like CMs, DJSMs, etc. The format is 1-inch margins for the top, bottom, and sides of the page. Bookman Old Style, 12 point, is the correct font. If the enclosure is illustrative material, consideration will be given to preparing the data in whatever manner will effectively and easily present it to the reader.
2. The first page of an enclosure is not numbered; the second page shows the number 2. More than one enclosure is Enclosure A, Enclosure B, etc.
3. Classified enclosures need their own classification markings and downgrading/declassification instructions.

Enclosure

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MODEL OF AN APPENDIX TO AN ENCLOSURE TO A MEMORANDUM

APPENDIX A TO ENCLOSURE A

WORLDWIDE PARTICIPATION IN COMMAND POST EXERCISES

1. An appendix follows the same style as an enclosure. The difference is that page numbers start with A-A-1 (even if there is only one appendix).
2. Annexes, tabs, and exhibits follow enclosures and appendixes.

A-A-1

Appendix A
Enclosure A

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MODEL OF A COVER PAGE TO A DJSM
WITHIN A STRATEGIC PLAN

**TITLE
OF THE
PLANNING
DOCUMENT**



MAY 2002

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MODEL OF A BASIC MEMORANDUM TO A DJSM
WITHIN A STRATEGIC PLAN



THE JOINT STAFF
WASHINGTON, DC

Reply ZIP Code:
20318-0300

{DATE1}

MEMORANDUM FOR: Distribution List

Subject: Model of a DJSM for Distribution List Within a Strategic Plan

1. The DJSM (**Memorandum with DOD seal** template) will be used to transmit Director and Vice Director strategic plans and other similar planning documents. The DJSM transmitting a strategic plan will conform to all DJSM format requirements except that **it will be placed inside the planning document, under the cover page, as the first item of the plan.**
2. Content of the memorandum will vary depending upon the nature of the planning document. At a minimum it will introduce the subject matter of the plan, discuss why it is being published, to whom it applies, and when and for how long it is effective. (Note: Strategic plans will be reviewed annually in accordance with CJCSI 5701.01 and JSM 5701.01A.)
3. The DJSM may acknowledge major references relating to the plan; however, a comprehensive list of references will be incorporated in the plan itself, as the last Enclosure. If a glossary of abbreviations, acronyms, or terms is needed, it will be placed behind the last Enclosure.
4. A DJSM transmitting a plan that is addressed, or copied, to multiple addressees will utilize a distribution list.
5. The final paragraph of a DJSM transmitting a plan may identify a point of contact for the plan.

{NAME1}
{Rank1}
{Title1}

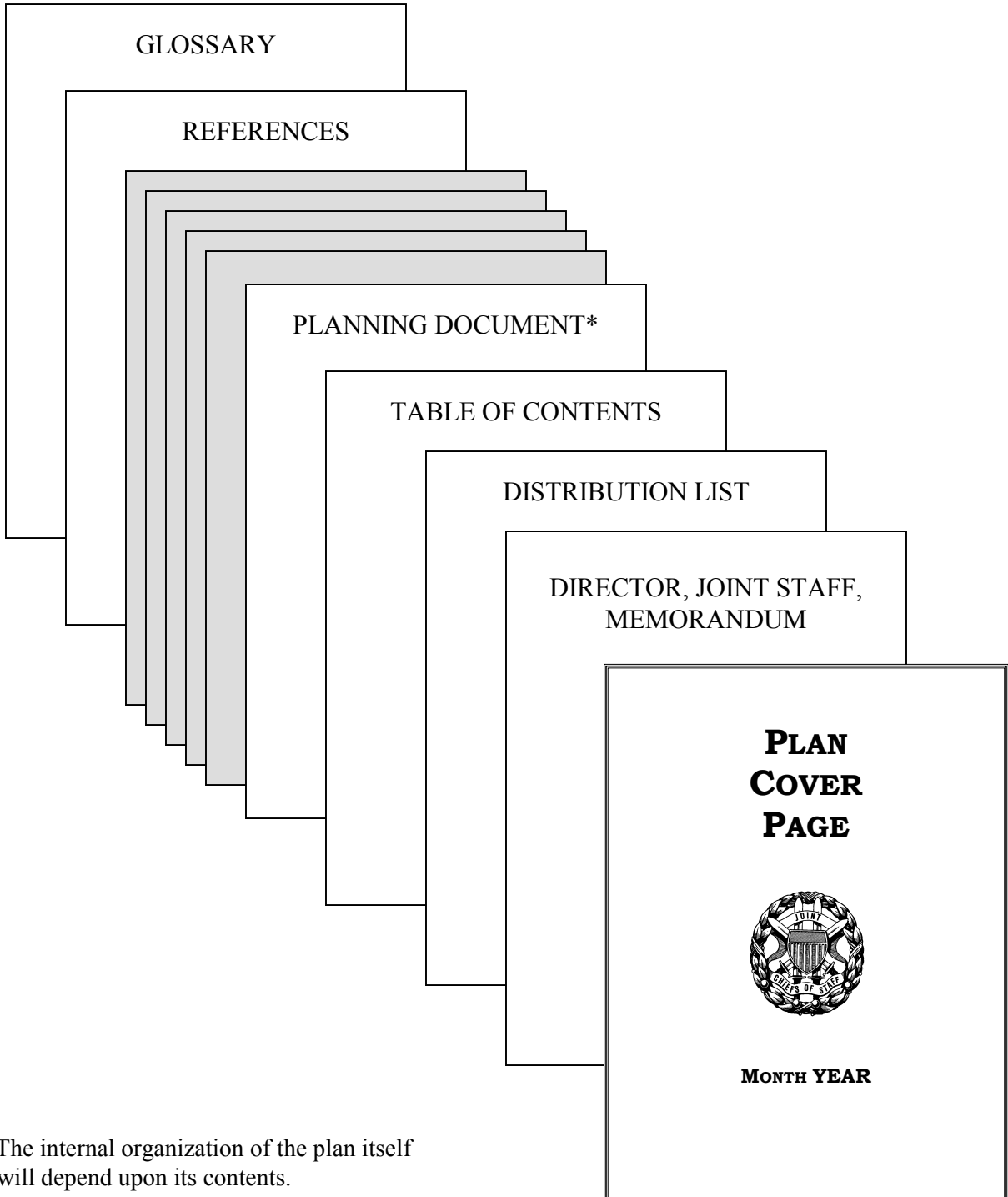
Enclosure

MODEL OF A DISTRIBUTION LIST TO A DJSM
WITHIN A STRATEGIC PLAN

DISTRIBUTION LIST

	<u>Copies</u>
Joint Staff J-1, Director for Manpower and Personnel	1
Joint Staff J-2, Director for Intelligence	1
Joint Staff J-3, Director for Operations	1
Joint Staff J-4, Director for Logistics	1
Joint Staff J-5, Director for Strategic Plans and Policy	1
Joint Staff J-6, Director for Command, Control, Communications, and Computer Systems	1
Joint Staff J-7, Director for Operational Plans and Joint Force Development	1
Joint Staff J-8, Director for Force Structure, Resources, and Assessment	1
Joint History Office	1
Joint Staff Comptroller	1
Joint Staff Office of the Chief Information Officer	1
Joint Staff Security Office	1
Joint Staff Support Services Office	1
Office of the Secretary, Joint Staff, Actions Division	1
Office of the Secretary, Joint Staff, Information Management Division	3

MODEL OF A PLAN STRUCTURE TO A DJSM
WITHIN A STRATEGIC PLAN



* The internal organization of the plan itself will depend upon its contents.

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MODEL OF A DIRECTOR, JOINT STAFF (DJS) LETTER



THE JOINT STAFF
WASHINGTON, DC

Reply ZIP Code:
20318-0300

{DATE1}

Wade LeClair, Ph.D.
CEO and President
Scientific Solutions, Inc.
401 SSI Building, Route 128
Boston, MA 01268-0477

Dear Dr. LeClair,

Thank you for your interest in supplying low-cost replacement computer equipment based on a sliding scale of utility compared to age. The projected dollar savings are worthy of further study. To that end, I have initiated a review, in coordination with the Defense Information Systems Agency, of your concept and its possible application to certain automated information systems currently in use. This study should be completed in about a month, and I will inform you of the results when they are available.

The Joint Staff point of contact is Lieutenant Colonel Dave Clarkson, USAF, Office of the Joint Staff Controller, (703) 345-6789.

Sincerely,

{NAME1}
{Rank1}
{Title1}

(Like DJSMs, DJS and VDJS official letters will be processed for signature electronically. This model was created from the template DJS Official Letter. For DJS and VDJS, the template adds Reply ZIP Code: 20318-0300.)

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MODEL OF A MEMORANDUM IN THE NAME OF THE CHAIRMAN (MCM)



OFFICE OF THE CHAIRMAN
THE JOINT CHIEFS OF STAFF
WASHINGTON, D.C. 20318-9999

Reply ZIP Code:
20318-0300

{DATE1}

(multiple addressees)

MEMORANDUM FOR: Commander, US Strategic Command
Commander, US Transportation Command

Subject: Review of USSTRATCOM Readiness CONPLAN 1234-98

1. MCMs are for actions not requiring personal review by the Chairman, but for which the subject matter indicates a reply at a higher level than the Joint Staff. MCMs are prepared within known CJCS policy. DJS or VDJS sign MCMs.
2. When preparing documents using the templates in JS FORM, recommend typing the addressee or addressees in initial capital letters. If there is only one addressee, the template will automatically make it all capitals. For more than one, initial capitals will be the case. A signed MCM will be forwarded on Office of the Chairman letterhead stationery.
3. MCMs use the **Memorandum in the Chairman's Name** template. As with other memorandums and letters going for DJS or VDJS signature electronically, no signature block is needed. Upon signature, a block is added by the template.

