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SECRETARY OF THE AIR FORCE**



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INSTRUCTION 33-14**

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Communications and Information

**SECRETARIAT AND AIR STAFF
RESPONSIBILITIES AND
PROCEDURES ON MATTERS UNDER
CONSIDERATION BY THE JOINT
CHIEFS OF STAFF (JCS)**

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This instruction assigns Secretariat, Air Staff, and Space Staff responsibilities for preparing, coordinating, and submitting United States Air Force (USAF)/United States Space Force (USSF) positions on matters under consideration by the JCS. It is consistent with CJCS Instruction 5711.01D, *Action Processing and Procedures*. It applies to all Department of the Air Force (DAF) Directorates and to other authorized users of ETMS2, to include actions officers (AOs), Air Force Secretariats (SecAF) and Executive Assistants (EAs). Send recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using the DAF Form 847. Ensure all records generated as a result of processes prescribed in this publication adhere to AFI 33-322, Records Management and Information Governance Program, and are disposed in accordance with the Air Force Records Disposition Schedule, which is located in the Air Force Records Information Management System.

SUMMARY OF CHANGES

This instruction has been substantially revised and should be reviewed thoroughly. This document emphasizes horizontal and appropriate level of coordination within the DAF for Joint Staff Action Packages and Tank support.

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Chapter 1

GENERAL GUIDANCE

1.1. Policy.

1.1.1. The CJCS is the primary senior military adviser to the President, National Security Council (NSC), Homeland Security Council (HSC), and Secretary of Defense (SecDef). In presenting advice with respect to any matter, the CJCS, as deemed appropriate, informs the President, NSC, HSC, or SecDef of the range of military advice and opinions and present dissenting or differing advice from the Joint Chiefs of Staff (JCS).

1.1.1.1. In support of the statutory responsibility for CJCS to present advice reflecting the best possible military judgement, respective Joint Actions Control Offices (JACO) prepare clear, concise, precise, and timely actions presenting the position of the United States Air Force and United States Space Force. The JACO ensures documents maintain consistent style, tone, and format and that actions adhere to standards for packaging, production, submission, approval, and distribution.

1.1.1.2. The Joint Staff and JACO uses ETMS2 to manage the assignment, development, coordination, approval, distribution, and archiving of taskers and soliciting the input of CCMDs and Services.

1.1.1.2.1. Use of ETMS2 enforces version control and accountability by providing a single official location for the most current version of products, a record of coordination and approval, and the ability to track progress.

1.1.1.2.2. Even in instances where requirements for a timely response justify hand-carrying a copy of an action to senior leaders, a tasker with a record copy of the action is created in ETMS2 for version control and accountability purposes.

1.1.2. Definitions. Additional definitions may be found in the Glossary.

1.1.2.1. *Action*. A collection of documents assembled to facilitate producing correspondence or answering a task. A JS action typically includes a JS Form 136, implementing documents (e.g., letters, memos, reports), and supporting documents necessary for a principal to make a decision or take action.

1.1.2.2. *Tasker*. An electronic record of a JS task. The tasker includes any initiating documentation; the documents comprising the action; and records of assignment, coordination, approval, and disposition.

1.1.2.3. *Task*. A specific request assigned to an office of primary responsibility (OPR).

1.1.2.4. *Implementer*. A document (typically a memo, letter, report, or form) to be signed or approved in response to a task that puts a decision, plan order, agreement, or other action into effect.

Figure 1.1. Directorates within the JS.

1. J-1 | Manpower and Personnel
2. J-2 | Joint Staff Intelligence
3. J-3 | Operations
4. J-4 | Logistics
5. J-5 | Strategy, Plans and Policy
6. J-6 | Command, Control, Communications, Computer Systems & Cyber
7. J-7 | Joint Force Development
8. J-8 | Force Structure, Resources, and Assessment

1.2. DAF Representation & Responsibilities on Joint Actions.

1.2.1. The JACO office Responds to taskers from the Joint Staff by producing JS actions, in accordance with this instruction and reference b in order to assist DAF senior leaders.

1.2.2. *CSAF or CSO.* The CSAF or CSO fulfills statutory obligations as the primary USAF/USSF representative to the JCS. The CSAF or CSO shall inform the Secretary of the Air Force (SecAF) regarding military advice rendered by members of the JCS on matters affecting the USAF/USSF. Due to the unique, dual responsibilities of the CSAF or CSO, joint actions must be conducted expeditiously, with appropriate horizontal coordination to provide the best possible military advice.

1.2.3. *OPSDEP.* The AF/A3 is designated as the USAF OPSDEP. As the principal advisor to the CSAF on JCS and NSC matters, the OPSDEP has the approval of the CSAF to act on JCS matters. All Headquarters Air Force (HAF) elements advise the CSAF, through the OPSDEP, on all joint matters. The SF/COO is designated as the USSF OPSDEP. As the principal advisor to the CSO on JCS and NSC Matters, the OPSDEP has the approval of the CSO to act on JCS matters. All Space Force elements advise the CSO, through the OPSDEP, on all joint matters.

1.2.4. *DEPOPSDEP.* The AF/DA3 is designated as the USAF DEPOPSDEP, with authority to address matters within the cognizance of the JCS or as directed by the CSAF or OPSDEP. The SF/DCCO is designated as the USSF DEPOPSDEP, with authority to address matters within the cognizance of the JCS or as directed by the CSO or OPSDEP. The DEPOPSDEP works on multiple operational issues, thus, allowing time for the CSAF or CSO and OPSDEP to devote their energies to other JCS leadership matters.

