



COMMANDANT INSTRUCTION 5410.2

COMDTINST 5410.2

September 17, 2013

Subj: JOINT STAFF ACTION PROCESS (JSAP) PROCEDURES

- Ref:
- (a) Joint Chief of Staff Identification Badge, CJCSI 1310.01 (series)
  - (b) Classified Information Management Program, COMDTINST M5510.23 (series)
  - (c) Policy on Action Processing, Chairman of the Joint Chiefs of Staff Instruction (CJCSI) 5711.01 (series)
  - (d) Joint Staff Guide, JSG 5711 (series)
  - (e) Meetings in the JCS Conference Room, CJCSI 5002.01 (series)
  - (f) Joint Strategic Planning System, CJCSI 3100.01B (series)
  - (g) Coast Guard Correspondence Manual, COMDTINST M5216.4C (series)

1. PURPOSE. This Instruction establishes Coast Guard policy and procedures for the review, staffing, and approval of Joint Staff Action Process (JSAP).
2. ACTION.
  - a. Deputy Commandant for Operations (DCO), Deputy Commandant for Mission Support (DCMS), and Assistant Commandants for Directorates; FORCECOM Commander, Commanders of Headquarters units, special staff offices at Headquarters, and Area Commanders shall ensure that the provisions of this Instruction are followed. Internet release is authorized.
  - b. Chief, Office of Counterterrorism and Defense Operations Policy (CG-DOD) is designated as the Coast Guard Service Planner, and shall designate the Coast Guard Joint Action Control Officer (JACO) and Alternate JACO.
3. DIRECTIVES AFFECTED. None.
4. DISCUSSION. JSAP is the primary vehicle by which the Coast Guard provides input to the Chairman of the Joint Chiefs of Staff and the Secretary of Defense on military matters. The Coast Guard receives and responds to approximately 500 JSAP requests annually. Each JSAP is an opportunity for the Coast Guard to provide information to the Chairman and the Secretary on military and national security policies/topics. JSAP subject matters often later become topics discussed by the Joint Chiefs of Staff (JCS) and Operations Deputies (OPSDEPs). The importance of proper staffing by all participants

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A																											
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NON-STANDARD DISTRIBUTION: None

cannot be overemphasized. All participants in the JSAP process must be ever aware that their work on a JSAP may lead to the Coast Guard's commitment to a particular course of action. The Coast Guard's response, at whatever level approved (AO, Planner, or Flag Officer) constitutes the Coast Guard's position as represented to the Chairman. Timely communications at all levels, informal contact with other services, the Joint Staff, and Service Planners is critical to successful JSAP execution. Failure to meet a JSAP deadline results in a lost opportunity for the Coast Guard to provide input to the JCS.

5. THE JSAP SYSTEM: ROLES AND RESPONSIBILITIES. This section describes the roles and responsibilities of key leadership elements on the Joint Staff and how they participate in and manage the JSAP system. It traces the important relationship between contributors to the JSAP process and the highest levels of military and civilian leadership who rely on accurate information from the Services.
  - a. Chairman of the Joint Chiefs of Staff (CJCS) is the principal military advisor to the President and Secretary of Defense, and incorporates into his advice information from Combatant Commanders, JCS, and the Services. CJCS uses the JSAP process to obtain this information.
  - b. The Joint Staff (JS) acts on behalf of CJCS and provides necessary liaison with the Office of the Secretary of Defense, Department of State, Services, and Combatant Commands. The Joint Staff is composed of officers selected in proportion from each military service, including the Coast Guard. The JS administers the JSAP process on behalf of CJCS.
  - c. An OPSDEP from each Service is appointed by each Service Chief. Together, the OPSDEPs form a body that considers issues on behalf of the Joint Chiefs of Staff and screens major issues before they reach the Joint Chiefs. Convening in two or three sessions per week, OPSDEPs typically discuss the same issues that will later be discussed by the Joint Chiefs of Staff. Deputy Commandant for Operations (DCO) is the Coast Guard's OPSDEP. OPSDEPs are informed by the JSAP process.
  - d. Deputy Operations Deputies (DEPOPSDEPs) from each Service form a subsidiary body that considers issues before they reach the OPSDEPs; similarly, DEPOPSDEPs are informed by the JSAP process. The Coast Guard's DEPOPSDEP is the Deputy for Operations Policy and Capabilities (DCO-D).
  - e. The Assistant Commandant for Response Policy (CG-5R) is the Coast Guard's approval authority for all JSAP requests that require Flag level review, unless a higher authority is specified by the JS. In the JSAP process, the Joint Staff refers to this level of review as "GO/FO", short for "General Officer /Flag Officer."
  - f. The Chief, Office of Counterterrorism and Defense Operations (CG-DOD) is the Coast Guard's designated Service Planner, who is authorized to approve JSAP requests requiring O-6/GS-15 Service level review. Commandant (CG-DOD) may designate an O-6 or GS-15 as Alternate Service Planner as appropriate. The Service Planner supervises the JACO and oversees the JSAP process internal to the Coast Guard.

