



CHAIRMAN OF THE JOINT CHIEFS OF STAFF INSTRUCTION

J-7
DISTRIBUTION: A, B, C

CJCSI 5120.02C
13 January 2012

JOINT DOCTRINE DEVELOPMENT SYSTEM

References: See Enclosure C.

1. Purpose. This instruction sets forth policy to assist the Chairman of the Joint Chiefs of Staff in implementing the responsibility to “develop and establish doctrine for all aspects of the joint employment of the Armed Forces” as directed in references a and b.
2. Cancellation. CJCSI 5120.02B, “Joint Doctrine Development System,” 4 December 2009, is canceled.
3. Applicability. The policy herein applies to the Joint Staff, Services, Combatant Commands, combat support agencies, and any organization involved in the development of joint doctrine.
4. Policy. This instruction establishes the role of joint doctrine and explains the responsibilities of the Joint Staff, combatant commands, Services, and combat support agencies for joint doctrine development.
5. Definitions. See Glossary.
6. Responsibilities. The Director, Joint Force Development, Joint Staff (J-7), is responsible for managing the joint doctrine development system outlined in this instruction.
7. Summary of Changes. This update reflects new roles and responsibilities resulting from the disestablishment of U.S. Joint Forces Command in 2011 and provides information on the role of the National Guard Bureau. In addition, information and procedures for the joint doctrine development process, to include joint publication staffing, revising, and formatting, have

been moved from their location in the previous instruction to a new, separate CJCS manual, reference c, that provides guidelines and procedures on the joint doctrine development process.

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

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

For the Chairman of the Joint Chiefs of Staff:

A handwritten signature in black ink, appearing to read 'W. E. Gortney', written in a cursive style.

WILLIAM E. GORTNEY
VADM, USN
Director, Joint Staff

Enclosures:

- A -- General
- B -- Responsibilities
- C -- References
- GL -- Glossary

TABLE OF CONTENTS

	Page
ENCLOSURE A -- GENERAL	A-1
Joint Doctrine in Perspective	A-1
Influence of Joint Doctrine	A-3
ENCLOSURE B -- RESPONSIBILITIES.....	B-1
The Joint Doctrine Development Community	B-1
The Chairman of the Joint Chiefs of Staff	B-1
The Director, J-7, Joint Staff	B-1
Combatant Commands, Joint Staff Directorates, and Service Headquarters.....	B-4
Combatant Command and Service Doctrine Organizations	B-6
Combat Support Agencies.....	B-7
National Guard Bureau	B-7
ENCLOSURE C -- REFERENCES.....	C-1
GLOSSARY	GL-1
Part I -- Abbreviations and Acronyms	GL-1
Part II -- Terms and Definitions	GL-3
FIGURE	PAGE
1 Joint Doctrine Development Community	B-2

(INTENTIONALLY BLANK)

ENCLOSURE A

GENERAL

1. Joint Doctrine in Perspective

a. Joint doctrine consists of authoritative, fundamental principles requiring judgment in application that guide the employment of United States military forces in coordinated action toward a common objective. It also provides considerations for the joint force commander (JFC) and component commander when coordinating with the other instruments of national power to attain unified action. Joint doctrine contained in joint publications (JPs) may also include tactics, techniques, and procedures (TTPs) and establish terms for publication in reference i.

b. Joint doctrine represents what is taught, believed, and advocated as what is right (i.e., what works best). Joint doctrine is written for those who:

(1) Provide strategic direction to joint forces (the Chairman and combatant commanders [CCDRs]).

(2) Employ joint forces (CCDRs, subordinate unified commanders, or joint task force (JTF) commanders).

(3) Support or are supported by joint forces (combatant commands, subordinate unified commands, JTFs, Service component commands, the Services, and combat support agencies [CSAs]).

(4) Prepare forces for employment by CCDRs, subordinate unified commanders, and JTF commanders.