For the Chairman of the Joint Chiefs of Staff:

{NAME1}
{Rank1}
{Title1}

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MODEL OF AN MCM TO THE OFFICE OF THE SECRETARY OF DEFENSE
TRANSMITTING AN MCM FOR THE NSC



**OFFICE OF THE CHAIRMAN
THE JOINT CHIEFS OF STAFF
WASHINGTON, D.C. 20318-0001**

Reply ZIP Code:
20318-0300

{DATE1}

MEMORANDUM FOR THE UNDER SECRETARY OF DEFENSE FOR POLICY

Subject: DOD Position on the Sale of Weapons

1. I do not support the latest proposal by the Department of State to mediate resolution of the arms proliferation situation in the eastern Caribbean.
2. The enclosed memorandum is forwarded to you for further transmission to the Assistant to the President for National Security Affairs.

For the Chairman of the Joint Chiefs of Staff:

{NAME1}
{Rank1}
{Title1}

Enclosure

**(Address this forwarding memorandum to the Under or Assistant
Secretary of Defense having subject matter cognizance.)**

**(Enclosed to this memorandum would be another MCM containing
DJS comments and addressed to the Assistant to the President for
National Security Affairs.)**

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MODEL OF A TRANSMITTAL MEMORANDUM FOR A
JOINT STAFF FORM 136

THE JOINT STAFF
WASHINGTON, D.C.

Action No. J-1A 00010-01

Date: 06/27/01

MEMORANDUM FOR: ACTION OFFICERS
 PLANNERS (SERVICES)/DIVISIONS CHIEFS (OTHERS)

USA	_____	USAF	_____
USN	_____	USMC	_____
J-3	_____	J-4	_____
J-5	_____	LC	_____
COMPT	_____		_____

Subject: Handling of Service Awards

1. The attached JS Form 136 is forwarded for:

- Preliminary Coordination
- Final Coordination
- Information

2. Request a response by 1700, 8 July 2001.

3. Respond to LTC Jay Tolbert, J- 1 PRD, 697-3838.

EDGAR L. GREEN
Commander, USN
Military Secretary

(Action numbers are either assigned by the Secretary, Joint Staff, (YR+five-digit sequential number) or the Military Secretariat of the directorate when SJS has not assigned a number (J-XA+five-digit sequential number-YR). Add the directorate or agency short title before the number when processing the action. For the coordinating agencies, add a name and office symbol if known. Give coordinating agencies 5 working days if possible. Use the same subject as the Form 136. Each action agency determines who signs these transmittals. The template is Form 136 Transmittal Memorandum.)

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MODEL OF A FORM 136

JOINT STAFF ACTION PROCESSING FORM					
CLASSIFICATION UNCLASSIFIED			ACTION NUMBER 01-02489		
TO CJCS		THRU DJS _____		ORIG SUSPENSE 15 Jul 01	
SUBJECT Handling of Service Awards					
<p>EXECUTIVE SUMMARY</p> <p>1. <u>Purpose</u>. JS Form 136 is the vehicle by which the Joint Staff requests action from or provides information to the senior leadership (CJCS, VCJCS, ACJCS, DJS, VDJS, or head of a directorate or office).</p> <p>2. <u>Discussion</u></p> <p style="margin-left: 40px;">a. The form is either a transmittal for implementing documents for signature (memorandums, letters, messages, etc.) (TAB A) or a form standing alone to seek decision-maker approval for a course of action or to provide information. Also, the form may be used between or within directorates to carry out Joint Staff business. The 136 transmittal memorandum does not accompany Form 136 when it is forwarded for final decision-maker review.</p> <p style="margin-left: 40px;">b. JS Forms 136 must be written to meet the needs of the decision maker who will review the action.¹ In particular, the form must be brief to save the time of senior officials, yet be clear enough to allow them to make informed decisions. Step-by-step instructions for preparing the form are in TAB B. Coordination with OCJCS Legal Council (LC) is required on all actions with legal implications, statutory matters, coordination of DOD directives, employment of forces, rules of engagement, and Department of State cables</p> <p>3. <u>Recommendation</u>. CJCS sign memo at TAB A approving Commander, USJFCOM request.</p> <p style="text-align: center; margin: 20px 0;">ENDNOTE</p> <p>1 SJS 01-2489</p> <p style="margin-top: 10px;">(Final coordination on behalf of the Services must be provided by authorized personnel only. Authorized Planner information is available at: JSIN//TS//http://JSON -- under DOM, choose JS Directorate; under DOM Offices, choose SJS; under Staff References, choose Service Planners.)</p>					
COORDINATION					
NAME	AGENCY	DATE	NAME	AGENCY	DATE
Brig Gen Allan Martin, DJ1	J-1	6Jun01	Col Rader	J-5	4Jun01
Col Timothy	USA	4Jun01	BG Smith	CENTCOM	4Jun01
CAPT Lester	USN	3Jun01	Copy provided for INFO	EUCOM	4Jun01
Col Portman	USAF	3Jun01	LTC Wheaton	LC	4Jun01
Col Rush	USMC	3Jun 01			
AO/J/DIV/EXT LTC Jay Tolbert, J-1, PRD, 697-3838				Date Prepared: 3 Jun 01	
CLASSIFICATION			CLASSIFICATION/DECLASSIFICATION INSTRUCTIONS		
UNCLASSIFIED					

TAB A



CHAIRMAN OF THE JOINT CHIEFS OF STAFF

WASHINGTON, D.C. 20318-9999

MEMORANDUM FOR THE COMMANDER, US JOINT FORCES COMMAND

Subject: USJFCOM's Program Change Request

Thank you for the opportunity to review the subject request.¹ I concur as written.

RICHARD B. MYERS
Chairman
of the Joint Chiefs of Staff

Reference:

1 USJFCOM memorandum, 4 April 2001, "Request for Program Change"

TAB B

ADDITIONAL DISCUSSION -- USING FORM 136
TO PROCESS JOINT ACTIONS

The general guidance below should cover most instances when a Form 136 is prepared as a part of Joint Staff action processing.

a. CLASSIFICATION. Place the highest classification of any information in the package in this block. Another block at the bottom of the form is used to indicate that the Form 136 is UNCLASSIFIED or a lower classification when separated from the package's attachments.

b. ACTION NUMBER. Use one of the following:

- (1) A directorate-assigned number.
- (2) The SJS-assigned tasker number.

c. TO and THRU. Specify in these blocks the official who is to make a decision or who will receive information from the form, and the officials through whom the form will pass to reach the ultimate addressee. The form will be processed through the offices of CJCS and DJS as indicated below:

(1) If the form is going to CJCS, VCJCS, or ACJCS, it will go THRU DJS. Typing CJCS, VCJCS, or ACJCS in the TO block and Tab causes the template to automatically add DJS in the THRU block.

(2) If the form is going to DJS, the THRU block is blank. Internal ODJS routing procedures accommodate VDJS review.

d. ORIGINATOR SUSPENSE. Enter the date the originator of the action has asked for a reply. Not all actions will have an originator date (N/A is not required in this block if there is no date). Do not use the SJS-assigned suspense date as the originator date. SJS suspenses are internal control dates. The originator is commonly an organization or agency outside the Joint Staff (e.g., a combatant commander or OSD).

e. SUBJECT. Use a short, descriptive subject. Unclassified subjects are most desirable. **For SJS-tasked actions, use the exact subject from the tasker.**

f. EXECUTIVE SUMMARY. Consider this block to be the most important part of the form. Tailor the information to the ultimate decision maker who must review it. If expedited action is required, start this block by alerting the decision maker that timely action is necessary; the following three paragraphs will organize the information and should fit in the executive summary block. They are mandatory.

(1) Purpose. Begin with a brief but clear statement of the purpose of the action. Note that the purpose is not to have the decision maker “sign a memorandum.” Rather, the purpose is “to respond to a request from Commander, USEUCOM, for . . .” or “To establish a position on . . .”

(2) Discussion. Use this paragraph to explain the issues that require a decision or why he or she needs information on an issue. Provide main point(s) and avoid expanded discussion of all ramifications of the subject. Concentrate on the important implications of this action to keep the decision maker focused on the significance of the matter at hand.

(3) Recommendation. State the action required of the reviewing official, usually to sign an implementing document or approve an action to be taken. Also note how this recommendation will complete the “Purpose” stated in the first paragraph of the EXECUTIVE SUMMARY. For example: “DJS sign memorandum at the Tab approving the USEUCOM request to conduct military construction negotiations with NATO.”

g. COORDINATION. Use the top left of this block for the name and/or signature of the director or other official who is forwarding the action to the final reviewer. For Service coordination, a planner's name is required. If OSD has been involved in the action, list the specific office in OSD, not Just “OSD.” Finally, coordination dates that are over 6 months old may not reflect a current position and are subject to possible verification and/or recoordination.

h. ACTION OFFICER/DIRECTORATE/DIVISION/EXTENSION. List all action officers if more than one is appropriate. Name the principal action officer first.

i. CLASSIFICATION. Same as the CLASSIFICATION block at the top of the form.

j. DOWNGRADING/DECLAS. Enter the appropriate declassification classification information in accordance with reference a. **If “Multiple Sources” is the authority, a separate list of sources must be included on the 136 after the ENDNOTES.**

k. More About the Form 136

(1) The EXECUTIVE SUMMARY information should fit within the block. If more detailed explanation is necessary, it should be included as an endnote (using the MICROSOFT WORD endnote feature). Lengthy additional discussion can also be contained in a separate Tab or Tabs.