- g. The Coast Guard Joint Action Control Officer (JACO) is an officer assigned from CG-DOD who is responsible for managing the Coast Guard's JSAP coordination. The JACO serves as the DCO's Executive Secretariat for JSAP requests, with primary and direct coordination responsibility. The JACO has authority to interact directly with Coast Guard staffs at the Office Chief level in ensuring prompt and complete Coast Guard responses to JSAPs. As the Coast Guard's expert on the JSAP process, the JACO assists and guides Coast Guard staffs in handling JSAPs that require their office's consideration or input. The Coast Guard JACO is authorized to wear the JS Badge in accordance with reference (a).
  - h. Coast Guard Office Chiefs and their staff work with the JACO to facilitate subject matter expert review of and input to JSAPs that their office has been assigned. Information provided will be used to develop Coast Guard responses at the Service Planner, Commandant (CG-DOD), or Flag, Commandant (CG-5R) level. For responses requiring the lowest level of Service review (known as "Action Officer" review), the JACO will respond to the JSAP directly, in consultation with the Service Planner, using staff input alone. When required, Office Chiefs will provide issue papers, white papers, or briefings in support of JSAP decisions. When providing input to Flag level JSAPs, Office Chiefs will seek the clearance of their Director or Assistant Commandant as appropriate.
  - i. Coast Guard Action Officers (AO) are assigned by Office Chiefs to provide staff level subject matter expertise support for JSAPs. AOs, either pre-designated or selected on a case-by-case basis, support their office's response to a JSAP. The Joint Staff also designates a named Joint Staff AO who has Joint Staff Directorate coordination responsibility for the JSAP on the Joint Staff.
6. JSAP STAFFING AND APPROVAL. This section discusses the steps in the process for each Coast Guard entity involved. Additionally, enclosure (1) displays the process with a flowchart.
- a. Receipt by JACO - Upon receipt, the JACO will:
    - (1) Enter into the JSAP logbook the date the JSAP was received, and provide a copy of the JSAP to the Service Planner for review;
    - (2) Determine the appropriate Coast Guard office(s) for staffing, evaluate whether greater legal scrutiny is required, and assign a JACO suspense date by which office level information is needed. The JACO will establish response timelines in collaboration with the Service Planner in order to meet Joint Staff established deadlines. It is imperative that Office Chiefs comply with JACO deadlines.
    - (3) Notify the Office Chief (or delegated AO) via CGSWIII/SIPRNET, and deliver the JSAP electronically or via hardcopy, as required.
  - b. Receipt by Office Chief and Action Officer. The Office Chief should immediately review the JSAP and assign an AO, or contact the JACO if there is disagreement over

which office(s) should provide input, or if the assistance of other offices is needed. If necessary, extensions to a JSAP can be requested via the JACO no later than 7 calendar days prior to the suspense date. Requests are not granted until the JACO confirms approval with the responsible JS Directorate. Many JSAPs are due within 48-72 hours of receipt; thus extensions are frequently not possible. Requests for extensions to a JSAP deadline should be rare. Office Chiefs and their AOs should be guided by the following in crafting a Coast Guard response:

- (1) Employ the JACO for any assistance needed.
- (2) Contact the Joint Staff AO if the JSAP is unclear. The Joint Staff AO can quickly provide clarity. Advise the JACO for situational awareness.
- (3) Review the JSAP in the context of current issues, applicable policy, and precedents, seeking guidance from all sources. Evaluate whether greater legal scrutiny is required and seek the guidance of Commandant (CG-094) as appropriate.
- (4) Participate in coordination meetings and conferences to develop the recommended JSAP response.
- (5) Recommend an appropriate Service response, providing a complete package (including supporting documentation, CRMs and etc.) to the JACO. See the next section for typical responses.
- (6) Ensure proper formatting and administrative correctness of all correspondence associated with the JSAPs.
- (7) Ensure the Office of Budget and Programs, CG-82, is consulted on any JSAP which has programmatic and/or resource implications (whether intended or unintended).
- (8) Ensure Flag level JSAP responses are cleared by their appropriate Flag Officer or Director.