(5) Train and educate those who will conduct joint operations.

c. The purpose of joint doctrine is to enhance the operational effectiveness of U.S. joint forces. Joint doctrine will not establish policy; however, reference b serves as a bridge addressing policy within a doctrinal context. Joint policy will be reflected in other CJCS instructions (CJCSIs) or CJCS manuals (CJCSMs). These instructions and manuals contain CJCS policy and guidance that do not involve the employment of forces. Although joint doctrine is neither policy nor strategy, it serves to make U.S. policy and strategy effective in the application of U.S. military power.

d. Only those doctrine publications approved by the Chairman will be referred to as “joint publications.” JPs are developed in coordination with the Services, Combatant Commands, CSAs, and the Joint Staff. Documents involving the operations of two or more Services that are approved by the relevant Service Chiefs (or their designated agent) will be referred to as “multi-Service” and will identify the participating Services (e.g., Army and Air Force doctrine; Army, Navy, and Air Force procedures). These documents are not JPs, but they must be consistent with approved JPs.

e. Joint doctrine is based on extant capabilities; i.e., current force structures and materiel. It incorporates time-tested principles — e.g., the principles of war, operational art, and elements of operational design for successful military action — as well as contemporary lessons learned that exploit U.S. advantages against adversary vulnerabilities. Use of joint doctrine standardizes terminology, training, relationships, responsibilities, and processes among all U.S. forces to free JFCs and their staffs to focus their efforts on solving the strategic, operational, and tactical problems confronting them.

f. Joint doctrine is authoritative guidance and will be followed except when, in the judgment of the JFC, exceptional circumstances dictate otherwise. That means doctrine does not replace or alter a commander’s authority and obligation to determine the proper course of action (COA) under the circumstances prevailing at the time of decision; such judgments are the responsibility of the commander, and joint doctrine cannot be a substitute for good judgment. Joint doctrine is not dogmatic — the focus is on how to think about operations, not what to think about operations. Its purpose is to aid thinking, not to replace it. Yet it must be definitive enough to guide operations, while versatile enough to accommodate a wide variety of situations. Joint doctrine should foster initiative, creativity, and conditions that allow commanders the freedom to adapt to varying circumstances.

g. Joint doctrine applies to the CCDRs, subordinate unified commanders, JTF commanders, and subordinate component commanders of these commands, as well as forces assigned or attached to these commands. In developing joint doctrine, existing Service and multinational doctrine will be considered; however, joint doctrine takes precedence over individual Service doctrine. All Service doctrine and multi-Service doctrine must be consistent with joint doctrine. Joint doctrine should not include detail that is more appropriate in regulations and instructions, Service doctrine, standing operating procedures, plans, or other publications. If conflicts arise between the contents of a JP and the contents of Service publications, the JP will take precedence for the activities of joint forces unless the Chairman, normally in coordination with the other members of the Joint Chiefs of Staff, has provided more current and specific guidance.

h. When the Armed Forces of the United States participate in multinational operations, U.S. commanders should follow multinational doctrine and procedures that have been ratified by the United States. For multinational doctrine and procedures not ratified by the United States, commanders should evaluate and follow the multinational command's doctrine and procedures, where applicable and consistent with U.S. law and policy and not inconsistent with U.S. doctrine.

i. In addition to guidance discussed above, joint doctrine provides:

(1) The U.S. national position for multinational doctrine. Every effort will be made to ensure any proposed doctrine is not introduced directly into Allied joint publications (AJPs) without having been introduced and established in joint doctrine. Exceptions to this policy require Joint Staff/J-7 approval.

(2) A basis for multinational or interorganizational coordination during joint operations.

(3) The foundation for building a joint culture and a basis for joint training.

(4) Instructional material for joint professional military education (JPME).

(5) A basis for the development of joint models and simulations.

(6) Information for U.S. Government departments and agencies, intergovernmental and nongovernmental organizations, and the private sector on the organization, capabilities, operating philosophy, and employment considerations of U.S. joint forces.

2. Influence of Joint Doctrine

a. Doctrine and Policy. Policy and doctrine are closely related, but they fundamentally fill separate requirements. Policy can direct, assign tasks, prescribe desired capabilities, and provide guidance for ensuring the Armed Forces of the United States are prepared to perform their assigned roles; implicitly, policy can therefore create new roles and a requirement for new capabilities. Conversely, doctrine enhances the operational effectiveness of the Armed Forces by providing authoritative guidance and standardized terminology on topics relevant to the employment of military forces.