1.2.5. *USAF/USSF Planner.* Planners, through their respective JACO's secure the organization's approval at the appropriate level of authority. Thus, concurrence, nonconcurrence, or suggested comments received on an action are considered the final views of the head of the organization. Planners represent their respective Chief, OPSDEP, and DEPOPSDEP on joint matters. They are the first in line of Service authority for Joint Staff actions. Service planners assist in the formulation, coordination, and communication of the Service position. Only the Service planner, DEPOPSDEP, OPSDEP, or Chief (Service Chief) may render a Service position required on a joint action.

1.2.6. *USAF/USSF Joint Action Control Office (JACO).* JACOs are the administrative POCs between the Joint Staff and the Services. JACOs are responsible for receiving all joint actions, determining the Service action required, assigning the action to the appropriate Service office, and ensuring completion by the suspense date. The JACO work closely with Service planners

in support of the planner's role of obtaining final Service coordination on joint actions. JACO manages the Joint Reader (J-Rdrs) program and provides training/advice to J-Rdrs in the execution of their duties.

1.2.7. *Service JACO.* Contact information is represented in [Figure 1.2](#).

Figure 1.2. Service JACOs.

1. **Air Force:** 703-697-3820
AF PORTAL (SIPR): A3J – JOINT AND NSC MATTERS
SIPR email usaf.pentagon.af-a3.mbx.a3-jaco-worklow@mail.smil.mil
NIPR email usaf.pentagon.af-a3.mbx.jaco@mail.mil
2. **Space Force:** 703-693-3809
SIPR email usaf.pentagon.usaf-hq.mbx.saf-hqsf-s3j-jaco@mail.smil.mil
NIPR email hqsf.s3j.jaco@us.af.mil
3. **Army:** 703-614-6872
SIPR email usarmy.pentagon.hqda-csa.mbx.jaco@mail.smil.mil
NIPR email usarmy.pentagon.hqda-vdas.mbx.army-jaco@mail.mil
4. **Navy:** 703-692-8188
SIPR email jaco.cno@navy.smil.mil
5. **Marine Corps:** 703-693-2071
SIPR email hqmcusmcjaco@hqmc.usmc.smil.mil
6. **Coast Guard:** 703-693-4354
SIPR email uscg.ncr.comdt.mbx.jaco@mail.smil.mil
7. **National Guard Bureau:** 571-256-8495
SIPR email ng.ncr.ngb.mbx.ngb-jaco-jic@mail.smil.mil
NIPR email ng.ncr.ngb.arng.mbx.ngb-jaco-jic@army.mil

1.2.8. *Joint Readers (J-Rdrs).* J-Rdrs are appointed by their two-letter organization. They determine if their directorate should accept or decline the task. Once the J-Rdr has determined that the directorate should accept the task, the J-Rdr will use the “Manage Assignments” option in ETMS2 to assign the task to the appropriate OPR and update the OPR instructions and suspense dates as necessary. Ensuring the lead team is assigned as OPR not as the office of coordinating responsibility (OCR) ensures the lead is able to upload final response documents into the Final Documents folder. They are also authorized to directly task other DAF organizations, Major Commands (MAJCOMs), direct reporting units (DRUs), field operation agencies (FOAs), and USSF FLDCOMs (Field Commands) for input. J-Rdrs also play a key role in the Tank process by submitting respective POCs/Briefers in response to ETMS2 “Tasks for Tank Support.”

1.2.9. *Action Officers.* AOs develop USAF/USSF positions and responses that reflect the best possible military advice or guidance. AOs are responsible for ensuring actions are fully coordinated and submitted in a timely manner. AOs retain responsibility for their actions until

the principal makes a final decision and final documents are distributed. The AO should conduct research to establish the relevant facts, policy, and precedent to develop an appropriate response, seeking guidance from leadership and other subject matter experts (SMEs), if necessary.

Chapter 2

JOINT ACTION PROCESSING

2.1. Origination of Joint Actions.

2.1.1. JS actions must be developed in a uniform and timely manner and reflect the best possible military judgment. According to JS Instruction 5711.01D, *Action Processing Policies and Procedures*, the JS prepares actions for information, recommendation, decision, or action supporting the CJCS in the following areas:

2.1.1.1. Presenting military advice to the President, NSC, and SecDef.

2.1.1.2. Coordinating with the NSC and interagency.

2.1.1.3. As directed by the CJCS, fulfilling the statutory responsibilities of the other members of the JCS.

2.1.1.4. Performing day-to-day operations of the Joint Staff.

2.1.1.5. Establishing policies and procedures to support other responsibilities of the CJCS.

2.2. Coordination with the Services.

2.2.1. *Overview.* Proper coordination ensures that stakeholders have an opportunity to contribute to and comment on joint actions, that they are aware of actions that may affect their interests, and that the final product considers that full range of options on the issue and presents all relevant facts to decision makers.

2.2.2. AOs are responsible for coordinating their actions with all relevant stakeholders at the appropriate level, to include attempting to resolve nonconcurrences. The AO coordinates actions fully as possible without permitting the coordination process to cause the action to avoid issues or provide ineffective advice to achieve consensus. The coordination process assists in identifying critical issues and presenting them to leadership for decision. The AO balances the objective of producing “the perfect action” against the need to complete work in a timely manner.