c. Review by JACO. The JACO reviews the Action Office submission for administrative accuracy, policy considerations, and politico-military issues; ensures the Coast Guard's response has been cleared by Commandant (CG-094) as appropriate; finalizes all required correspondence and paperwork; and forwards the JSAP package with Service recommendation to the appropriate level for approval. Response options for most JSAPs are:

- (1) Concur or Concur without Comment: In this case, the JACO may reply to the Joint Staff via phone with an e-mail follow-up. If a written reply is necessary, the Service Planner will sign the JSAP Form 136. The JACO will prepare a Digest to the Service Planner. Sample Digests are included as enclosures (2) and (3).
- (2) Concur with Comment: The JACO will prepare a Digest and finalize the CRM.

- (3) Non-Concur: If a non-concur is recommended for a Planner Level JSAP, a Digest will be prepared by the JACO for Flag level approval. Non-concurrences should be caught and rectified in the earliest stages of the JSAP process, when JSAPs are initially submitted for External Input and AO level review. Ideally, corrections and revisions should happen prior to the Service Planner and Flag Office levels of coordination. For cases of non-concurrence at the AO level, the JACO will prepare a Digest to the Service Planner. In all cases, the CRM will be completed with sufficient justification that can be clearly understood by the JS AO responsible for the action.
- d. Service Planner Actions. The Service Planner will review the JSAP package for accuracy, clarity, and consistency with Service strategic guidance. The Service Planner will coordinate final approval of the Coast Guard Service position for forwarding to the Joint Staff.

## 7. GENERAL INFORMATION.

- a. Joint Staff Action Document Formats. Mandatory formats are in place to provide consistent reporting to the Joint Staff. Samples are provided in enclosures (4) and (5).
- (1) Joint Staff Action Processing Form (JS Form 136): Provides a summary of the action being coordinated and the name and contact information of the Joint Staff AO. The “*Internal Suspense Date*” is the Joint Staff suspense deadline. **It is not the deadline for a Coast Guard response.** The JS 136 form also identifies documents requiring review and action (normally included as tabs) as well as any supporting documents (included as endnotes). The e-mail transmitting the JSAP normally includes copies of all relevant documents.
- (2) Joint Staff Transmittal Memo: Normally accompanies a JSAP that is transmitted to Services and Defense Agencies outside the Joint Staff. It identifies the level (Action Officer/Planner/Flag Officer) and the action requested (preliminary or final). It also identifies the JS office requesting the action, the name of the JS AO working the issue, and the deadline for response to the JS. JSAPs requiring rapid response may not include a Transmittal Memo, in which case the JACO will work with the JS Action Officer to gather needed information.
- (3) Comment Resolution Matrix: (CRM). This is a rigidly formatted spreadsheet which permits no formatting changes. It is used to document both concurrence and non-concurrence.
- (a) Concurrence. When the Coast Guard agrees with a JSAP, but needs to correct factual errors or propose different wording, the AO will prepare a CRM with sufficient justification that can be easily understood by the JACO and JS AO. Comments will be noted as “Administrative”, “Substantive”, or “Major” (A, S, or M). Instructions on completing the CRM are located in enclosure (6).
- (b) Non-Concurrence. When a JSAP is unacceptable to the Coast Guard as written, the Coast Guard AO will prepare the CRM with sufficient justification that can be easily understood by the JACO and Joint Staff AO. These comments will be noted as “Critical” (C). Critical comments

constitute non-concurrence, are rare, and should be used only as needed. All critical non-concurrence recommendations must be approved by the cognizant Flag Officer or Director before being sent back to the JACO for final processing. All critical non-concur recommendations will be routed by the JACO to Commandant CG-5R.

- (4) Flag Concurrence and Digests (Form CG-4229). All JSAPs submitted for Flag Officer or Four-Star coordination requires a Digest requesting the approval of all Flag officers in the chain. Office Chiefs and AOs should draft any Digest that requires an especially complex or technical discussion. Generally, Office Chiefs and AOs will have short turnaround times for these JSAPs. Issues that reach the Flag level of coordination are in the final stages of coordination. All rewrites, adjustments, and corrections should have occurred prior to this phase. Coast Guard Office Chiefs and AOs will normally receive one-third of the response time given by the Joint Staff. For example, a six-day response requirement by the Joint Staff will require the Office Chief to respond to the JACO in two days.

b. Handling JCS Papers during the JSAP Process.