(2) The COORDINATION list may also be continued on a separate sheet of paper under the Form 136. The template has a button for adding more coordination entries.

(3) Any lengthy discussion in the 136 needs to be provided as an endnote or separate Tab. Discussion includes such things as summarizing the positions of the Services, listing pros and cons of courses of action, reviewing the input of the combatant commanders, and so forth. The following administrative tips may help keep the 136 to a manageable length.

(a) Indent only the first line of subparagraphs. Return the following lines to the left margin.

(b) Don't clutter the text with details on references. Don't state "In a memorandum to SecDef, CJCS requested¹. . . ." Instead, state "CJCS requested¹ the SecDef to. . . . The endnote will identify the reference document.

(c) Use a short version for dates. For the current year, provide the day and abbreviation for the month (for example, 2 Oct). For past or future years, use the day, abbreviated month, and last two digits of the year (for example, 24 Jul 99).

1. Endnotes. Endnotes are listed on the second page of the 136, or on the first page if there is space. Endnotes may contain reference citations, excerpts, E-mail printouts, telephonic conversations, supporting rationale, and additional information.

m. Legal Certification for Deployment and Similar Orders

(1) **The certification paragraph** below is required for warning and alert orders:

“(U) The Legal Counsel or designated Deputy Legal Counsel to the Chairman of the Joint Chiefs of Staff has reviewed this (warning or alert) order and certifies that it complies with applicable law. It does not present significant legal issues requiring review by the Department of Defense General Counsel. OCJCS/LC _____ (Legal Counsel’s initials)”

(2) **The certification paragraph** below is required for deployment and execute orders:

“(U) The Legal Counsel or designated Deputy Legal Counsel to the Chairman of the Joint Chiefs of Staff has reviewed this (deployment or execute) order and certifies that it complies with applicable law. The DOD General Counsel concurs. OCJCS/LC _____ (Legal Counsel’s initials) _____(DOD/GC initials)”

(3) Legal certifications to amendments to deployment, execute, warning, or alert orders will be determined by Legal Counsel.

(4) As an exception, a Joint Combined Exchange Training (JCET) is not a deployment order, and the legal certification statement is not used in the 136.

n. Approval Lines. As required, add SecDef or CJCS approval line on the first page of the 136 after Recommendation:

Approve _____ Disapprove _____ See Me (Other) _____.

o. Attachments to Form 136. Attachments to Forms 136 are either Tabs or reference documents, with Tabs coming first.

(1) Tabs are the memorandums, messages, letters, etc., for review and signature by the decision maker. Tabs may also be Information, Talking, or Position Papers.

(2) References are the background material, often from outside the Joint Staff, used to supplement information in the 136. References can also be requests for action, documents supporting the action, and all written Service planner-level or higher positions, comments, or nonconcurrences. For Service nonconcurrences, the action agency should provide, as an Endnote, comments on the Service's position.

p. Labeling Attachments to the Form 136

(1) When building a 136 package, Tabs come first, then references.

(2) Label one Tab as “Tab.” Multiple Tabs are “Tab A,” “Tab B.”

(3) Tabs with documents for signature come before Tabs with material for information.

(4) For very bulky references, provide a reproduced copy of the cover or title page and add a note that the complete document is available from the action officer on request.

(5) For especially sensitive references, use a plain sheet of paper stating that the document is available from the action officer. In electronic folders, the notification will be a page in the master document.

(6) References are listed on the ENDNOTE page at the end of the Form 136 and labeled according to which endnote they refer.

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MODEL OF AN ACTION AGENCY'S COMMENTS ON A
SERVICE NONCONCURRENCE

CONFIDENTIAL

(This model is UNCLASSIFIED)

ACTION DIRECTORATE'S COMMENTS ON NONCONCURRENCE (U)

(U) The position of the Air Force in Tab _ cannot be supported because:

a. (U) Starting with a heading such as this, the Joint Staff action directorate offers a rebuttal to the views of the dissenting activity.

b. (U) This tab may also include staffed alternative positions and the advantages and disadvantages of each.

c. (U) This tab may include more than one Service.

Classified by: VADM J. A. Branson,
USN, DJ-9

Reason: 1.5(c)

Declassify on: 1 January 2003

CONFIDENTIAL

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MODEL OF A POSITION PAPER

30 March 2002

POSITION PAPER

Subject: Communications Enhancements

1. Purpose. To whom? For what reason?
2. Key Points. Brief summary of points to be made.
 - a. Each point should be stated in one sentence.
 - b. Major points should stand alone and not require amplification by subordinate points.
3. Discussion
 - a. This type of paper should be used to provide rationale to support a decision or position the reader should take.
 - b. Remember to tailor discussion to the needs and knowledge of the reader. Subparagraphs such as Participants, Issues, Facts, Views, Opposing Views, Joint Staff Position, Fallback Position, or Conclusion may be used.
 - c. Write in a short, direct, conversational style that allows the reader to understand the key points of the issue and come to a logical conclusion. Use the active voice and avoid jargon.
 - d. General format is not as important as content. Tailor the paper to fit the need.
 - e. Do not exceed two pages.
4. Recommendation. The recommendation must flow logically from the Major Points and Discussion.

Prepared by: Ellen Lopez, Maj, USAF
TelCom Div, J-6, 697-1111

(name, rank, title)
(division, directorate; phone no.)
(for OSD, do not include Action
Officer's name or phone no.)

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MODEL OF A TALKING PAPER

18 May 2002

TALKING PAPER

Subject: CJCS Meeting With Ambassador Heterman of Pshicea

Purpose: To provide CJCS with talking points for a meeting with . . .

Issues: The template is **Talking Paper**.

(1) **ISSUE 1** (brief synopsis)

Background:

- **BOLD the paragraph heading.** Use the Style NormalInd1 for the bullet items.
- Use the Style NormalInd2 for the tick items.

Talking Points:

•

-

(2) **ISSUE 2** (brief synopsis)

Background:

•

Talking Points:

When requesting CJCS approval -- on the first page of the 136, after Recommendation, apply the following CJCS approval line:

Approve _____ **Disapprove** _____ **See Me** _____.

Prepared by: J. Sheets, CDR, USN
Requirements Div. J-8, 614-9292

(name, rank, title)
(division, directorate; phone no.)
(for OSD, do not include Action
Officer's name or phone no.)

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MODEL OF AN INFORMATION PAPER

18 May 2002

INFORMATION PAPER

Subject: Options for Force Training

1. Purpose. To summarize the options presented at the 9 July OSD force training seminar at NDU.

2. Key Points

- This is the “bullet” portion of “bullet-and-tick” format. Use automatic bullets and BulletPara style.
 - This is the “tick” portion of “bullet-and-tick” format. Type ‘-’, TAB, and your text. Use TickPara style.
- Use this paper to provide information for someone preparing for a meeting or briefing.
- As needed, present facts, address issues, specify objectives, and convey information. Alert the reader to possible trouble areas.
- If the reader is meeting someone with whom he or she is not familiar, attach a biographical sketch.
- The template is **Information Paper**.
- The Recommendation on the 136 should state “For information only.”

Prepared by: Ery Jones, LTC, USA
Training Division, J-7, 697-1234

(name, rank, title)
(division, directorate; phone no.)
(for OSD, do not include Action
Officer’s name or phone no.)

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MODEL OF A REQUEST TO SCHEDULE A MEETING OR BRIEFING



THE JOINT STAFF
WASHINGTON, DC

Reply ZIP Code:
20318-0300

J-3A 01234-98
16 June 2001

MEMORANDUM FOR THE EXECUTIVE ASSISTANT TO THE CHAIRMAN

(not "FOR THE OCJCS")

Subject: Request to Schedule CJCS Briefing on Force Movements

Office of Primary Responsibility: J-3, Joint Operations Division, LTC Bill
Hayes, 614-5678

Purpose/Rationale for Visit: Inform CJCS of possible hostile reaction to force
movements.

Date and Time: 15 September 2001, 1600, approximately 20 minutes.

Location: CJCS office.

Participants: Chairman, briefer, and **no more than seven other participants
if in CJCS' office** (allowable total is CJCS plus eight). Identify
who is doing what.