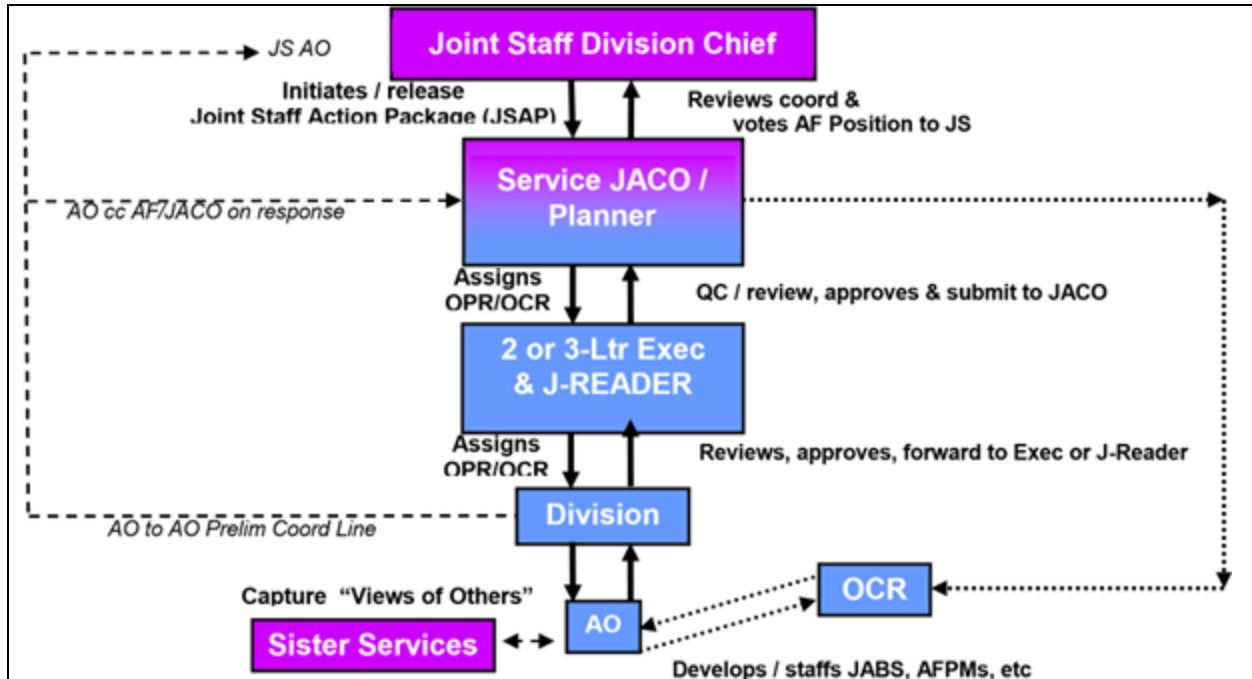
2.2.3. *Dual-Tasked Actions.* Some actions tasked to the Joint Staff are also tasked to the Services from the OSD. These items are considered “dual tasked,” as they are routed to the Service via both Secretariat and joint channels. For these dual-tasked actions, ensure that the JS Form 136 has the following paragraph: “This is a dual-tasked action addressed to the Service Secretaries and the Joint Staff. The Services will respond through their respective Service Secretaries.” **It is the DAF policy to respond to all dual-tasked actions via the Secretariat channels.** In these cases, the JACO, will verify the action is being tracked by the SAF Executive Secretariat (SAF/DSE), notify the JS AO that the DAF will treat the action as “dual-tasked”, reject the task, and the answer will be submitted through Secretariat channels.

2.3. Joint Staff Action Processing.

2.3.1. *Use of the ETMS2 Task Management Tool.* ETMS2 is the official task management tool used by the Joint Staff to task, develop, coordinate, approve, and distribute actions, and is the system of record for managing and archiving official JS actions. All actions requiring glass doors approval must have an associated tasker in ETMS2 to facilitate tracking, version control,

accountability, distribution, and archiving. Even in instances where requirements for a timely response justify hand-carrying a copy to senior leaders, ETMS2 should be used to create a tasker as a record copy for version control and accountability. This includes uploading all relevant documents (subject to classification restrictions) into the ETMS2 tasker.

Figure 2.1. Joint Actions Process.



2.3.2. There are five types of actions. JACO will direct the required level of coordination when assigning the task to an OPR.

2.3.2.1. *Information Only.* Sent as “info only/copy provided.” Information actions are provided for all the Services’ principal’s awareness. OPRs need to review and forward to all DAF organizations with interest; no further action required.

2.3.2.2. *Preliminary Coordination/Action Officers (AO) level.* At this stage the JS will request input from the Services to provide inputs or views early in research and development of policy. Preliminary coordination does not constitute an official USAF/USSF position but should be consistent with existing USAF/USSF policy and guidance. The JACO will task an OPR and distribute the action to the respective J-Rdr. AOs will coordinate with all interested HAF, MAJCOMS, FOAs, DRUs, and USSF FLDCOMs (Field Commands) during this phase. The office designated as the OPR will ensure complete USAF/USSF coordination is accomplished. The AOs will respond directly to the JS AO with the requested information and courtesy copy (cc) the JACO or attach a PDF version of the response in ETMS2. The steps to process a preliminary coordination are listed in [Figure 2.2](#).

Figure 2.2. Process Steps for Preliminary Coordination.

1. JS AO will generate JS action which typically includes a JS Form 136 marked with AO-level and preliminary coordination and submit to service JACOs
2. JACO reviews the required action and routes to OPR with the greatest interest via the J-Rdr and workflow
3. Designated J-Rdr reviews and designates an office within their DAF two-letter/digit organization to complete the task
4. Assigned Directorate designates the appropriate AO—SME to complete the task
5. Assigned AO reviews the action, gains appropriate force-wide coordination and provides approved comments to the JS AO via direct reply no later than the JS suspense; cc JACO for closure of the task

2.3.2.3. *O-6 Coord (Planners Final Coordination or Endorsement).* Final Coordination requires an official USAF/USSF position approved by the Planners at a minimum. Non-concur positions must be reviewed/endorsed by a General Officer or Senior Executive Service (GO/SES). The J-Rdr assigned to the OPR shall submit the fully coordinated /completed packages to the JACO NLT than the JACO suspense date. JACO and Planners will review the completed action and formally “vote” the USAF/USSF position to the JS. Final coordination can only be relayed to the JS by a Planner, the DEPOPSDEP, the OPSDEP, or the Service Chief. To process final coordination, take the steps listed in [Figure 2.3](#).