- (1) Types of Documents. Many JSAPs will require review and comment on JCS papers that are new or have undergone a revision or update. These include:
  - (a) CJCS Instructions or Manuals: Provide policy and establish responsibilities and procedures for determining, validating, and documenting joint requirements. These documents apply to the JS, CJCS-controlled activities (CCAs), combatant commands, NATO, and other Joint activities. They apply to the Military Departments only with respect to the topic activity addressed in the instruction.
  - (b) Department of Defense Instructions (DODI) - Establish policy and assign responsibilities under DoD for a specific topics. These apply to DoD Combat Support Agencies, Joint Staff, Combatant Commands, and the Military Services.
  - (c) Any paper or study prepared by an agency or organization under the jurisdiction of, in response to, through, or for submission to the JCS.
  - (d) Any special instructions for reviewing JCS Papers will be provided by the CJCS Special Assistant for Joint Matters. Best practices to guide the JACO in recording and archiving JSAPs are described in enclosure (7).

(2) Handling, Transmittal, and Storage.

- (a) Many JCS documents are classified and shall be handled in accordance with reference (b). Although movement under receipt is not required for papers bearing SECRET, CONFIDENTIAL, or UNCLASSIFIED markings, authorized personnel who receive such papers from the JACO will be made aware of the special safeguards for handling of JCS papers. The JACO will facilitate access to classified documents for Office Chiefs

and AOs who do not have access to the Secret Internet Protocol Router Network (SIPRNET).