Synopsis of Subject: The decision announced by the President last weekend to
withdraw the five peacekeeping personnel in Renatta 1 month
early may cause negative reaction from the Government of
Renatta. The briefing covers DIA and intelligence community
intelligence assessments and outlines possible responses.
**The template is Request to Schedule. Keep this Request
to Schedule to one page. A Form 136 is not required.
Mark the document with classification and downgrading
as necessary. Modify the template if needed to indicate
the official to be involved (VCJCS, DJS, etc.).**

**(If CHOD/MOD social event is scheduled, include the
following statement: "Social event not recommended.
Spouse will not accompany.")**

OCJCS PROTOCOL COORDINATION:

J DIRECTOR COORDINATION:

DJS COORDINATION:

APPROVED AS PROPOSED: _____

APPROVED FOR THE FOLLOWING DATE AND TIME: _____

DISAPPROVED: _____

(INTENTIONALLY BLANK)

MODEL OF AN ACTION DIRECTIVE

J-8 02-0089/D
14 June 2001

ADVANCED SYSTEMS DIRECTORATE

ACTION DIRECTIVE

DEPLOYMENT OF RECONNAISSANCE ASSETS

Reference: 02-0089

1. The reference has been referred to the Director, J-X, for (coordination and approval) (appropriate action) (other) (as a matter of urgency).
2. The Chief, ARS Division, will take the necessary action.
3. (CJCS) (VCJCS) (DJS) (SJS) (J-x) (desires) (requires) that the action in the reference be completed by _____ (date) _____. (Use this paragraph only when working under a suspense; e.g., SJS tasker.)
4. The Directors, J-__ and J-__, are requested to collaborate. The Director, J-__, is requested to coordinate.
5. Names and telephone numbers of Joint Staff, Defense agency, and Service action officers should be provided to the action officer listed below by _____ (date) _____.

(Action Directives are used to request action officer names and coordination. They are not required for all actions, but mainly for those where action officer names are not known or where a formal request for coordination is desirable. The nature of the action determines the distribution of the Action Directive. Only the Chiefs of Division on the Joint Staff are authorized planners for coordination within the staff.)

FOR THE DIRECTOR FOR ADVANCED SYSTEMS:

A. L. CRUMP
Military Secretary

DISTRIBUTION

Services, J-3, DIA
Internal Coordination
ARS Div

REFERRED TO:

COL H. C. Roberts, USAF
APS Division, 697-6666

J-8 01-0089/D

(INTENTIONALLY BLANK)

MODEL OF A CHANGE TO AN ACTION DIRECTIVE

J-7A 00276-01/D1

12 February 2001

OPERATIONAL PLANS AND INTEROPERABILITY DIRECTORATE

CHANGE 1 TO J-7A 00276-01/D

REVIEW OF CONCEPT PLAN

Reference: J-7A 00276-01

Guidance for preparing a change to an Action Directive.

a. The format for a change to an Action Directive follows the format of the directive being changed.

b. A vertical line will be inserted in the left margin by selecting **Revisions** under the **Tools** bar.

c. The last paragraph should read:

“6. This directive supersedes (Action Number/D, date). Holders are requested to destroy their copies in accordance with security regulations.”

d. The distribution of the new directive must carry at least the distribution of the superseded directive.

MILITARY SECRETARY

J-7A 00276-01/D1

(INTENTIONALLY BLANK)

MODEL OF A CANCELLATION OR COMPLETION OF ACTION
FOR AN ACTION DIRECTIVE

J-2 01-00054/D1

17 March 2001

INTELLIGENCE DIRECTORATE

CHANGE 1 TO J-2 01-00054/D

INTELLIGENCE CAPABILITIES REVIEW

Action was completed by J-2 telephone response providing action officers' names to the appropriate point of contact. Holders are requested to destroy their copies of J-2 01-00054/D in accordance with security regulations.

OR

VCJCS 141312ZJun01 to Commander, USPACOM, completes the action required by J-2 01-00054/D. Holders are requested to destroy their copies of J-2 01-00054/D in accordance with security regulations.

MILITARY SECRETARY

J-2 98-00054/D1

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MODEL OF A MEMORANDUM FOR DISTRIBUTION LIST



SECRET

This model is **UNCLASSIFIED**

THE JOINT STAFF
WASHINGTON, DC

Reply ZIP Code:
20318-4000

{DATE}

MEMORANDUM FOR: Distribution List

Attention: Logistic Planners

Subject: Logistics Preview Conference (U)

1. (S) For memorandums having a long list of addressees (half page or longer), a distribution list may be useful. This model illustrates that a page is added to the memorandum to list the recipients. (Use the template Memorandum with DOD seal.)

2. (S) The Distribution List is the final page of the memorandum before any enclosures and bears a page number (and classification markings, if applicable) that continues from the earlier pages.

a. (U) For each addressee, the number of copies is determined by the action officer when drafting the memorandum. Normal distribution is one per addressee.

b. (U) The action officer must provide a completed Joint Staff Form 48 (Distribution Sheet) to Actions Division with the desired distribution and labels for all classified documents. The Joint Staff printing section requires two completed mailing labels for addressees not listed in the holder number guide, Joint Staff Guide 5300, or for addressees listed in the guide, but requiring labels.

{NAME1}
{Rank1}
{Title1}

(Place on first page
of memo)

Classified by: BG John Mahony, USA, Vice Dir, J-4
Reason: 1.5(a)
Declassified on: 16 June 2008

SECRET

(or exemption
category)

DISTRIBUTION LIST

This model is UNCLASSIFIED

SECRET

DISTRIBUTION LIST

Copies

US Central Command, Logistics Branch.....	15
US European Command, J-4.....	8
US Joint Forces Command, Joint Logistics Adviser	5

(etc.)

2
SECRET

MODEL FOR A MEMORANDUM FOR RECORD



THE JOINT STAFF
WASHINGTON, DC

Reply ZIP Code:
20318-1000

{DATE 1}

MEMORANDUM FOR RECORD

Through: Vice Director, Joint Staff

Subject: Award of Campaign Medal to Foreign Personnel

1. In a 12 September meeting with the Under Secretary of Defense for Policy, the following decisions and guidance were provided for processing the subject action.

a. A memorandum for record contains information not recorded elsewhere, but for which a written record is required or desired.

b. The action officer preparing the memorandum for record or their agency's policy determines the coordination needed, if any, and then the preparer signs the document.

2. No specific template has been created for this type of memorandum; use the template Memorandum with DOD Seal.

{NAME1}

{Rank1}

{Title}

(INTENTIONALLY BLANK)

MODEL OF A GLOSSARY

GLOSSARY

PART I -- ABBREVIATIONS AND ACRONYMS

ATSD(PA)	Assistant to the Secretary of Defense (Public Affairs)
bbls/ccbls	barrels/hundreds of barrels
C2	command and control
C-day	unnamed day on which a deployment operation begins or is to begin
kt	kiloton

PART II -- DEFINITIONS

Air Mobile Command. The single manager operating agency for . . .

causeway.* A craft similar in design to a barge, but longer and narrower.

master film** The earliest generation of imagery (negative or positive).

NOTE: Terms marked "*" are not standardized within the Department of Defense and are applicable only in the context of this document. Terms marked "***" have been submitted for inclusion in Joint Pub 1-02.

Glossaries are usually unclassified. If the explanation of a term is classified, all entries must contain a classification marking.

In large or complex documents, a glossary is helpful to the reader. Glossaries are placed in the back of the document, with page numbers GL-1, GL-2, etc. All acronyms appearing in the document must be listed in the glossary. Also, there will be no more than one definition per acronym listed in the glossary. (Refer to JS Guide 5711, "Editorial Guide and Accepted Usage for Joint Staff Correspondence," dated 1 September 2000.)

Some documents require, or are enhanced by, a glossary defining key terms. Glossaries with definitions must be coordinated with the Chairman, US Terminology Group, Joint Doctrine Division, J-7, early in their development.

GL-1

Glossary

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MODEL OF A TABLE OF CONTENTS

TABLE OF CONTENTS	
CHAPTER (ENCLOSURE, SECTION, PART, etc.)	PAGE
I JOINT PLANNING -- AN OVERVIEW	I-1
Purpose	I-1
Joint Planning Process	I-1
Joint Strategic Planning System	I-1
Planning, Programming, and Budgeting System	I-3
Appendix A -- Near-Term Planning.....	I-A-1
Appendix B -- Midterm Planning.....	I-B-1
II DELIBERATE PLANNING PROCESS.....	II-1
Purpose	II-1
Applicability.....	II-1
Deliberate Planning Process for CONPLANS.....	II-5
FIGURE	
I-1 Operation Planning	1-5
I-2 Systems	1-17
TABLE	
II-1 Development.....	II-6
II-2 Requirements	II-8
<p><u>Table of Contents.</u> A table of contents is appropriate in larger Joint Staff documents. It should consist of the major headings in the body of the document, listed exactly as they appear in the text, and corresponding page numbers. When tables and figures are a primary feature of a document, they are listed separately and completely, following chapter or section and appendix listings. The pages of a table of contents are numbered with lower-case Roman numerals to distinguish them from text page numbers.</p>	
ii	Table of Contents

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MODEL OF A MEMORANDUM OF AGREEMENT

MEMORANDUM OF AGREEMENT BETWEEN THE JOINT STAFF
AND THE OFFICE OF THE SECRETARY OF DEFENSE ON
SHARING OF GLOBAL POSITIONING SYSTEM DATA

1. Purpose. This is usually the first paragraph of a memorandum of agreement (MOA).
2. Scope. Use a paragraph like this if appropriate.
3. Applicability. MOAs may have this paragraph to list interested parties.
4. Responsibilities. This paragraph prescribes which parties will be responsible for specific tasks.
5. Procedures. A paragraph like this may be needed In addition to the "Responsibilities" paragraph.