Figure 2.3. Process Steps for Final Coordination.

1. JS AO will generate a JS action, which typically includes a JS Form 136 marked with the delegated authority to provide final determination
2. JACO reviews the required action and routes to OPR with the greatest role via the J-Rdr and workflow
3. Designated J-Rdr reviews and designates an office within their DAF two-letter/digit organization to complete the task; Office(s) of Coordinating Responsibility (OCRs) may be designated but may not be all inclusive. OPRs has the authority to task OCRs, as needed, to ensure appropriate coordination
4. Assigned Directorate designates the appropriate SME to complete the task
5. Assigned AO reviews the action, gains proper and complete coordination from all organizations with interests across the DAF to include MAJCOMs, DRUs, FOAs and USSF FLDCOMs (Field Commands), as appropriate and formulates the USAF/USSF position prior to submitting to the J-Rdr

2.3.2.4. *General Officer / Senior Executive Service Final Coordination or Endorsement.* Another level of final coordination is GO/SES Final level coordination. The JS Form 136 will request GO coordination in the text or it may be directed by JACO/Planner. The JS is looking for GO/SES concurrence on an issue or document prior to submitting to the Chairman or Secretary to show complete Service buy-in. NOTE: GO/SES coordination will be annotated on the AFPM/SFPM and in the HAF ETMS2 (in the case of a concur without comment). If GO/SES coordination is required, only the GO/SES with the most interest in the subject is required, normally the OPR. However, if the OCR is providing the critical comment, OPR may require GO/SES endorsement. In addition, the GO/SES

must be available to brief the Service Chief if required. Requirement for GO/SES coordination will be annotated in the HAF ETMS2.

2.3.2.5. *4-Star / SecAF Final Coordination or Endorsement.* Requires Service Chiefs and/or Service Secretary review and endorsement. Similar guidance in Section 2.3.2.4. will be followed initially with an additional round of coordination processed through the “Glass Doors” (GD) and managed by SAF/DSE. Any coordination requiring 4-Star / SecAF endorsement must have AF/JA and SAF/GC review and will have a deadline 5 days for 4-Star endorsement/approval and 10 days for SecAF endorsement/approval due to the additional time needed to process.

2.3.3. *Tasking and Distribution.* When a joint action is received from the JS ETMS2, the JACO reviews the action and determines the most appropriate office to be designated as the OPR. A duplicate tasker is mirrored on the HAF ETMS2 and when created, an email is auto generated and sent to the OPR’s workflow inbox. The JACO may also identify other offices with potential interest in the action as OCRs, but normally that action rests solely with the OPR. J-Rdrs will review tasker, determine if any/additional OCRs are required, and assign the action to the appropriate SME (i.e., AOs).

2.3.4. *Suspense.* Typical suspense set by the JACO office is 2 days prior to the deadline set by the JS to allow some time for flexibility and Planner approval. **It is critical to meet the JACO suspense since the JS reserves the right to proceed without USAF/USSF coordination after their respective suspense date, which in turn could result in commitments of DAF time, money, resources or doctrinal positions contrary to USAF/USSF interests.** If an action cannot be completed by the suspense date, an interim reply may be generated and sent to the JACO by the JACO suspense.

2.3.4.1. The assigned J-Rdr is responsible for ensuring packages are submitted to the JACO office by the JACO suspense, not the JS suspense. **Figure 2.4** illustrates the timeframe of JACO suspense allowing time for processing and problem resolution.

Figure 2.4. Timeframe of JACO suspense.

1. Less than two days = JACO suspense of 1300 hrs on the same day of the JS suspense
2. More than two days, but less than a week = JACO suspense of 1200 hrs the day prior to the JS suspense
3. More than a week = JACO suspense of two days prior to the JS suspense

2.3.5. *Requesting Extensions.* Only the JS AO can grant extensions. Should the OPR require additional time to complete the joint action, the J-Rdr (or OPR) will contact the JS AO directly to request an extension and inform the JACO office via email to allow for adjustment of the suspense accordingly in ETMS2. Any number of acceptable justifications for an extension can be used, but most importantly ensure that all coordination efforts and limiting factors are included when determining how long of an extension is needed. Be advised, extensions may be beyond the control of the JS due to external constraints by SecDef, CJCS, or the POTUS, and as such may be denied.

2.3.6. *Required Products.* JS taskings are unique in that additional documents may be required to include a Joint Action Brief Sheet (JABS) and an AF/SF Planners Memorandum (AFPM/SFPM) in response to a joint action. (See **Chapter 3** for more in-depth guidance)

2.4. Transferring Actions. The JACO-assigned OPR has a maximum of 48 hrs (unless it is a “HOT” task = due in less than 72 hrs) to recommend transfer of the joint action to another office if they believe they do not have the greatest equity. The original OPR will contact the prospective OPR and query the transfer of the assignment. If both parties agree to the transfer, inform the JACO of the transfer and JACO will formally reassign the action. The JACO retains final authority on OPR assignment and will resolve any disagreements or reassign actions as required. Occasionally, actions arrive which have very little USAF/USSF equity, or do not fit neatly into any particular Directorate's job description. However, the USAF/USSF is still responsible for providing an answer to the JS and JACO will assign the task to the office that has the greatest responsibility for that task.