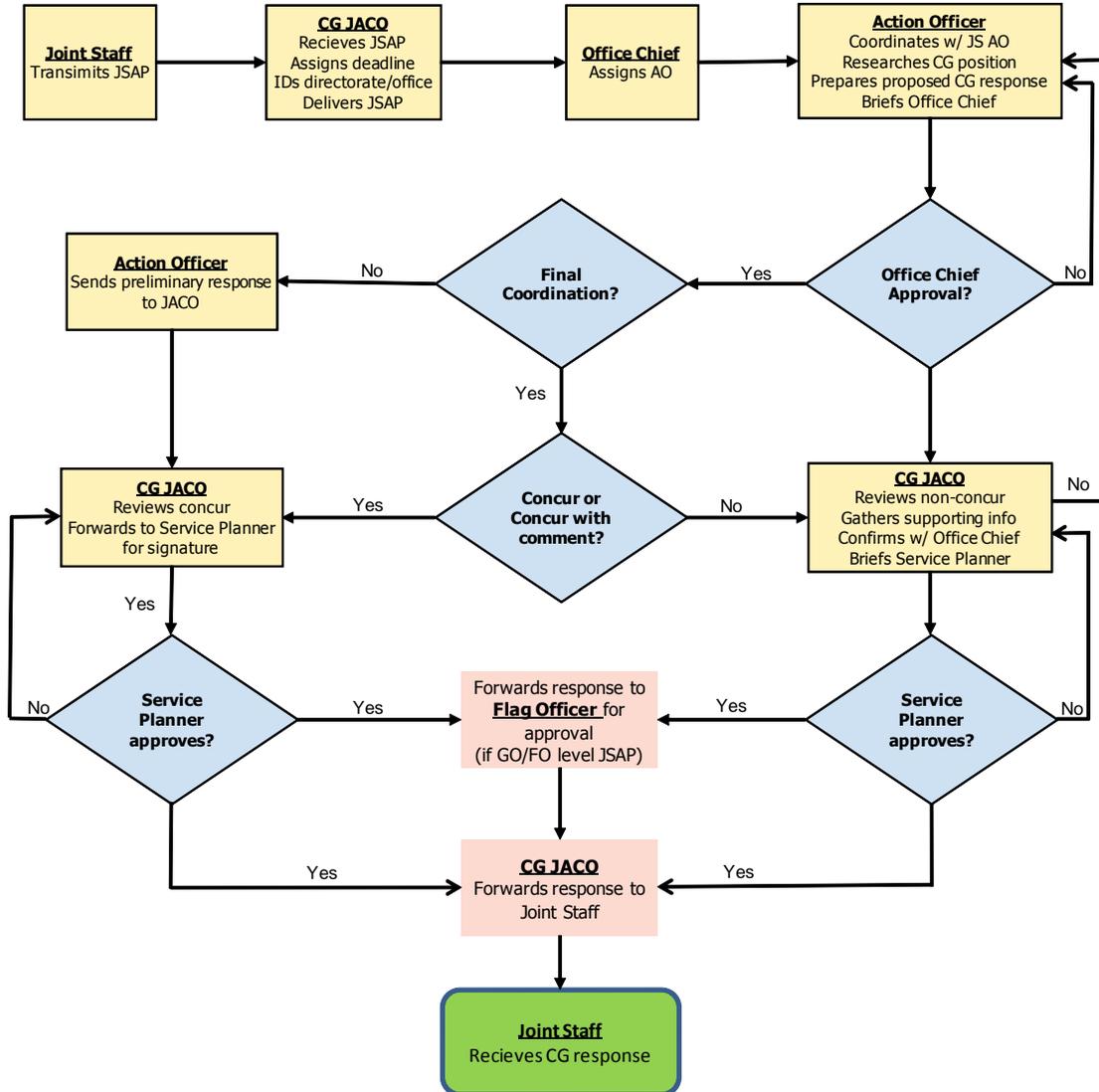
- (b) UNCLASSIFIED JCS documents will be handled, transmitted, and stored under the requirements for FOUO material.
  - (3) Reproduction. New or draft JCS papers shall not be reproduced except as authorized by the JACO. If additional copies of a joint paper are required, the Office Chief should contact the JACO who will provide assistance.
  - (4) Sharing new or draft JCS Papers. These can only be distributed to entities outside the jurisdiction of the Joint Staff with the explicit permission of the Joint Staff. Coast Guard offices who believe they need to include the opinion of outside entities in order to formulate an appropriate Coast Guard response to a JSAP should contact the JACO for guidance. New or draft JCS papers shall be distributed throughout the Coast Guard on a need-to-know basis.
  - (5) JCS papers shall be destroyed per reference (b).
- c. JSAP Process Training. The JACO and Service Planner are available to provide training as needed. JSAP training is on-the-job. Office Chiefs and AOs desiring training should contact the JACO. In addition to this Commandant Instruction, it is recommended that references (a) through (g) be thoroughly reviewed for general awareness of the Joint Staff Action Process for baseline knowledge and context of the importance of the Service's response.
8. RECORDS MANAGEMENT CONSIDERATIONS. This Commandant Instruction has been thoroughly reviewed during the directives clearance process, and it has been determined there are no further records scheduling requirements, in accordance with Federal Records Act, 44 U.S.C. 3101 et seq., NARA requirements, and Information and Life Cycle Management Manual, COMDTINST M5212.12 (series). This policy creates no significant or substantial change to existing records management requirements.
  9. DISCLAIMER. This document is intended to provide operational requirements for Coast Guard personnel and is not intended to nor does it impose legally-binding requirements on any party outside the Coast Guard.
  10. IMPACT ASSESSMENT. This instruction does not create new tasking for field units.
  11. ENVIRONMENTAL ASPECTS AND IMPACT CONSIDERATIONS.
    - a. The development of this directive and the general policies contained within it have been thoroughly reviewed by the originating office and are categorically excluded under current USCG categorical exclusion (33) from further environmental analysis, in accordance with Section 2.B.2. and Figure 2-1 of the National Environmental Policy Act Implementing Procedures and Policy for Considering Environmental Impacts, COMDTINST M16475.1 (series).

- b. This directive will not have any of the following: significant cumulative impacts on the human environment; substantial controversy or substantial change to existing environmental conditions; or inconsistencies with any Federal, State, or local laws or administrative determinations relating to the environment. All future specific actions resulting from the general policies in this Commandant Instruction must be individually evaluated for compliance with the National Environmental Policy Act (NEPA), Council on Environmental Policy NEPA regulations at 40 CFR Parts 1500-1508, DHS and Coast Guard NEPA policy, and compliance with all other environmental mandates.
14. FORMS/REPORTS. Forms required by this Instruction are available on the Coast Guard Portal, with the exception of three Joint forms which accompany each JSAP: the JS Standardized Comment Resolution Matrix (known as CRM), JS Form 136, and the JS Transmittal Memorandum.
15. REQUESTS FOR CHANGES. Commandant (CG-DOD) is the point of contact.