J. D. CARTER
Major General, USAF
Military Secretary, OSD

JAMES A. HAWKINS
Major General, USAF
Vice Director, Joint Staff

(An appropriate level official from the preparing agency is indicated on the RIGHT bottom of the page.)

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MODELS OF A TABLE AND FIGURE

Table A-1. (U) Scheduled Sorties by Service for
Port of Entry or Port of Debarkation

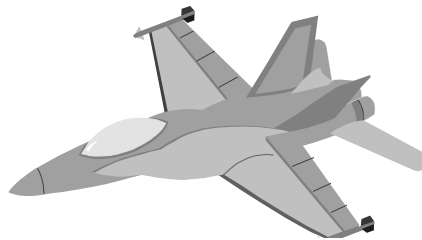
SECRET (This model is UNCLASSIFIED)

<u>Port</u>	<u>Army</u>	<u>Navy</u>	<u>Air Force</u>	<u>Marine Corps</u>
E1 ¹	9	2	0	5
E2	16	5	9	8
D1 ²	0	0	4	9
D2	5	5	5	10

¹ E = Port of entry

² D = Port of debarkation

(Above model is of a **SECRET** table with UNCLASSIFIED title.)



SECRET (This model is UNCLASSIFIED)

Figure 1. (U) Jet Interceptor

(Above model is of a **SECRET** figure with UNCLASSIFIED title.)

Illustrative material such as maps, photographs, tables, figures, etc., in classified documents will be clearly marked to show the classification or unclassified status of their content.

Consistent with readability and production efficiency, illustrative material should be placed in the document as close as possible to the place where the material is first mentioned. Footnotes for illustrative material are shown by using super-scripted numbers (see examples in Table Model above). For landscape page layout, the top of the material is to the left of the page and classification markings, page number, and section, volume, etc., markings are at the top and bottom of the page, not at the top and bottom of the table.

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MODEL OF A CHARTER

ENCLOSURE

CHARTER FOR THE SPECIAL COMMITTEE ON ARMS VERIFICATION

1. Mission. The Special Committee on Arms Verification will . . .
2. Organization. The committee is headed by a chairperson and representative from . . . (An organization chart is in the Appendix.)
3. Authority. The committee functions under the auspices of the . . . in accordance with . . . and this charter.
4. Functions and Responsibilities. In carrying out the above mission . . .
 - a. The chairperson:
 - (1) Provides . . .
 - (2) Directs . . .
 - b. Each representative:
 - (1) . . .
 - (2) . . .
5. Administrative. The committee members will be selected from
6. Other Paragraphs as Needed.

(This model shows paragraphs that could be used according to the charter topic. But mission, organization, functions, and responsibilities must be established. Funding authority and an organization chart should be included when necessary. The charter is labeled as an "ENCLOSURE" because it comes under a forwarding memorandum addressed to affected agencies.)

(Terms of reference (TOR), vice a charter, are used when the organization will not exist more than 2 years. TOR can also be used to direct studies, surveys, inspections, etc., and are tailored to meet the specific requirements of the mission. TOR are issued as CJCS or Joint Staff notices.)

Enclosure

(INTENTIONALLY BLANK)

20 June 2002

MODEL OF A CJCS US MESSAGE TEXT FORMAT (USMTF) MESSAGE
RELEASING CLASSIFIED INFORMATION TO COALITION PARTNERS

SECRET

(THIS MODEL IS UNCLASSIFIED)

01 02 RR SSSS TT ZYUW

- CJCS WASHINGTON DC
- SECDEF WASHINGTON DC
- CSA WASHINGTON DC
- CNO WASHINGTON DC
- CSAF WASHINGTON DC
- CMC WASHINGTON DC
- USCINCCENT MACDILL AFB FL
- USCINCEUR VAIHINGEN GE
- USCINCJFCOM NORFOLK VA
- USCINCPAC HONOLULU HI
- USCINCSO MIAMI FL
- USCINCSpace PETERSON AFB CO
- USCINCSOC MACDILL AFB FL
- USCINCSTRAT OFFUTT AFB NE
- USCINCTRANS SCOTT AFB IL
- COMUSKOREA SEOUL KOR//FKCC//
- COMUSARCENT (FWD) DOHA KU

(use Form DD173 for
classified messages)

(use F/T button on toolbar
to verify 69 characters per
line)

INFO DIA WASHINGTON DC

S E C R E T RELEASABLE TO GLOBAL COUNTERTERRORISM FORCES (S//REL GCTF)
(info marked REL TO may not be disclosed to foreign governments not stipulated without originator approval)

(or)

RELEASABLE TO UNITED STATES AND GREAT BRITAIN (S//REL TO USA AND GBR)

PART 1 OF 2/DTG PART 2 OF 2 IS XXXXXXZMAR02

PART 2 OF 2/DTG PART 1 OF 2 IS XXXXXXZMAR02

(used for two-part
messages -- over 30
pages. Added by ASB
after CJCS signature)

J2/J3/J5/J8

COL M. G. CLOSE, USA, J-2

OPS DIV, 614-7777

(Go Final info added by editors when processed)

FINAL: (EAPB) 5/04/02 3:24:19 PM

RELEASER

JSISC ALTERNATE MESSAGEFORM

SECRET

SECRET
(THIS MODEL IS UNCLASSIFIED)

02 02 RR SSSS TT ZYUW

EXER/COLD FEET 01 (S)//

MSGID/GENADMIN/CJCS/

SUBJ/MODEL OF CJCS CJCS US MESSAGE TEXT FORMAT (USMTF) MESSAGE

/RELEASING CLASSIFIED INFORMATION TO COALITION PARTNERS (U)//

REF/A/DOC/CJCS/12JUN98/DOCSN: CM-141-01/-/NOTAL//

AMPN/(U) CJCS RECOMMENDATION TO SECDEF ON FORCE SIZING//

RMKS/1. (S) WHEN CJCS ADDRESSES THE CHIEFS AND COMBATANT COMMANDERS,
USE THE ORDER SHOWN ABOVE IN THIS MESSAGE. A GENERAL RULE OF THUMB
IS THAT IF AN ACTION COMES IN BY MESSAGE, IT SHOULD BE ANSWERED BY
A MESSAGE UNLESS OTHERWISE DIRECTED BY APPROPRIATE OFFICIALS.

2. (C) THE JOINT STAFF INFORMATION SERVICE CENTER (MESSAGE
CENTER) PUBLISHES DETAILED INFORMATION FOR MESSAGE-RELATED MATTERS
IN THE CJCS MANUAL 5720.01 SERIES.//

3. (S//REL TO GCTF) THE REL TO MARKING MAY ONLY BE USED WITH TOP
SECRET, SECRET, AND CONFIDENTIAL. WHEN USING (S//REL TO USA AND GBR),
USA IS ALWAYS LISTED FIRST AND THEN EACH COUNTRY CODE TO WHOM THE
INFORMATION IS TO BE RELEASED.

AKNLDG/YES//

DECL/CLBY: BG KEITH W. DAYTON; RES: 1.5(A) AND (D); DECLON: 8 NOV 02//

FINAL: (EAPB) 5/04/02 3:24:19 PM

RELEASER

JSISC ALTERNATE MESSAGEFORM

SECRET

MODEL OF A CJCS USMTF IN A DEFENSE MESSAGE
SYSTEM (DMS) ENVIRONMENT

This message has not been sent.	
To	CSA WASHINGTON DC (n); CNO WASHINGTON DC (n); CSAF (n); CMC WASHINGTON DC (n); COMDT COGARD WASHINGTON DC (n)
Cc...	CJCS WASHINGTON DC (ENTRY IS SAME AS DD173 "INFO" FIELD)
Subject:	MODEL OF A CJCS DMS

UNCLAS
MSGID/GENADMIN/CJCS//
SUBJ/MODEL OF A CJCS DMS//
/EMAIL: name.name@js.pentagon.mil//
RMKS/1. USMTF MESSAGES ARE CURRENTLY DRAFTED FOR UNCLASSIFIED MESSAGES ONLY USING THE JOINT MESSAGE PREPARATION SOFTWARE AND EXPORTED TO A DMS OUTLOOK MESSAGE FORMAT (*.MSG FILE). THE DIRECTORY INFORMATION TREE (DIT) BROWSER IS USED TO UPDATE ORGANIZATION AND INDIVIDUAL ADDRESSEES TO THE PERSONAL ADDRESS BOOK.
2. DRAFTER CAN HIGHLIGHT A WORD DOCUMENT AND PLACE IT INTO A DMS FILE. IF DMS ADDRESSEES ARE REJECTED, THE ORGANIZATION PLA IS TRANSMITTED. ONLY DRAFTERS CAN MODIFY ADDRESSEES.
3. SINCE THERE IS NO PLACE TO ELECTRONICALLY SIGN, THE RECOMMENDATION ON THE 136 SHOULD READ: "APPROVE RELEASE OF THE ATTACHED MESSAGE." ALSO ADD THE "APPROVE/DISAPPROVE/SEE ME" COORDINATION LINE ON THE 136.
4. FOR DMS INTENDED FOR CJCS SIGNATURE, ADD THE FOLLOWING APPROVAL LINE AT THE END OF THE MESSAGE APPROXIMATELY 2-3 LINES BELOW THE LAST LINE OF MESSAGE TEXT: APPROVE___ DISAPPROVE___ SEE CHANGES___. THIS LINE WILL BE REMOVED BEFORE DISPATCHING. A COPY OF THE MESSAGE SHOWING CJCS APPROVAL WILL BE ADDED TO THE FOLDER.
5. THE MAXIMUM LENGTH OF EACH LINE IS 69 CHARACTERS.//