2.5. Types of Responses.

2.5.1. There are seven types of responses for joint actions.

2.5.1.1. *Preliminary.* The AO provides comments directly to the JS AO. The comments will be approved within the action office chain of command. The comments may be in the form of a formal memorandum or e-mail message. Preliminary coordination does not constitute as an official USAF/USSF position and may be changed during subsequent reviews but should be consistent with previous USAF/USSF positions. **JACO Requirements:** A pdf copy of the email in ETMS2, or cc the JACO workflow email as verification of the response.

2.5.1.2. *Dual-Tasked Actions.* Some joint actions from OSD are sent to both the Service Secretaries and the JS for review and comment. The JS then tasks the Services for comment, resulting in a dual-tasked action (JS and Secretariat processes). To prevent potential conflicting positions, the USAF/USSF replies to dual-tasked actions through the Secretariat chain only (SAF/DSE). The JS 136 should identify the action as “dual-tasked” and will usually add the following paragraph: “This is a dual-tasked action addressed to the Service Secretaries and the Joint Staff. If the Services have not responded by the suspense date or asked for an extension, it is agreed the Services will respond through their Service Secretary.” The JACO will send dual-tasked actions as “Info-only” to inform the appropriate workflow and J-Rdrs. A dual-tasked item does not require any response through the JACO (though it may require a response through the Secretariat channels). **JACO Requirements:** None.

2.5.1.3. *Information Request.* Some actions require neither approval nor disapproval but are requests for information such as opinions, data, background papers, or POC's. These actions are answered with an AFPM/SFPM that does not state an USAF/USSF position (concur or non-concur) but simply *provides the requested information*. **JACO Requirements:** AFPM/SFPM, JABS, and any requested information as attachments (if applicable).

2.5.1.4. *Concur.* Concur means there are no unresolved substantive or critical issues. Concurrence is presumed for all coordination unless otherwise annotated. When the USAF/USSF agrees with an action as written, and no additional messaging or information needs to be passed, the vote to the JS is *concur*. **JACO Requirement:** JABS.

2.5.1.5. *Concur with Comment.* Concur with Comment means the USAF/USSF agrees with the joint action but wishes to provide comments, the vote is *concur with comment*.

Comments are transmitted to the JS via an AFPM/SFPM with an accompanying comment resolution matrix (CRM) or DD Form 818. Each comment must have an accompanying rationale supporting the comment. The JS is not required to resolve comments on actions with which the USAF/USSF concurs. **JACO Requirements:** JABS, AFPM/SFPM, and CRM/ DD Form 818 as attachments (if applicable).

2.5.1.6. *Non-concur.* Non-concur means the USAF/USSF cannot agree with a joint action unless critical changes are made, the vote is *non-concur*. Per CJCSI 5711.01D, a position of non-concur requires the approval of a GO/SES before being transmitted to the JS. The response must clearly state the reasons for the non-concur. Should more than one directorate/DAF two-letter organization provide a critical comment, only the OPR GO/SES is required to proceed; however, this does not restrict GO/SES coordination from each directorate providing a critical comment. The memo may contain additional comments not contributing to the non-concur (if applicable). Most non-concur actions will be conveyed through an AFPM/SFPM, but on rare occasions an Air Force Deputy Operations Deputy Memorandum (AFDODM) / Space Force Deputy Operations Deputy Memorandum (SFDODM), an Air Force Operations Deputy Memorandum (AFODM) / Space Force Operations Deputy Memorandum (SFODM), or a Chief of Staff, Air Force Memorandum (CSAFM) / Chief of Space Operations Memorandum (CSOM), will be appropriate. The J-Rdr assigned as the OPR will ensure a coordinated package with GO/SES endorsement prior to submitting to JACO. **JACO Requirements:** AFPM/SFPM, JABS, and any deliverables as attachments (if applicable).

2.5.1.7. *Info Only / Copy Provided.* While there is no response required through the JACO, OPRs and OCRs will still review the action to ensure USAF/USSF equities are adequately addressed. OPR should forward to all USAF/USSF organizations with potential interest. Comments, if required, may be provided directly to the JS AO. **JACO Requirements:** None

2.5.2. *Ghost Packages.* When a tasker is received that exceeds the classification level of SIPR, a “ghost” or shell ETMS2 tasker is created to ensure proper coordination and completion. Due to classification or other constraints these actions are routed to OPRs either by e-mail on the appropriate system or in hard copy. **JACO Requirements:** AFPM/SFPM and JABS stating that the actions were executed.

2.6. Other Actions.

2.6.1. *USAF/USSF Initiated Actions.* The USAF/USSF may request actions through the JS when other Service input or joint consideration is required. The JACO office does not formally coordinate on behalf of the USAF/USSF, but can provide a thorough review, and assist in ensuring actions are routed to the appropriate JS office. It is the responsibility of the USAF/USSF OPR needing JS action to secure a J-Dir/JS POC sponsor for the task. Once the task is received by the JACO from the JS, normal business rules will apply.

2.6.2. *Joint Memoranda.* The JACO receives copies of Chairman’s Memoranda (CM), Director, Joint Staff Memoranda (DJSM), and Memoranda in the Name of the Chairman (MCM). The JACO maintains an archive of these memoranda and distributes copies to interested agencies and may task the appropriate OPR to generate an executive summary for service leadership as required. Some of these memoranda may contain joint actions and should be answered using the joint action process.