William D. Lee /s/  
Rear Admiral, U.S. Coast Guard  
Acting Deputy Commandant for Operations

- Enclosures: (1) JSAP Process Flowchart  
(2) Sample Digest for Flag Review  
(3) Sample Digest for Service Planner Review  
(4) Sample (JS Form 136)  
(5) Sample (JS Transmittal Memo)  
(6) Guidelines for Completing the Comment Resolution Matrix (CRM)

### JSAP Process Flowchart



### Sample Digest for Flag Officer Review

UNCLASSIFIED//FOUO//

<b>U. S. DEPARTMENT OF HOMELAND SECURITY U. S. COAST GUARD CG-4229 (Rev. 6-04)</b>	<h1>DIGEST</h1>	<b>APPROVAL</b> <input checked="" type="checkbox"/> <b>SIGNATURE</b> <input checked="" type="checkbox"/> <b>INFORMATION</b> <input type="checkbox"/>
<p>From: CG-DOD <span style="float: right;">5 July 2013</span></p> <p>To: CG-5R Thru: CG-5RE</p> <p>Re: FLAG OFFICER LEVEL JSAP – J6A 00174-13: JOINT INFORMATION ENVIRONMENT (JIE) INCREMENT-1 (INC-1) TRANSITION CONCEPT OF OPERATIONS (CONOPS)</p> <ol style="list-style-type: none"><li>(U) Level/Due date: This JSAP is for Flag Officer coordination and has a suspense date of 9 July 2013.</li><li>(U) Purpose: Obtain GO/FO level coordination and chop on the JIE Inc-1 Transition CONOPS Document.</li><li>(U) Background: HQ Defense Information Systems Agency (DISA), DISA Europe, EUCOM, AFRICOM, and the JIE Operations Sponsor Group developed the JIE Inc-1 Transition CONOPS to detail the key operational concepts and lines of operations of JIE Inc-1. The current CONOPS is the result of 477 comments from the Planner Level coordination in June 2013; USCG (CG-6) concurred without comment.</li><li>(U) Staffing Elements: CG-6 staff has reviewed this document and “concur without comment.”</li><li>(U) Recommend CG-5R “concur without comment.”</li></ol> <p>Approve _____ Disapprove _____</p> <p style="text-align: center;">#</p> <p>Encl: (1) JS FORM 136: JSAP – J6A 00174-13 (2) JIE Inc-1 CONOPS</p>		
<b>SIGNER'S COMMENTS</b>		

PREVIOUS EDITIONS ARE OBSOLETE

UNCLASSIFIED//FOUO//

Sample Digest for Service Planner Review

UNCLASSIFIED//FOUO//

<p>U. S. DEPARTMENT OF HOMELAND SECURITY U. S. COAST GUARD CG-4229 (Rev. 6-04)</p>	<h1>DIGEST</h1>	<p>APPROVAL <input checked="" type="checkbox"/> SIGNATURE <input checked="" type="checkbox"/> INFORMATION <input type="checkbox"/></p>
<p>From: CG-DOD-1 <span style="float: right;">19 Jul 2013</span></p> <p>To: CG-DOD</p> <p>Re: SERVICE PLANNER LEVEL JSAP: J6A 00170-13 – FINAL REVIEW OF ALLIED COMMUNICATIONS PUBLICATION (ACP) 190 US SUPPLEMENT 1(D)</p> <ol style="list-style-type: none"> <li>1. (U) Level/Due Date: This JSAP is for O6/Planner level coordination and has a suspense date of 19 Jul 2013.</li> <li>2. (U) Purpose: Obtain O6 / Planner level comments/review of the ACP 190 US Supplement 1(D), "Guide to Frequency Planning."</li> <li>3. (U) Background: In accordance with enclosure (1), ACP 190 US Supplement 1 is a complement to ACP 190 that provides a synopsis of responsibilities, instructions, guidance and technical information for electromagnetic spectrum management for the DoD within the US and its possessions.</li> <li>4. (U) Staffing Elements: CG-6 staff has reviewed this JSAP and recommends "concur with comment." One administrative comment is included in enclosure (2).</li> <li>5. (U) Recommend CG-DOD "concur with comment."</li> </ol> <p>Approve _____ Disapprove _____</p> <p style="text-align: center;">#</p> <p>Encl: (1) (U) JS FORM 136: J6A 00151-13 (2) (U) USCG CRM re: J6A 00151-13</p>		
<p><b>SIGNER'S COMMENTS</b></p>		

PREVIOUS EDITIONS ARE OBSOLETE

UNCLASSIFIED//FOUO//

Sample (JS Form 136)