NOTE: In the "To" field:
(n) = NIPRNET
(s) = SIPRNET

(INTENTIONALLY BLANK)

MODEL OF A CJCS PERSONAL FOR MESSAGE

SECRET

(THIS MODEL IS UNCLASSIFIED)

01 01 PP RR SSSS TT ZYUW

CJCS WASHINGTON DC

USCINCEUR ALT SHAPE BE//ECCC//

USCINCJFCOM NORFOLK VA

USCINCSpace PETERSON AFB CO

INFO USCINCCENT MACDILL AFB FL

USCINCTRANS SCOTT AFB IL

(use Form DD173 for P4 messages)

(Commander, US European Command, resides at his NATO quarters in SHAPE Belgium)

S E C R E T FORMERLY RESTRICTED DATA PERSONAL FOR

USEUCOM, GEN RALSTON; USJFCOM, GEN KERNAN; USSPACECOM, GEN EBERHART;

INFO USCENTCOM, GEN FRANKS; USTRANSCOM, GEN HANDY FROM GEN MYERS

MSGID/GENADMIN/CJCS//

SUBJ/CJCS PERSONAL FOR MESSAGE MODEL (U)//

REF/A/GENADMIN/USJFCOM/121339ZJUN01/-/NOTAL//

(DO NOT USE THE AMPN FIELD IN CJCS PERSONAL FOR MESSAGES.)

RMKS/(S-FRD) AN OFFICIAL'S NAME IS REQUIRED FOR EACH ADDRESSEE.

THE GENERAL RULE FOR LISTING ADDRESSEE NAMES IS THAT FOUR OR FEWER

ADDRESSEES DO NOT NEED THE ORGANIZATION LISTED AS LONG AS THE ORDER

OF LISTING MATCHES THAT AFTER "TO" AND "INFO." FOR FIVE OR MORE,

INCLUDE THE ORGANIZATION NAME.

2. (U) COMPLIMENTARY CLOSING IS "WARM REGARDS, DICK."//

J6

MAJ J. WINKLER, USAF
J6, ENGINEER DIV, 695-5555

RICHARD B. MYERS, CJCS

JSISC ALTERNATE MESSAGEFORM

SECRET

(INTENTIONALLY BLANK)

MODEL OF A CHAIRMAN'S EYES-ONLY
(BACKCHANNEL THROUGH DIA) MESSAGE

CONFIDENTIAL
(THIS MODEL IS UNCLASSIFIED)

01 03 PP RR CCCC AT ZYUW OFFICE SYMBOL

CJCS

SSO BAHAMAS

INFO SSO PARK PLACE

C O N F I D E N T I A L EYES ONLY

QQQQ

SSO BAHAMAS FOR ADM SMITH; SSO PARKPLACE FOR GEN CASH FROM GEN
MYERS

MSGID/GENADMIN/CJCS//

SUBJ/EYES ONLY MESSAGE MODEL (U)//

REF/A/GENADMIN/SSO USFK/091422ZAPR01//

AMPN/(U) INPUT REGARDING EXCHANGE OF FORCES//

RMKS/1. (C) EYES ONLY (OR BACKCHANNEL) MESSAGES ARE PROCESSED
THROUGH DIA'S SPECIAL INTELLIGENCE COMMUNICATIONS (SPINTCOM) NETWORK
FACILITY. EYES ONLY MESSAGES ARE RESERVED FOR GENERAL/FLAG OFFICERS
AND EQUIVALENT GRADE CIVILIAN OFFICIALS.

2. (U) USE THE DD 173 TEMPLATE, BUT NOTICE THAT FOUR QS ARE PLACED
UNDER THE CLASSIFICATION AND FOUR NS ARE PLACED AT THE END OF THE
MESSAGE.

3. (C) "TO" ADDRESSEES MUST APPEAR AS LISTED IN THE DIA
COMPARTMENTED ADDRESS BOOK, WHICH IS NOT THE SAME AS FOR GENERAL

CJCS(NAME) DJS(NAME) JX(NAME)

T0P5: SJS: 010001

COL J. CLARK SIMS, J5 APAC
697-7000

CONFIDENTIAL

RICHARD B. MYERS, CJCS

CONFIDENTIAL
(THIS MODEL IS UNCLASSIFIED)

02 03 PP RR CCCC AT ZYUW OFFICE SYMBOL

SERVICE MESSAGES. THE DIA EYES ONLY OFFICE AT 695-8205 CAN OFFER ASSISTANCE WITH ADDRESSEES.

4. (U) ANOTHER DIFFERENCE IS THAT EYES ONLY MESSAGE SHOULD CONTAIN DELIVERY INSTRUCTIONS. AN SSO NOTE MUST BE ADDED AFTER THE LAST LINE OF TEXT AND BEFORE THE DOWNGRADING/DECLASSIFICATION INSTRUCTIONS WITH DELIVERY DIRECTIONS TO THE RECEIVING COMMUNICATIONS CENTER FOR EXAMPLE, "SSO NOTE: DELIVER DURING FIRST DUTY HOUR."

5. (U) FOR TOP 5 (CJCS, VCJCS, ACJCS, DJS, AND VDJS) SSO MESSAGES, AN SJS OFFICE WILL NOTIFY THE ACTION OFFICER OR AGENCY WHEN THE MESSAGE IS SIGNED SO ARRANGEMENTS CAN BE MADE TO DELIVER THE MESSAGE TO THE SPINTCOM.

6. (U) FOR EYES ONLY MESSAGES SIGNED BY OTHER THAN THE TOP 5, THE FOLLOWING APPLIES:

A. (U) A DATE/TIME GROUP MUST BE ADDED TO THE MESSAGE WHEN SIGNED.

B. (U) REPRODUCE FILE COPIES OF THE MESSAGE AND ONE FOR EACH ADDRESSEE LISTED IN THE INTERNAL DISTRIBUTION BLOCK.

C. (U) TAKE THE ORIGINAL MESSAGE TO THE DIA GUARD POST AT ROOM 1D844 AND CALL 695-0205 FOR SOMEONE TO COME OUT AND TAKE THE DOCUMENT. THE ACTION OFFICER IS RESPONSIBLE FOR DELIVERY OF THE

RELEASER

JSISC ALTERNATE MESSAGEFORM
CONFIDENTIAL

CONFIDENTIAL
(THIS MODEL IS UNCLASSIFIED)

03 03 PP RR CCCC AT ZYUW OFFICE SYMBOL

INTERNAL DISTRIBUTION COPIES BUT DO NOT USE NORMAL DISTRIBUTION
CHANNELS. HAND CARRY AS NECESSARY TO RETAIN THE "EYES ONLY" NATURE
OF THE MESSAGE.

7. (U) WARMEST REGARDS, DICK.//

SSO NOTE: DELIVER DURING DUTY HOURS.//

DECL/CLBY: RANK, NAME, SERVICE, JOB TITLE; REASON; DECLON: DATE//

RELEASER

JSISC ALTERNATE MESSAGEFORM
CONFIDENTIAL

(INTENTIONALLY BLANK)

MODEL OF A FOR THE CHAIRMAN MESSAGE

UNCLASSIFIED

01 01 RR UUUU TT ZYUW

CJCS WASHINGTON DC//DJS//

USCINCPAC HONOLULU HI

INFO SECDEF WASHINGTON DC//USDP:ISP//

CSA WASHINGTON DC

CNO WASHINGTON DC

CSAF WASHINGTON DC

CMC WASHINGTON DC

UNCLAS

FOR THE CJCS

MSGID/GENADMIN/DJS//

SUBJ//FOR THE CJCS MESSAGE MODEL//

REF/A/MSG/USPACOM/121211ZMAY01/-/NOTAL//

AMPN/REQUEST FOR INFORMATION//

POC/SLOVER/COL/J3/LOC:PENTAGON/TEL:NONSEC 345-7~99/SECTEL:DSN

/225-333.//

RMKS/1. THIS MODEL SHOWS THE FORMAT FOR A MSG DEVELOPED ON BEHALF
OF CJCS THAT DJS WILL SIGN.