(1) Most often, policy drives doctrine; however, on occasion, an extant capability will require the creation of policy. Policy makers and doctrine developers should work interactively and in full understanding of the other arena, striving to issue harmonized policy and doctrine. It is not always clear

when a void is identified whether filling it will require new (or revised) doctrine or policy (or perhaps both). As a general rule, if the need can only be adequately addressed by using such prescriptive words as “shall” and “must,” then the void is in policy, and policy development should precede doctrine development.

(2) Of particular note, terminology developed within the two arenas serves different purposes. The terminology required to support the employment of forces (doctrinal terms) may not be optimal for policy developers, whose purpose may be, for instance, to illuminate resource or requirement documents. Development of terminology to support DOD policy is not limited by the constraints imposed on the development of doctrinal terms. Policy definitions may, however, provide the basis (root) for the doctrinal term and its definition, which cannot be in conflict with the intent of the law, regulation, or policy that established said term. For this reason, DOD policy definitions should be concise and follow the guidance in the “Definition Writing Guide” in reference d, consistent with reference e.

b. Doctrine and Strategy. A primary role of joint doctrine is to provide guidance for unified action in the employment of U.S. military power. As such, joint doctrine is closely linked to the development of national military strategy. In general terms, joint doctrine establishes a link between the “ends” (what must be accomplished) and the “means” (capabilities) by providing the “ways” (how) for joint forces to accomplish military strategic and operational objectives in support of national strategic objectives. Joint doctrine also provides information to senior civilian leaders responsible for the development of national security strategy as to the core competencies, capabilities, and limitations of military forces. In addition, it provides other government departments and agencies and nongovernmental organizations an opportunity to better understand the roles, capabilities, and operating procedures used by the Armed Forces of the United States, thus facilitating coordination.

c. Joint Doctrine and Operation Planning

(1) Use of approved joint doctrine during deliberate and crisis action planning facilitates planning for, and execution of, operations. Planning for joint operations is continuous across the range of military operations using the Adaptive Planning and Execution System, which is the development-level system of joint policies, processes, procedures, and reporting structures. Joint doctrine provides a basis for analysis of the mission, its objectives and tasks, and developing the commander’s intent and associated planning guidance. The development of the COA using decision-making processes is also based on joint doctrinal principles. JOPP provides a detailed and orderly way of translating task assignments into an operation plan or an operation order. However, the COA development phase in JOPP involves both art and science

and has its foundation in joint doctrine. Joint doctrine provides fundamental guidance on how operations are best conducted to accomplish the mission.

(2) Joint operation plans are developed in conformance with the criteria of adequacy, feasibility, acceptability, completeness, and compliance with joint doctrine, consistent with reference f.

d. Doctrine and Training

(1) Joint doctrine establishes the fundamentals of joint operations and provides the guidance on how best to employ national military power to achieve strategic ends. Since it is axiomatic that we “train as we fight,” it follows that joint doctrine logically provides the foundation for joint training. To that end, reference g mandates that joint training will be accomplished in accordance with (IAW) approved joint doctrine. Joint doctrinal publications, which are not intended to be textbooks or stand-alone documents, describe common procedures and establish uniform operational methods from a common baseline, using common terminology. This baseline assists commanders and their staffs in developing standards for joint training, exercises, and operations.

(2) The Universal Joint Task List (UJTL) (reference h) contains a list of tasks that identifies “what” can be performed by the Joint Staff, Services, Combatant Commands, components, activities, joint organizations, and agencies responsive to the Chairman in terms common to the Armed Forces. The UJTL task description does not address “how” or “why” a task is performed (found in joint doctrine or other governing criteria), or “who” performs the task (found in the commander’s concept of operations and joint doctrine). UJTL language and terminology must be consistent and compliant with existing joint doctrine language and terminology IAW references d, e, and i.

(3) While approved joint doctrine is the basis for joint training, experiences gained over numerous training events and analysis of training and exercise programs can influence the revision or development of joint doctrine publications, especially those portions containing TTPs. Best practices adopted from operational experience and refined and standardized during training should continuously influence the development process.