<b>JOINT STAFF ACTION PROCESSING FORM</b>					
CLASSIFICATION UNCLASSIFIED					
EXTERNAL SUSPENSE 20 Dec 12		INTERNAL SUSPENSE		ACTION NUMBER J-7A 00427-12	
TO	Planners	THRU		THRU	
SUBJECT JP 3-40, <i>Countering Weapons of Mass Destruction</i> , Final Coordination Program Directive (Suspense: 20 Dec 12)					
<b>EXECUTIVE SUMMARY</b>					
<p>1. <b>Purpose.</b> Obtain planner-level coordination for the program directive (PD) for the scheduled revision of Joint Publication (JP) 3-40 <i>Combating Weapons of Mass Destruction</i>.</p> <p>2. <b>Background.</b></p> <p>a. In accordance with CJCSM 5120.01, <i>Joint Doctrine Development Process</i>, the Joint Doctrine Support Division, Joint and Coalition Warfighting, Joint and Coalition Warfighting Center completed a formal assessment of JP 3-40 in November 2011 and recommended that the publication undergo full revision.</p> <p>b. The proposed PD assigns the <b>USSTRATCOM as the LA, JS J-5 as JSDS, and USSTRACOM Center for Combating WMD as the technical review authority.</b></p> <p>3. <b>Coordinating Instructions.</b></p> <p>a. The attached FC PD<sup>1</sup> draft outlines the proposed revision of the publication to include the updated scope, chapter outline, references, target audience, and points of contact.</p> <p>b. Request comments in <b>line-out/line in</b> format categorized as critical, major, substantive or administrative using the enclosed standard comment matrix<sup>2</sup> IAW CJCSM 5120.01. <b>Note:</b> Ensure commenters review the attached Adjudication Summary for PC PD for JP 3-40<sup>3</sup> document prior to submitting comments on the FC PD.</p> <p>c. Forward all matrices or negative replies to the LA: Mr Robert Servant, COMM 402-294-2559, DSN 271, or Email <a href="mailto:servantr@stratcom.mil">servantr@stratcom.mil</a> and the PRA: Scott Nelson, COMM 402-294-8776, DSN 271, or Email, <a href="mailto:nelsonsm@stratcom.mil">nelsonsm@stratcom.mil</a>. CC the JSDS: Mr. Giovanni Pindilli, COMM 703-693-3709, or Email, <a href="mailto:Giovanni.Pindilli.civ@mail.mil">Giovanni.Pindilli.civ@mail.mil</a> and J-7/JEDD POC Jim Isitt at, COMM 703-692-7273 (DSN 222), or Email at <a href="mailto:james.p.isitt.ctr@mail.mil">james.p.isitt.ctr@mail.mil</a>. Responses are <b>due NLT 20 Dec 2012</b>.</p>					
<b>COORDINATION</b>					
	NAME	AGENCY	DATE	NAME	AGENCY
		OCJCS/LC			USA
		USAF			USN
		USMC			USCG
		J1			J2
		J3			J4
		J5			J6
		J7			J8
AO;J/DIV;EXT Jim Isitt; J-7/JEDD; 703-692-7273				Date Prepared: 16 Dec 12	
UNCLASSIFIED					

Sample (JS Transmittal Memo)

THE JOINT STAFF  
WASHINGTON, D.C.

Action No. 01-03065

Date: 4/14/03

MEMORANDUM FOR:

ACTION OFFICERS

PLANNERS (SERVICES)/DIVISIONS CHIEFS (OTHERS)

USA	_____	USAF	_____
USN	_____	USMC	_____
USCG	_____	J-3	_____
J-2	_____	J-5	_____
J-4	_____	J-7	_____
J-6	J-6I, J-6T, J-6V, J-6Z	LC	_____
J-8	_____	PACOM	_____
CENTCOM	_____	TRANSCOM	_____
EUCOM	_____	SOUTHCOM	_____
JFCOM	_____	SOCOM	_____
STRATCOM	_____	KOREA	_____
NORTHCOM	_____	DIA	_____
DISA	_____	DLA	_____
NSA	_____	DSS	_____
NIMA	_____	OSD	_____
			INFO ASD(C3I)

Subject: FINAL COORDINATION: CJCSI 6211.02B, "DEFENSE INFORMATION SYSTEMS NETWORK (DISN): POLICY, RESPONSIBILITIES AND PROCESSES"

1. The attached JS Form 136 is forwarded for:

Preliminary Coordination

Final Coordination

Information

2. Request a response by 15 MAY 2003.

Respond to CDR Fish or Mr Rakosky, J-6K, 1C826, Pentagon, 703-614-2403 or DSN 224-2403. E-Mail Address Respond to scott.fish@js.pentagon.mil or joseph.rakosky@js.pentagon.mil