2.6.3. *National Security Presidential Decision (NSPD), Homeland Security Presidential Directive, National Security Presidential Review (NSPR), and National Security Presidential Memorandum (NSPM).* These are national security documents released by the POTUS, NSC or HSC establishing national security policy or directing studies and reviews. These documents are distributed via JWICS email and are not authorized to be duplicated. As such, they will be maintained solely by the JACOs/Planners and routing will follow strict special handling accountability procedures as they are emailed through the DAF. JACOs/Planners may task appropriate OPRs once the SecAF has completed initial review.

2.7. OPR/OCRs Process for Completing Joint Actions.

2.7.1. *OPR process.* The OPR is responsible for preparing the response to task, to include office or component that has equity in the response to a task. This includes drafting a Joint Staff response, coordinating with OCRs, preparing the implementing and supporting documents of an action, and securing final approval. The OPR is responsible for a tasker from the time it is accepted until it is signed. OPR has a maximum of 48 hours (unless it is a “HOT” task) to recommend the transfer of the joint action to another office.

2.7.1.1. *OCR input.* OCRs will review and may add additional OCRs, if required, to ensure the response is a complete and a holistic service answer. Absence of an OCR response cannot be construed as concurrence. However, OPR reserves the right to submit the package to JACO, without OCR input, to meet JACO suspense.

2.7.1.2. *Endorsements.* Division-level approval (Division Chief/O-6 equivalent, acting deputy) is the minimum level of endorsement required for all joint actions. GO/SES endorsement may be requested by the JS or JACO, depending on the type of action and level of endorsement required. For example, issues going to Tank deliberations or responses to SecDef or Chairman requests will require GO/SES endorsement. Additionally, per CJCSI 5711.01D, a position of non-concur requires the approval of a GO/SES before being transmitted to the JS. The response must clearly state the reasons for the non-concur. Should more than one DAF two-letter organization provide a critical comment, only the OPR GO/SES is required to proceed; however, this does not restrict GO/SES coordination from each directorate providing a critical comment.

2.7.2. *OCR process.* An office or component that has equity in the response to a task and is responsible for reviewing an action and providing the office of primary responsibility with comments, as necessary, and endorsement at an appropriate level.

2.8. Submitting Joint Actions. The assigned J-Rdr conducts a quality control check to ensure the position completely answers the Joint Action, is properly formatted and is fully coordinated. Upload the required JACO documents into Final Documents of the ETMS2 and complete the task NLT the JACO suspense. The J-Rdr and/or AO must be available to answer questions or resolve issues if required. Both the J-Rdr and AO must verify the Action prior to JACO submittal (see [Figure 2.5](#)).

Figure 2.5. Items to Verify Prior to Submittal to JACO.

1. JS question(s) answered from the service-wide perspective
2. Proper format, grammar, spelling
3. Coordinated with all HAF/MAJCOM/FOAs/DRUs/USSF FLDCOMs with interest or equity
4. Clear, specific recommendation
5. Classification and markings (classification/declassification instructions, line-item marking, etc.) correct on all documents (JABS, AFPM/SFPM, attachments)
6. Proper level endorsement

2.9. JACO Tracking and Review. JACO will conduct a thorough review of all documents. If the package is incomplete, requires correction, or further coordination, the JACO will return the package to the J-Rdr for corrections. The OPR is responsible for making timely corrections and re-submitting to JACO with enough time for Planner review and release to the JS prior to the suspense.

2.10. Planner Review and Vote. The Planners conduct a final review for content, coordination, and consistency with service policy and guidance. Additional coordination may be required before final approval. Once approved, the JACO “votes” the service position to the JS by transmitting the service position (i.e. AFPM/SFPM with any attachments, info paper, electronic transmission) to the JS POC as the official service position. JACO retains copies of all transmitted positions.

Chapter 3

MEMORANDA, BRIEF SHEETS, AND AGENDA PACKAGES

3.1. General Information. This chapter discusses the administrative procedures for preparing documentation for joint actions, namely the JABS, AFPMs/SFPMs, AFDODMs/SFDODMs, AFODMs/SFODMs, and CSAFMs/CSOMs. All documentation must fully meet security classification marking requirements in accordance with DoDM 5200.01, Volume 1, DoD Information Security Program: Marking of Classified Information.

3.2. Joint Action Brief Sheet (JABS). The JABS is the service historical record of the action and is required for every joint action processed by the JACO. The primary purpose of the JABS is to capture the key points that led to the recommended service position. It should be written to be a stand-alone document, which means that AOs in the future will be able to review and comprehend the action without verbal explanation. The JABS is an internal DAF document and will not be transmitted outside of those channels.

3.3. Air Force/Space Force Planner's Memorandum (AFPM/SFPM).

3.3.1. The AFPM/SFPM is the legal vehicle by which the USAF/USSF officially delivers comments, positions, and information to the JS. AFPMs/SFPMs are made available to other Services and maintained as the official record of USAF/USSF positions on joint actions. Any verbal agreements between JS and USAF/USSF AOs, which may change the original action, must be outlined in the AFPM/SFPM.

3.3.2. The AFPM/SFPM should be kept to a single page. However, if a CRM is not required by the JS, then a multi-page AFPM/SFPM may be used. For large documents or inclusion of a CRM, use the AFPM/SFPM as a cover letter. Use "line-in/line-out" format to the max extent possible (strikethrough formatting for deletion, and underline additions). Each comment should contain a criticality (e.g. critical, major, substantive, administrative) and rationale. Generally accepted criticality comments are listed in [Figure 3.1](#).

Figure 3.1. Generally Accepted Comments.