(4) When experimentation is introduced into joint training activities or exercises, JFCs will clearly identify the experiment portion of the event and inform the forces undergoing training, umpires, evaluators, and other observers that doctrinal deviations are solely for experimentation purposes and may not indicate that promulgated JPs are dated or that changes to doctrine and procedures are required or have been realized.

e. Joint Doctrine and Military Education

(1) Joint doctrine provides the foundation for JPME at all five military educational levels. References j and k, based on the Goldwater-Nichols Department of Defense Reorganization Act of 1986, outline the five military educational levels and provide specific JPME requirements for each. Each JPME level has standards, career-appropriate learning areas, and objectives that may be taught within the context of the Service roles and functions. Although the standards are primarily described in qualitative terms, the JPME requirements are designed to prepare officer and enlisted personnel to operate in a joint environment and to bring a joint perspective to their planning and decision-making processes. JPME supports the sequential and progressive nature of Service career paths while systematically increasing the exposure to joint doctrine at every educational level.

(2) The Services are assigned responsibility to provide an introduction to joint doctrine at the precommissioning and the primary professional military education levels. The Chairman certifies or accredits JPME programs at the intermediate and the senior levels, whether at a Service- or a CJCS-sponsored school. All curricula must be joint doctrine based. National Defense University ensures that the Capstone and Keystone programs are thoroughly and inherently joint, and that participants understand joint doctrine and joint operational art.

(3) The Officer Professional Military Education Policy provides the mechanism for periodic review and revision of all five JPME levels (Pre-commissioning, Primary, Intermediate, Senior, and General/Flag Officer) to ensure that the standards and learning areas maintain linkage to joint doctrine. In addition, at the Intermediate and the Senior Levels, the Joint Staff/J-7 designates a joint doctrine subject matter expert to assist in reviewing joint doctrine references in curricula during Process for Accreditation of Joint Education visits. The JPME process promotes a career-long, doctrinally-based educational framework for all officers.

f. Doctrine and Lessons Learned. Lessons learned, after-action reports, and observations from operations, exercises, and training should exert a major influence on doctrine by providing a standard from which to judge what works and what does not work. The joint and Services' lessons learned databases provide information and considerations, from all phases of an operation or campaign, which can be used as vignettes to facilitate understanding. Reference l provides additional information on the Joint Lessons Learned Program.

g. Doctrine and Concepts. There is a close and complementary relationship between concepts and doctrine. In general terms, a concept contains a notion or statement that expresses how something might be done.

In military application, a joint concept describes how a JFC may plan, prepare, deploy, employ, sustain, and redeploy a joint force; guides the further development and integration of the *Capstone Concept for Joint Operations* (reference m) and subordinate joint concepts into a joint capability; and articulates the measurable detail needed for experimentation, assessment, and decision making. From a ways, means, and ends perspective, concepts and doctrine both describe how (the ways) a joint force uses given capabilities (means) in a generic set of circumstances to achieve a stated purpose (ends). There also is an important distinction between the two. Approved joint doctrine is authoritative, describes operations with extant capabilities, and is subject to policy, treaty, and legal constraints, while joint concepts — whether near-term or futuristic in nature — can explore new operational methods, organizational structures, and systems employment without the same restrictions. Joint concepts provide the basis for joint experimentation and assessment. These concepts are refined and validated during experiments, modeling and simulation, selected training events and exercises, and capabilities-based assessment.

(1) Concepts may be generated for a variety of reasons, such as to respond to inadequacies in current joint capabilities, test new capabilities, or propose innovative solutions to military problems. Whatever the reason, concepts should embrace the overarching goal of improving joint force effectiveness. Concepts may also provide a venue to explore solutions to problems and emerging missions for which no doctrine exists. They enable consideration of alternatives to methods described in approved doctrine, based either on lessons learned from recent operations or on emerging capabilities whose military application has not yet been exploited. Futuristic concepts typically focus on new ways and means with which the joint force can meet expected future operational challenges using advanced technologies and capabilities, many of which are not yet developed. This requires concept developers to project the nature of the operating environment 8–20 years in the future and describe new approaches and advanced capabilities required to operate successfully in that environment. However, this process of forecasting the future and evaluating concepts may uncover ideas that could improve how joint forces operate today and could have an immediate impact on established doctrine. When this occurs, these concepts will be validated by operational JFCs before their introduction into joint doctrine.