DAVID E. MEADOWS  
CAPT, USN  
Chief, Information Assurance Division

### **Guidelines for Completing the Comment Resolution Matrix (CRM)**

1. **GENERAL**. The CRM provides the Services and DoD agencies with a common framework for providing input to the organization sponsoring a document. The CRM format also benefits the sponsoring organization by making it easy to merge comments from various respondents and arrange them in the proper order in a single, consolidated matrix. The sponsoring organization then reviews each comment and decides to accept, reject or partially change the language within the document being submitted for review. The CRM has a justification column within the matrix, which allows the sponsoring organization to return comments to the Services and agencies with reasons why comments were accepted or rejected. The sponsoring organization can then share the consolidated CRM with all Services and agencies whom participated in the JSAP process. Vet comments and changes to documents at the lowest level possible, ideally during the AO level and Service Planner levels of coordination.
2. **MATRIX TEMPLATE**. An electronic copy of the CRM will be kept with the electronic archive of each JSAP. AO's and/or Office Chiefs should also keep copies of their original CRMs, as the JACO and Service Planner may choose to revise CRM's received in house.
3. **FORMATTING**. The format of the CRM spreadsheet must not be altered, in even the slightest manner.
4. **COMPLETING THE CRM**.
  - a. In the ***organization*** column, include the organization and unit, name of AO, and a business phone number.
  - b. In the ***pg#, Para# and line#*** columns, insert the relevant page, paragraph and line numbers(s) directly related to the comment.
  - c. In the ***class*** column, insert the classification or the comment you are making. The classifications stand as follows:
    - (1) **Administrative** – Comments in nature involving grammar, text and spelling issues; minor edits. Administrative comments constitute concurrence and the AO or Service Planner will reply, “Concur with comment(s).”
    - (2) **Substantive** – Comments that address factually incorrect information, but do not affect our overall concurrence with the JSAP. Substantive comments constitute concurrence and the AO or Service Planner will reply, “Concur with comment(s).”
    - (3) **Major** – Major Comments are used when material is deemed incorrect to the degree that concurrence *may* not occur. It is important to follow up with the sponsoring organization's AO either to ensure appropriate changes are made, or to ensure that the matter is properly addressed with adequate reasons given if changes cannot be made.
    - (4) **Critical** – Comments submitted as critical constitute non-concurrence. Critical comments submitted at the Service Planner level of JSAP review require a Flag Officer's signature, or “chop”. This is routed as a Digest, with the JS Form 136 and

(5) CRM attached to the Digest as enclosures. Direct communication with the sponsoring organization’s AO at this level is highly encouraged, and both the AO/Office Chief and the JACO will share pertinent information during this process until a resolution is reached.

5. ACCEPT, REJECT, AND PARTIAL A/R/P. The final column in the CRM is used by the AO from the JSAP’s sponsoring organization. The AO will accept, reject or use a portion of the comment submitted. In the cases of rejections, R, or partial, P, revisions, the sponsoring AO will usually give a detailed reason for the partial use or rejection of a comment.

[CLASSIFICATION]

COMMENTS MATRIX FOR DoD ISSUANCES: Issuance Type and Number, “Title” <i>(Please read instructions on back before completing form.)</i>							
#	CLASS	COMPONENT AND POC NAME, PHONE, AND E-MAIL	PAGE #	PARA #	COMMENT TYPE (C/S)	COMMENTS, JUSTIFICATION, AND ORIGINATOR JUSTIFICATION FOR RESOLUTION	A/R/P
1	A	USCG COMDT (CG-DOD) AO: LCDR Smith Jack.Smith@uscg.mil (202) 372-2000	Pg 1	4	S	<p><b>Coordinator Comment:</b> Add; “U.S. Coast Guard Deputy Commandant for Operations (DCO) – USCG Headquarters”</p> <p><b>Coordinator Justification:</b> This is a tri-service document. All three service headquarters should be appropriately labeled.</p> <p><b>Originator Justification for Resolution:</b></p>	
						<p><b>Coordinator Comment:</b></p> <p><b>Coordinator Justification:</b></p> <p><b>Originator Justification for Resolution:</b></p>	
						<p><b>Coordinator Comment:</b></p> <p><b>Coordinator Justification:</b></p> <p><b>Originator Justification for Resolution:</b></p>	
						<p><b>Coordinator Comment:</b></p> <p><b>Coordinator Justification:</b></p> <p><b>Originator Justification for Resolution:</b></p>	