1. *Critical.* A critical comment indicates nonconcurrency of the entire document until the comment is satisfactorily resolved. A critical comment raises concerns with issues such as conflicts with policy, strategy, law, or with information that is factually incorrect. A critical comment must contain the suggested changes in the content to merit consideration. Example:
 - **AF-1. CRITICAL.** The USAF/USSF cannot provide any of the requested forces without mobilizing Guard or Reserve forces, which would require SecDef approval.
 - **Rationale:** Request exceeds Service level authority
2. *Major.* Major comments highlight important issues or incorrect material that the originator must address. Usually, the issues are of a philosophical, doctrinal, or procedural nature, which are significant but do not rise to the level of a critical comment. However, if not adjudicated to Service satisfaction, Service has option to upgrade to critical. Example:
 - **AF-1. MAJOR.** This document does not take into account requirements from NSPD-XX. A lead agency should be designated for this study.
 - **Rationale:** Accuracy
3. *Substantive.* A substantive comment identifies a section in the document that appears to be or is potentially unnecessary, incorrect, misleading, confusing, or inconsistent with other sections. Substantive comments are not a basis for nonconcurrency. A substantive comment must contain the suggested changes in the content to merit consideration Example:
 - **AF-1. SUBSTANTIVE.** There are no B-52s deployed to Antarctica.
 - **Rationale:** Accuracy
4. *Administrative.* An administrative comment corrects what appears to be a typographical, format, or grammatical error. If such errors change the intended meaning of the text, the entry should be designated as substantive. Administrative comments must contain the suggested changes in the content to merit consideration. Note that the Joint Staff does not submit purely administrative comments on external documents. **If only administrative comments are made, contact the JS AO and determine if they will accept without an AFPM/SFPM.**

3.3.3. Comments to Operational Plans (OPLANs) will use line-in/line-out format; however, some comments may be narrative in nature. Critical comments for OPLANs are listed in [Figure 3.2.](#)

Figure 3.2. Comments for OPLANs.

1. *Execution Critical.* Serious deficiencies that could undermine the capability of a plan to meet the Joint Strategic Capabilities Plan objectives and may prevent execution of the plan as written.
2. *Substantive.* Deficiencies that include deviations from the CJCS guidance, Joint Operations Planning and Execution System format, or errors involving the Time Phased Force Deployment Data but would not prevent plan execution.
3. *Administrative.* Comments for clarity, accuracy, or consistency.

3.3.4. *Information Provided AFPM/SFPM.* The JS frequently requests information not requiring a vote of concurrence or non-concurrence. The AFPM/SFPM either contains the requested information or serves as a cover memo for the information in the form of an

attachment. A cover memo need only contain a simple statement indicating the information requested in the joint action is attached. The body of the AFPM/SFPM should be brief; examples are listed in [Figure 3.3](#).

Figure 3.3. Examples of AFPM/SFPM comments.

1. The Air Force (AF)/Space Force (SF) provides the requested information via the attached document.
2. The AF/SF POC for this subject is Capt Johnny Ringo, A3Z, (703) 693-1111, johnny.ringo@us.af.mil.

3.4. Joint Service Planner's Memo. The format is similar to an AFPM/SFPM, but the letter is prepared by the JS and signed by all four Services on plain bond paper with a tracking block for each Service.

3.5. AF/SF Operations Deputy Memorandum / AF/SF Deputy Operations Deputy Memorandum. The AFODM/SFODM is the GO-level correspondence addressed to the DJS and an AFDODM/SFDODM is addressed to the VDJS. The formats are essentially identical to an AFPM/SFPM and may contain the same types of information. AFODMs/SFODMs and AFDODMs/SFDODMs do not include an USAF/USSF Point of Contact (POC) line.

3.6. Chief of Staff, Air Force / Chief of Space Operations Memorandum. The highest-level memorandum the AF/SF can transmit to the JS is the CSAFM/CSOM. The CSAFM/CSOM is addressed to the CJCS. These memos are used to convey the USAF/USSF position on substantial issues requiring intervention of the CJCS. The body of the memo incorporates comments and rationale in a narrative form. See HOI 33-3, Correspondence Preparation, Control and Tracking, for detailed instructions in the preparation of an Official Memorandum for the CSAF or CSO. The CSAFM/CSOM is assigned a tracking number and will be printed on Office of the Chief of Staff/Office of the Chief of Space Operations letterhead with either the CSAF or CSO or Vice CSAF (VCSAF) or Vice CSO (VCSO) signature block.

Chapter 4

JOINT CHIEFS OF STAFF (JCS) MEETING PROCESS (TANKS)

4.1. Chairman of the Joint Chiefs of Staff JCS Meetings.

4.1.1. Title 10 of the United States Code directs the CJCS to convene regular meetings of the JCS. They meet with the President, members of the NSC, Ambassadors, the SecDef, Combatant Commanders, and other distinguished visitors. The JCS and OPSDEPs meet on a regular basis to share important information, resolve issues, formulate military advice for the President and SecDef, and reach consensus on joint matters. The meetings are held in the JCS conference room, most commonly known as the “Tank.” Attendance is closely controlled by JS established policy and guidance.

4.1.2. Regularly scheduled and special meetings will be held due to the reasons listed in [Figure 4.1](#).

Figure 4.1. Reasons for a Tank.

1. Address unresolved issues that are best resolved in joint deliberations as opposed to bilateral discussions
2. Review a proposed joint action of such significance that the issues should be specifically addressed by a joint meeting
3. Discuss matters of significance among themselves and with United States Government and foreign officials, including appropriate briefings and reports

4.1.3. For issues scheduled for formal JCS consideration, the assigned SME, with the help of the Planners, will be responsible for completing items required for the Tank meetings.