(2) Transformation efforts put a premium on exploring and “validating” concepts through joint experimentation and assessment. Validated, value-added concepts can impact favorably on doctrine, training, and education. The results of experimentation are not sufficient to require doctrinal change. The concept must clearly demonstrate “value-added” to current joint doctrine and represent an extant capability. In other words, approved joint doctrine is the authoritative, generic baseline against which concepts and experimentation results will be compared to assess their transformational value. In addition,

current combatant command operation plans provide situation-specific application of current doctrine, which can be useful in evaluating a concept. Concepts typically are not copied directly into joint doctrine, but their central themes and essential constructs may be incorporated in a number of ways.

(a) Most commonly, new ideas will be considered during the routine process of developing, assessing, and revising existing JPs. Any authorized organization can recommend such changes during this process per procedures in reference c. These recommendations will be evaluated on merit during the normal joint doctrine development process.

(b) While most concept-based changes to JPs will be incremental in nature, a validated concept might provide a substantially new and beneficial way of accomplishing a particular function or task, thereby affecting a significant part of an existing JP or requiring a new JP. In such cases, a CCDR might use a joint test publication (JTP) and associated evaluation to “field test” the concept. It is important to note the difference between the processes of field testing a concepts-based JTP versus the experimental testing of an emergent concept. JTP field-testing is limited to the use of extant forces and capabilities. Concepts that remain dependent upon simulated forces, capabilities, or processes are not appropriate for field testing as JTPs. (See reference c for more details.)

(c) Concepts can form the basis of recommended changes to doctrine that are submitted IAW references n and o. These documents provide the policy and process for translating the results of concept development and joint experimentation into joint warfighting capabilities in the areas of doctrine, organization, training, materiel, leadership and education, personnel, and facilities (DOTMLPF). With Joint Requirements Oversight Council endorsement of DOTMLPF change recommendations (DCRs) and approval by the Chairman (or a designated representative), conditions are met for the introduction of these doctrine recommendations to the Joint Doctrine Development Community (JDDC). (See reference c for more details.)

ENCLOSURE B
RESPONSIBILITIES

1. The Chairman of the Joint Chiefs of Staff. Per reference p, the Chairman has overall responsibility for developing “doctrine for the joint employment of the Armed Forces.” The Chairman will approve all JPs and any modifications to development procedures in coordination with the other members of the Joint Chiefs of Staff and the CCDRs.
2. The Joint Doctrine Development Community. The JDDC (See Figure 1) consists of the CJCS, the Services, the combatant commands, the Joint Staff, the National Guard Bureau, CSAs, the doctrine development agencies of the Services, and selected others. Voting members are those having a vote in the resolution of issues. They include the Services, combatant commands, and the Joint Staff/J-7. Nonvoting members will have an opportunity to present comments and positions through the Joint Staff/J-7. The responsibilities of the various members are outlined below. Reference c explains the joint doctrine development procedures that members follow.
3. The Director, J-7, Joint Staff. The Director, J-7, Joint Staff (hereafter referred to as JS/J-7), is responsible to the Chairman for the content of JPs and for managing the joint doctrine development process as described in reference c. JS/J-7 will:
 - a. Establish a process for, and ensure the orderly processing and complete coordination of, all joint doctrine projects. This includes establishing and adjusting milestones for new projects, publication changes, and revisions.
 - b. Assign a Joint Staff doctrine sponsor (JSDS) and a lead agent (LA) for each joint doctrine project. When assigned, carry out JSDS responsibilities as described in reference c.
 - c. Develop, maintain, operate, and ensure accessibility of the CJCS Joint Electronic Library (JEL) and JDEIS.
 - d. Periodically review joint doctrine to provide recommendations for possible consolidation or deletion of approved or emerging joint doctrine.
 - e. Analyze approved joint concepts and experimentation results to determine their potential impact on approved and emerging joint doctrine.