2. THIS TYPE OF MSG FORWARDS INFORMATION BASED ON EXISTING CJCS
POLICY. IT IS THE MSG EQUIVALENT OF AN MCM.//

J3/J5/J6

J. M. SLOVER COL, USMC
J-3 OPERATIONS DIV, 693-4693

RELEASER

JSISC ALTERNATE MESSAGEFORM
UNCLASSIFIED

(INTENTIONALLY BLANK)

MODEL OF A DJS MESSAGE

CONFIDENTIAL
(THIS MODEL IS UNCLASSIFIED)

01 02 PP CCCC TT ZYUW

JOINT STAFF WASHINGTON DC//DJS//
DA WASHINGTON DC//DAMO-ZA//
CNO WASHINGTON DC//N3/N~//
CSAF WASHINGTON DC//AF/XO//
CMC WASHINGTON DC//PP~0//
USCINCCENT MACDILL AFB FL//CCDC//
USCINCEUR VAIHINGEN GE//ECCS//
USCINCJFCOM NORFOLK VA//J01//
USCINCPAC HONOLULU HI//J01//
USCINCSO MIAMI FL//SCDC//
USCINCSpace PETERSON AFB CO//UD//
USCINCSOC MACDILL AFB FL//SODC//
USCINCSTRAT OFFUTT AFB NE//J001
USCINCTrans SCOTT AFB IL//TCDC//
COMUSKOREA SEOUL KOREA//FKDC//

C O N F I D E N T I A L

MSGID/GENADMIN/DJS//

SUBJ/MESSAGE MODEL FOR THE DIRECTOR, JOINT STAFF (U)//

RMKS/1. (C) WHEN ADDRESSING THE SERVICES AND COMBATANT

COMMANDERS, THE DJS GOES TO THE OPERATIONS DEPUTIES AND THE

J2/J3/J4/JS/J6/J7/J8

LTC JOSEPH WITTEN, USA
J4 LOGISTICS BR, 693-5103

RELEASER

JSISC ALTERNATE MESSAGEFORM
CONFIDENTIAL

CONFIDENTIAL
(THIS MODEL IS UNCLASSIFIED)

02 02 PP CCCC TT ZYUW

DEPUTY COMBATANT COMMANDERS (EXCEPT FOR USEUCOM, WHERE DJS GOES TO THE CHIEF OF STAFF). THE ADDRESS LIST ABOVE SHOWS THE ORDER AND OFFICE SYMBOLS TO USE.

2. (U) FOR DJS PERSONAL FOR MESSAGES GOING TO USEUCOM, THE ADDRESS IS USCINCEUR VAIHINGEN GE//ECCS//. USE THE NAME OF THE USEUCOM CHIEF OF STAFF.

3. (U) FOR DJS PERSONAL FOR MESSAGES GOING TO KOREA, THE ADDRESS IS CDRUSAEIGHT SEOUL KOREA//CG//. USE THE NAME OF THE COMMANDING GENERAL, EIGHTH US ARMY.//

4. (U) FOR DJS PERSONAL FOR MESSAGES COMPLIMENTARY CLOSE USE FOR SENIORS: RESPECTFULLY, AND PEERS: BEST WISHES.//

DECL/CLBY: MGEN T. COATES, DDS&T1 J-4, REASON: 1.5(G), DECLON:

4 JUN 2008//

RELEASER

JSISC ALTERNATE MESSAGEFORM

CONFIDENTIAL

MODEL OF A JOINT STAFF MESSAGE

UNCLASSIFIED

01 01 RR UUUU TT ZYUW

JOINT STAFF WASHINGTON DC//J5//
USCINCCENT MACDILL AFB FL//CS/J5//
USCINCFCOM NORFOLK VA//J5//
USCINCSO MIAMI FL//J57//

UNCLAS

MSGID/GENADMIN/J5//

SUBJ/J-DIRECTORATE MESSAGE MODEL//

REF/A/DOC/CJCS/19MAY01/DOCSN CM-100-01/PASEP//

AMPN/CJCS STUDY TASKING//

POC/BURNS/COL/J-5 MEAF/LOC:PENTAGON/TEL:DSN 225-1515//

RMKS/1. THE DIRECTOR, J-5, JOINT STAFF, HAS BEEN TASKED (REF A) TO
CONDUCT THE NEXT PHASE OF THE STUDY TO EVALUATE

2. REQUEST THE NAME OF YOUR POC//

J5

COL J. BURNS, J-5 MEAF,
695-1515

RELEASER

JSISC ALTERNATE MESSAGEFORM
UNCLASSIFIED

(INTENTIONALLY BLANK)

ENCLOSURE C

REVISIONS TO EXISTING DOCUMENTS USING THE
LINE-OUT, LINE-IN FORMAT

1. Purpose. Joint Staff actions may require review of a draft or existing memorandum, letter, plan, study, etc. If the document requires changes, the action must impart to the requester exactly what the recommended changes entail. This enclosure provides a process for indicating changes, which uses a solid line drawn through text to be deleted and underlining for text to be inserted (line-out, line-in). The responsible JS AO consolidates responses for the action into one document. Revisions are forwarded to the requestor under a memorandum (usually DJSM).
2. Method. The line-out, line-in method may not be usable in all situations (e.g., originator requests a specific format), but it is designed to accomplish a critical goal: informing the originator of the action of changes necessary to a publication under review. A key requirement is that the originator must be able to easily and quickly find the desired text to be changed. A reason is to be provided as justification for each change -- it must be persuasive and practical so as not to be ignored by the requester.
3. Methods of Recommending Changes to a Document. Identify, as applicable, the portion of the document, page, paragraph, or subparagraph, and line or lines that are to be deleted or in which revisions are recommended. **Indicate comments or recommended changes in the following ways:**
 - a. **“General Comments”** when the comments apply to the entire document. No “REASON” is required.
 - b. **“Comment”** when no specific change is suggested, and the comment applies to a specific section, paragraph, subparagraph, table, figure, etc. No “REASON” is required.
 - c. **“Change as follows”** when revisions can be accommodated using line-out, line-in format. When making this kind of change, deleted matter is lined through first; added matter is inserted and underlined following the deletion.
 - d. **“Delete”** when a word, entire paragraph, subparagraph, or sentence is being deleted.

e. “**Delete, and substitute**” when the entire paragraph, subparagraph, or sentence on a page must be rewritten because the revision is too extensive to be amenable to line-out, line-in changes. (Do not use underline.)

f. “**Add the following**” when inserting or adding information to a page, paragraph, or sentence in a document.

4. Examples of Comments on and Changes to a Document (*). The following are examples of line-out, line-in formats for providing general comments, comments made to specific places in the document, and recommended changes (change as follows, delete, delete and substitute, and add the following):

a. (*) General Comments. These are general statements about the entire document. **These comments are always listed first.**

b. (*) Page 2, line 1. Comment: These types of comments address a specific portion (paragraph, line, etc.) and **do not need a separate REASON paragraph.**

c. (*) Line-Out, Line-In Formats for Recommended Changes

(1) (*) Page 9, subparagraph 1a(2), lines 3 and 4. “. . . as stated in ~~MJCS 22 81, MCM-45-98~~, in order to”

REASON: (*) Note: Line numbers are addressed when the document is printed on line-numbered paper. Three ellipses are used at the beginning of "line 3" to reflect omitted material on that line. Also, note that three ellipses and a period are placed inside the quotation marks. This punctuation is used because text was omitted at the end of the line and the sentence being revised ended on “line 4.”

(2) (*) Page 5, paragraph 8, 4th line. Change as follows: “. . . the ~~responsibilities~~ obligations of”

REASON: (*) Note the use of the ordinal number “4th.” If the document is not printed on line-numbered paper, refer to lines being changed as “4th line,” “2d to 5th lines.” Also “first sentence” or “last sentence” may be used.

* If classified, add the appropriate security classification.

(3) (*) Page C-1, subparagraph 2b, last sentence. Change as follows: “. . . and ~~these to component commanders’ forces, which are in support . . . of forces assigned.~~”

REASON: (*) Note that the material has been omitted at the beginning of and within the last sentence, not at the end of the sentence.

(4) (*) Page E-5, subparagraph 3h(4). Change as follows: “Upon Arriving at the scene,”

REASON: (*) Note that the material that is omitted extends to the end of the subparagraph.

(5) (*) Page E-6, subparagraph 1c(1), 2d line. Change as follows: “department or ~~Government~~ Defense agency is in”.

REASON: (*) Note that the period goes outside quotation marks because “in” is the last word in the line but not the last word in the sentence.

(6) (*) Page M-1, subparagraph 1b, lines 6 and 7. Change as follows: “. . . availability ~~and adequacy~~ of the data and related material . . . ~~plan.~~”

REASON: (*) Note the following:

- a. (*) There is omitted material at the beginning of line 6.
- b. (*) Ellipses represent material that is omitted.
- c. (*) The word “plan” is the last word on line 7 and the last word in the sentence; therefore, the period goes inside the quotation marks.

(7) (*) Page M-2, subparagraph 1c(3). Delete, and renumber subsequent paragraphs.

REASON: (*) Note, the text does not need to be shown and lined through when deleting an **entire** paragraph.

(8) (*) Page M-3, “POLITICAL ASSUMPTIONS,” paragraph 1. Delete, and substitute the following:

“1. (*) Area governments generally support space programs and most will consent to astronaut or capsule recovery.”

REASON: (*) Note format of the new paragraph and quotation marks.

(9) (*) Page O-1, paragraph 2. Add the following new subparagraphs 2a and b, and reletter subsequent subparagraphs accordingly:

“a. (*) Assumptions. List the assumptions and state expected conditions.

“b. (*) Logistic Requirements. Identify the logistic matters or functions for which support arrangements are appropriate.”

REASON: (*) Note punctuation. Quotation marks are placed at the beginning of each paragraph, but closing quotation marks are placed **only** at the end of the last paragraph.

5. Summary. To reiterate, the main rule when using line-out, line-in format is to make sure the reader can quickly and easily find the place in the document where the change is to be made. Use the method of change (change as follows, delete and substitute, add, etc.) that is easiest for the reader to understand.