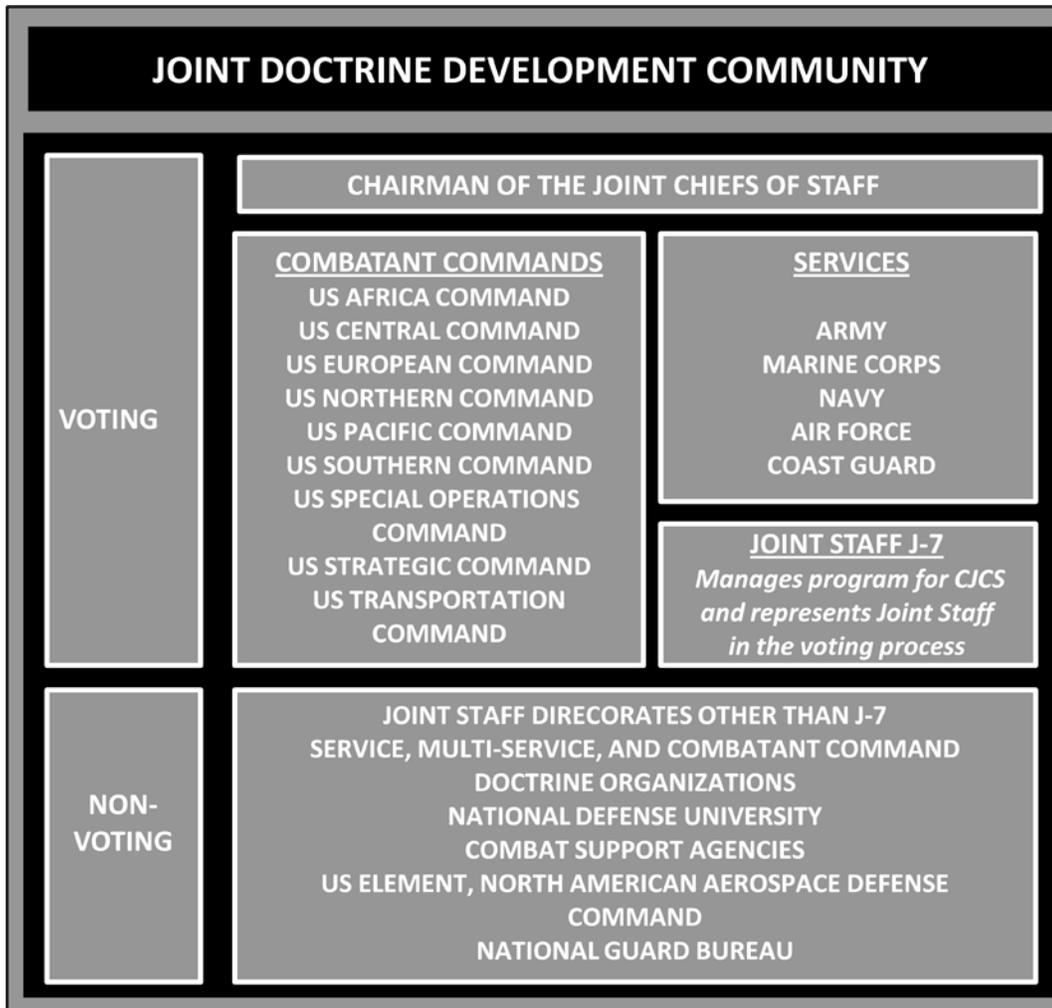


Figure 1. Joint Doctrine Development Community

f. Serve as JSDS for all allied joint doctrine (references q and r). Conduct reviews of all joint, North Atlantic Treaty Organization (NATO), and multinational joint doctrine publications and projects for accuracy, relevancy, and consistency across the Allied joint doctrine hierarchy, ensuring that U.S. roles, extant capabilities, and warfighting philosophy are accurately represented.

g. Enhance awareness of joint doctrine through a program designed to educate the military community and emphasize joint doctrine features using various forms of media.

h. Manage the DOD terminology program IAW reference d.

4. Combatant Commands, Joint Staff Directorates, and Service Headquarters. Combatant commands, Joint Staff directorates, and Service headquarters (including the U.S. Coast Guard) will:

- a. Provide sufficient staff and resources to perform joint doctrine development activities as described in reference c.
- b. Act as LA for specific joint doctrine projects as assigned by the JS/J-7 IAW reference c.
- c. Assist in developing all joint doctrine projects as prescribed by reference c.
- d. Participate in conferences, the JDPC, and JWGs to address joint doctrine issues.
- e. Support the assessment of approved JPs, taking advantage of exercises, real-world operations, and, where appropriate, experiments to gather inputs. Respond to all RFFs in support of the assessment process.
- f. Appoint a single point of contact for all joint doctrine matters.
- g. Joint Staff directorates will be involved in doctrine development beginning with the development of the PD.
- h. Except for Joint Staff directorates, appoint a CRA for each joint doctrine project to serve as the single point of contact for the assigned publication. This may be a subordinate activity outside the immediate Service or combatant command headquarters, but must be within the chain of command.
- i. Except for Joint Staff directorates, send planner-level representatives in a position of authority and grade (normally O-6 level or civilian equivalent) to the JDPCs prepared to vote their command or Service positions.
- j. Review, analyze, and evaluate draft JPs for accuracy and relevancy. Ensure that capabilities, roles, and, where appropriate, tactics are properly represented. Comment on horizontal and vertical consistency with other approved and emerging joint doctrine.
- k. Services will review all Service and multi-Service publications for horizontal and vertical consistency with joint doctrine.
- l. Nominate operational principles validated during Service and joint experiments for inclusion in joint doctrine upon fielding of the equipment or technology, reorganization of forces, and any other actions required to reach an extant capability.

m. Staff draft JPs to subordinate unified commands and component commands as appropriate. Consolidate comments and provide a coordinated command position.

n. Serve, when assigned, as EA of JTPs if required.

o. Serve as AA of JPs IAW reference c.

p. Commander, United States Special Operations Command is tasked under Title 10, United States Code, Section 167, to develop special operations doctrine and, per reference s, for developing recommendation to the Chairman regarding doctrine for the joint employment of special operation forces. Such doctrine is developed IAW paragraph 5, below.

5. Combatant Command and Service Doctrine Organizations. Combatant Command and Service doctrine organizations will:

a. Identify a point of contact for specific joint doctrine development process actions as delineated by their higher headquarters.

b. Serve as primary review authority when designated by the LA for appropriate projects.

c. Serve as CRA for all joint doctrine projects.

d. Assist in developing joint doctrine projects as prescribed herein.

e. Attend PD and draft publication development working groups.

f. Participate in conferences addressing joint doctrine issues.

g. Send an O-6 or civilian equivalent representative to the semiannual JDPCs.

h. Nominate operational principles validated during Service and joint experiments for inclusion in joint doctrine upon fielding of the equipment or technology, reorganization of forces, and any other actions required to reach an extant capability.

i. Support the Services' review, analysis, and evaluation of JPs in draft or under revision for accuracy and relevancy. Ensure that Service capabilities, roles, and, where appropriate, TTPs are properly represented. Comment on the horizontal and vertical consistency with other approved and emerging joint doctrine.

j. Serve as custodian and conduct NATO AJP custodial duties for the development, maintenance, and revision of NATO publications when assigned custodianship of a NATO publication.

6. Combat Support Agencies. CSAs will:

a. Identify a point of contact for joint doctrine development process actions as delineated in this instruction.

b. Assist in developing joint doctrine projects as prescribed herein.

c. Attend applicable PD and draft publication development working groups.

d. Participate in conferences to address joint doctrine issues.

e. Send a representative to the semiannual JDPCs.

f. Serve as a technical review authority as required.

g. Review, analyze, and evaluate draft JPs for accuracy and relevancy. Ensure that agency capabilities, roles, and, where appropriate, tactics are properly represented.

h. Support the assessment of approved JPs and respond to all RFFs in support of the assessment process.

7. National Guard Bureau. The joint staff of the National Guard Bureau will:

a. Identify a point of contact for joint doctrine development process actions as delineated in this instruction who will represent the equities of the states and territories pertaining to National Guard forces conducting operations under Title 32, United States Code, or state active duty legal status.

b. Assist in developing joint doctrine as prescribed herein.

c. Attend applicable PD and draft publication development working groups.

d. Send a representative to the semiannual JDPCs.

e. Review, analyze, and evaluate draft JPs for accuracy and relevancy. Ensure state and territorial capabilities, roles, and, where appropriate, tactics are properly represented.