ENCLOSURE D

CLASSIFICATION MARKINGS

1. General Information. DOD 5200.1-R is the source reference for marking classified documents and is the basis for document security markings utilized on Joint Staff actions. All classified information will be identified clearly by markings, which serve these purposes:

- a. Alert holders to the presence of classified information.
- b. Identify, as specifically as possible, the exact information needing protection and the level of protection needed.
- c. Identify the source and reason for classifying the information and provide guidance on downgrading and declassification.
- d. Warn intended recipients or holders of special access, control, or safeguarding requirements.

2. Required Markings on Classified Documents. Classified documents will have overall classification, page, and portion markings as explained below.

a. General Overall Marking. The highest classification of the document will be indicated top and bottom on the outside of the front cover, on the title page, and on the outside of the back cover for documents having cover pages and title pages. For those documents where there is no back cover and the last page of the section does not reflect the overall classifications of the document, a blank page will be added with the overall classification markings on it.

b. Page. The Joint Staff produces a high volume of classified documents. In the interest of production efficiency, the highest classification of each component of these documents (tabs, enclosures, annexes, etc.) will be indicated on each page of the component.

(1) For example, all pages of a three-page memorandum with SECRET information will be marked SECRET top and bottom even though all pages may not have SECRET information.

(2) Overall page marking in components is permitted because paragraph classifications show which information is classified and at what level.

c. Portion or Paragraph Markings. All information in a classified document must be clearly marked to show whether the information is classified and at what level.

(1) A paragraph's level of classification is shown by inserting the appropriate classification level in parentheses at the beginning of the paragraph. Paragraphs will be marked with the following parenthetical symbols:

(U) for UNCLASSIFIED
(C) for CONFIDENTIAL
(S) for SECRET
(TS) for TOP SECRET

(2) Placement of the classification symbols in paragraphs is shown below:

“1. (C) Two spaces after the paragraph designator followed by two spaces before the text.”

(3) For paragraphs with subparagraphs, the lead-in is classified according to its content -- **standing alone**. Subparagraphs are classified as to their individual content.

(4) Additional markings may be required for Restricted Data and Formerly Restricted Data, warning notices, and releasability statements. Information on these uses follows in this enclosure.

3. JS Document Templates. The JS utilizes electronic document templates for document types (JS Form 136's, memorandums, papers, etc) that will prompt users to input classification information that is automatically inserted in the document in the correct location to include, overall, portion, paragraph, classified by, and declassify by.

a. The JS Form 136 will bear the highest classification and the most restrictive caveats of any component or reference document attached, as well as any warning notices that apply to any part of the action.

b. If the JS Form 136 contains classified material, the form will indicate the declassification information. If the 136 is unclassified, the declassification block, or a separate paragraph will be used to note that the form is unclassified without attachments.

4. Recording Multiple Sources. Those sources will be listed with the JS Form 136 for permanent retention with the Joint Staff official file copy.

5. Components of Joint Staff Actions. Each component of a classified Joint Staff action package (JS Form 136, tab, enclosure, appendix, etc.) is treated as a separate document for the purpose of security classification/ declassification. Each component bears its own overall security markings, declassification information, and warning notices, as appropriate.

6. Document Markings

a. The classification of memorandums and letters will be **conspicuously** shown at the top and bottom center of the page(s).

b. All pages of an enclosure, appendix, etc., will be marked with the highest classification of any page in that component. If the component is not a memorandum or letter, the classification appears on the pages at the top (1/2 inch from top of page) and bottom (1/2 inch from bottom of page) center of the page(s). If some components are classified and some are not, "UNCLASSIFIED" is typed at the top and bottom of each page of a component that contains no classified information. Paragraph marking is not required for these unclassified components. However, if the entire action is unclassified, the "UNCLASSIFIED" marking is not used.

c. Caveats or additional protective marking information should accompany the basic classifications of CONFIDENTIAL, SECRET, and TOP SECRET. Paragraphs 8 through 13 below contain information on these additional markings.

7. Combination of Classified and Unclassified Components

a. An unclassified memorandum or letter that transmits one or more classified enclosures is marked with the highest level of classification assigned to any of its enclosures. The final paragraph of the memorandum or letter states: "Without enclosure(s), this memorandum (letter) is UNCLASSIFIED." When the memorandum or letter is classified, but at a lower level than its enclosure(s), the statement would be: "Without enclosure(s), this memorandum (letter) is (CLASSIFICATION)."

b. Unclassified transmittal documents do not carry declassification statements applicable to their enclosure(s). Unclassified transmittal documents do not have each paragraph labeled "(U)."

8. “Classified By/Derived From” Markings. For detailed information concerning declassification statements, refer to reference b and the models in Enclosure B to this manual. Each classified component (enclosure, appendix, annex, etc.) has its own declassification statement.

9. Caveats and Warning Notices. Some classified information warrants additional protective markings besides the classification designation. The use of additional authorized page and paragraph markings should be guided by documents from which information is drawn in preparing a derivative document. The paragraphs below illustrate the use of special caveats and warning notices.

10. For Official Use Only (FOUO). Unclassified documents containing FOUO information (e.g., Freedom of Information requests) will be marked FOR OFFICIAL USE ONLY at the bottom on the outside of the front cover (if any), on each page containing FOUO information, and on the outside of the back cover (if any).

11. NATO Information in US Documents. Joint Staff classified documents that contain extracts of NATO classified information should have the following notice on the cover or first page:

THIS DOCUMENT CONTAINS NATO (CLASSIFICATION) INFORMATION

No additional page marking is required for documents to denote NATO classified information, but paragraphs that have such information will be marked as in the following example for a NATO-SECRET paragraph: “(NS).”

12. Release of Classified Information to Coalition Partners. When releasing classified information to our coalition partners, you must mark the documents with the proper release markings. Before using the REL TO marking in your classification line, be sure the entire document is releasable to the countries listed. Coalition partners are defined as:

- a. An agreement between one or more nations for common action.
- b. Multinational action outside the bounds of established alliances, usually for single occasions or longer cooperation in a narrow sector of common interest.
- c. A force composed of military elements of nations that have formed a temporary alliance for some specific purpose.

d. Specific markings include:

(1) Top and Bottom of the document or slide must be mark as follows: SECRET//REL TO USA and (Country Codes found in reference e). The REL TO marking may only be used with TOP SECRET, SECRET and CONFIDENTIAL. USA must always be listed first and then each country code the information will be released to i.e., SECRET//REL TO USA, GBR and CAN// (meaning this document is releasable to only the US, Great Britain, and Canada). The word "and" is the only word in lower case letters and there are no comma's placed before or after "and."

(2) Information marked REL TO may not be disclosed or released to foreign governments not stipulated in the marking without originator approval.

(3) Each paragraph or portion must be appropriately marked. For example, if the document is to be released to several countries, but there are certain paragraphs that are not to be released, that portion/paragraph must be marked with the country codes to which the information may be released. In the case of Registered International Organizations and Alliances (i.e., NATO, Global Counterterrorism Forces (GCTF)) one must ensure that all information is releasable to all countries in the Alliance before marking a document or paragraph with the designated CLASSIFICATION//REL TO GCTF, otherwise each paragraph must be marked with the CLASSIFICATION//REL TO "Country Trigraph."

13. PowerPoint Presentation Slide Preparation. When creating slides for presentation, they must be prepared using the PowerPoint slide masters located on the "G" drive of the JSIN-C computer under Graphics Master/Templates/Slide Masters/JCS PowerPoint Template.ppt. These slides are configured so that all classification markings are added when preparing your briefing. Examples can be found in Enclosure B. Action Officers are reminded to use caution when "cut and paste" is used to move information/slides between differently classified briefings -- as the overall classification marking may be changed in the process.

14. Tables, Figures, and Other Illustrative Material. Tables, figures, and other illustrative material -- maps, drawings, photographs, charts, etc. -- in classified documents will be clearly marked to show the classification or unclassified status of their content.

a. Markings on illustrative material will be written out (TOP SECRET, SECRET, UNCLASSIFIED, etc.) and placed within or contiguous to the illustration.

b. Titles of illustrative material will be marked by classification symbol ((TS), (S), (U), etc.) based on their content alone. Titles are centered.

c. The models for tables and figures in Enclosure B illustrate the use of classification markings on those items.

15. Manual Marking. Material that cannot be marked via automation mechanisms may be stamped or handwritten. An example is when using photographs.

16. Quality Control. A good quality stamp or large, bolded computer-generated lettering available in MICROSOFT WORD should be used for conspicuous classification markings. A stamp with solid letters is preferred over a stamp with "outline" letters. Black ink is preferable to red -- red fades when reproduced.

17. Cover Sheets. Cover sheets are required for all classified documents. Paper or electronic

18. Models. The models in Enclosure B should also be referred to for examples of classification markings.

ENCLOSURE E

REFERENCES

- a. DOD 5200.1-R, 14 January 1997, "Information Security Program"
- b. Chairman of the Joint Chiefs of Staff Instruction 5711.02 series, "Delegation of Approval Authority"
- c. DOD Administrative Instruction Number 7 (current edition), "Manual for Written Material"
- d. Joint Staff Guide 5702, 21 March 2002, "Writing and Format Preferences of General Myers and General Pace"
- e. Country Code Trigraphs, 1997, ISO 3166
- f. The Gregg Reference Manual, current edition
- g. The United States Government Printing Office Style Manual, current edition
- h. Joint Staff Manual 5701.01 series, 22 March 2002, "Formats and Procedures for Development of CJCS, Joint Staff, and J-Directorate Publications"

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