(INTENTIONALLY BLANK)

ENCLOSURE C

REFERENCES

- a. Title 10, United States Code, Section 153
- b. JP 1, “Doctrine for the Armed Forces of the United States”
- c. CJCSM 5120.01, “Joint Doctrine Development Process”
- d. CJCSI 5705.01 Series, “Standardization of Military and Associated Terminology”
- e. DOD Instruction 5025.12, 14 August 2009, “Standardization of Military and Associated Terminology”
- f. CJCSI 3141.01 Series, “Management and Review of Campaign and Contingency Plans”
- g. CJCSI 3500.01 Series, “Joint Training Policy and Guidance for the Armed Forces of the United States”
- h. CJCSM 3500.04 Series, “Universal Joint Task Manual”
- i. JP 1-02, “Department of Defense Dictionary of Military and Associated Terms”
- j. CJCSI 1800.01 Series, “Officer Professional Military Education Policy (OPMEP)”
- k. CJCSI 1805.01 Series, “Enlisted Professional Military Education Policy”
- l. CJCSI 3150.25 Series, “Joint Lessons Learned Program”
- m. Department of Defense, “Capstone Concept for Joint Operations”
- n. CJCSI 3010.02 Series, “Joint Operations Concepts Development Process (JOpsC-DP)”
- o. CJCSI 3170.01 Series, “Joint Capabilities Integration and Development System”
- p. The Goldwater-Nichols Department of Defense Reorganization Act of 1986 (10 USC 153(a)(5)(A) PL 99-433)

- r. Allied Administrative Publication-47, "Allied Joint Doctrine Development"
- s. CJCSI 2700.01 Series, "International Military Agreements for Rationalization, Standardization, and Interoperability Between the United States, Its Allies, and Other Friendly Nations"
- t. MCM-0013-11, 20 April 2011, "Unified Command Plan"

GLOSSARY

PART I -- ABBREVIATIONS AND ACRONYMS

AA	assessment agent
AJP	allied joint publication
CCDR	combatant commander
CJCS	Chairman of the Joint Chiefs of Staff
CJCSI	Chairman of the Joint Chiefs of Staff instruction
CJCSM	Chairman of the Joint Chiefs of Staff manual
COA	course of action
CRA	coordinating review authority
CRM	comment resolution matrix
CSA	combat support agency
DCR	doctrine, organization, training, materiel, leadership and education, personnel, and facilities change recommendation
DOD	Department of Defense
DOTMLPF	doctrine, organization, training, materiel, leadership and education, personnel, and facilities
EA	evaluation agent
IAW	in accordance with
J-7	Joint Staff Directorate for Joint Force Development
JCA	joint capability area
JDDC	joint doctrine development community
JDEIS	Joint Doctrine, Education, and Training Electronic Information System
JDPC	Joint Doctrine Planning Conference
JEL	Joint Electronic Library
JFC	joint force commander
JOPP	joint operation planning process
JP	joint publication
JPME	joint professional military education
JSDS	Joint Staff doctrine sponsor
JTF	joint task force
JTP	joint test publication
JWG	joint working group

KDE	key doctrine element
LA	lead agent
NATO	North Atlantic Treaty Organization
PD	program directive
RFF	request for feedback
TTP	tactics, techniques, and procedures
UJTL	Universal Joint Task List

PART II -- TERMS AND DEFINITIONS

joint doctrine. Fundamental principles that guide the employment of United States military forces in coordinated action toward a common objective and may include terms, tactics, techniques, and procedures. (Approved for incorporation into JP 1-02.)

joint doctrine development community. The Chairman of the Joint Chiefs of Staff, the Services, the combatant commands, the Joint Staff, the combat support agencies, and the doctrine development agencies of the Services and the joint community. Also called **JDDC**. (JP 1-02. SOURCE: CJCSI 5120.02)

Joint Doctrine Development System. The system of lead agents, Joint Staff doctrine sponsors, primary review authorities, coordinating review authorities, technical review authorities, assessment agents, evaluation agents, Joint Doctrine Planning Conference, procedures, and hierarchical framework designed to initiate, develop, approve, and maintain joint publications. Also called **JDDS**. (JP 1-02. SOURCE: CJCSI 5120.02)

joint publication. A compilation of agreed to fundamental principles, considerations, and guidance on a particular topic, approved by the Chairman of the Joint Chiefs of Staff that guides the employment of a joint force toward a common objective. Also called **JP**. (Approved for incorporation into JP 1-02.)

(INTENTIONALLY BLANK)