4.1.4. *OPSDEP Tank Meetings.* The three-star level Tank meeting is chaired by the DJS, with the AF/A3 as the USAF representative and SF/COO as the USSF representative with the alternate representative being the AF/DA3 and SF/DCOO, respectively. Planners and other representatives are permitted to attend “by invitation only” and at the discretion of the DJS. Executive sessions are for principals only.

4.1.5. *JCS Tank Meetings.* The highest-level Tank meeting occurs at the four-star level. The SecDef, DepSecDef, and Vice CJCS (VCJCS) may attend these meetings. The CJCS convenes and presides over the meeting. In the absence of the CJCS, the VCJCS presides. The USAF representative to these meetings is the CSAF or the VCSAF. The USSF representative to these meetings is the CSO or the VCSO. If neither is available, per JCS direction, the seat will remain unfilled. Other GO/SESs are permitted to attend “by invitation of their respective Service Chiefs” and as approved by the CJCS. Executive sessions are attended exclusively by the JCS.

4.2. Tank Agenda.

4.2.1. *Tank Schedule.* The DJS approves topics and attendees for JCS and OPSDEP meetings. The Vice Director will determine when DEPOPSDEP meetings are required. The DJS also oversees the coordination of Tank briefs to ensure suspenses, requirements, criteria, and prescribed briefing formats are met.

4.2.2. *Status Report.* JCS and subordinate meetings are updated daily by the Special Assistant for Joint Matters (SAJM) office on the JCS SharePoint calendar which contains the projected schedule for JCS and OPSDEP Tank meetings. A *Status Report* is updated and distributed daily via NIPR by the JACO to the offices of Glass Door leadership for situational awareness. For any topics higher than Unclassified, please contact the JACO office for discussion.

4.3. Tank Process & Procedures.

4.3.1. *OPR Assignment.* The AF Planners will identify subject matter areas that will best prepare the AF principal for an upcoming Tank session. The JACO will assign the 2 or 3-letter Air Force OPR for each topic. The directorate determines the appropriate SME and passes the name, office, and phone number to JACO through the ETMS2, or direct via email or phone call.

4.3.2. *Tank Products.* The appropriate SMEs prepare and forward a JCS/OPSDEP Brief Sheet, briefing slide facers, and any supporting documentation to the lead Planner for that Tank session. The SME is responsible for contacting the JS AO and other service AOs to ensure a complete understanding of the context and content of the issue, as well as the other service positions. **It is essential for Tank products to include the “Views of Others.”** The Planner will review the briefing package. Note: Tank Brief Sheets serve as the official service history of the service position on Tank issues.

4.3.3. *Briefing Slides.* SAJM is the focal point for briefing slides and any updates. However, only the JACO and Planners will interact with SAJM regarding Tank matters. The lead Planner for the topic will distribute the official briefing slides and updates to the SMEs once they become available. The SME may obtain draft briefing slides directly from the JS POC.

4.3.4. *Coordination.* The SME is expected to gain a service-wide coordinated response and 3-ltr approval prior to submitting to the Planner. Close coordination with the Planner while writing the Brief Sheet, Facers, and any other supporting material will ensure the best possible coverage of the topic and preparation for the principal.

4.3.5. *Suspense.* The SME will email the completed JCS Brief Sheet and Facers to the Planner in a timely manner. The goal is to have all products sent to the principle no later than the afternoon prior to the meeting.

4.3.6. *Prep Sessions.* The SMEs will meet with the lead AF Planner the day prior to a pre-brief (a.k.a prep session) with the principal in order to prepare for an effective prep session. During the actual Tank prep session, SMEs will brief the principal along with support from representatives from other Service offices, and the lead Planner. This normally takes place immediately prior to the OPSDEP or TANK, but could include multiple sessions (the Planner will coordinate the times and locations). SMEs should be prepared to discuss the issue, history, coordination of the topic, and views of other stakeholders (including disagreements). Additionally, SMEs will present any last-minute changes to the Brief Sheet and answer any questions. Occasionally, pre-brief sessions will be a combined USAF and USSF session.

4.3.7. *Debrief.* Following the Tank, the Service Principal normally out-briefs the results with the Planner (SMEs may be invited to attend out-briefs). Occasionally, the Principal may give Tank taskings, which the Planner assigns to the appropriate HAF or OCSO directorate. The Planner, with the assistance of the SME, will produce a Tank summary and monitor the Tank taskers with the assistance of the SME.

4.4. Service-Initiated Meetings. The Services may request agenda items for Tank meetings on topics of joint interest or require joint resolution. These requests are made formally through the JACO in accordance with JS business rules. The requesting OPR will submit a 2-ltr coordinated/approved JS Tank Briefing Request Form, located on the SIPR JS Intel SharePoint site, to JACO. JACO will submit the request form to the AF/A3 or SF/COO for coordination/approval as OPSDEP. If approved, JACO will submit USAF/USSF-initiated Tank topic nominations for JS consideration. If the VDJS, DJS, or CJCS, respectively, believe the topic is appropriate for a Tank meeting, the item will be added to the calendar. JACO is charged with providing guidance, tracking, and approval of all USAF/USSF initiatives to the JS and JCS principals.

4.5. JCS Decision Implementation. Implementing memoranda and messages addressed to the USAF/USSF resulting from JCS decisions and are directive in nature. In effect, the CSAF and CSO, as a member of the JCS, has committed their respective service to take the required action. Some of these memoranda may contain joint action tasking and should be answered using the joint action process. When an implementing directive is received, the JACO assigns to the appropriate HAF or OCSO office.

JAMES C. SLIFE
Lt Gen, USAF
Deputy Chief of Staff, Operations

Attachment 1**GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

Title 10, *United States Code, Section 151, Joint Chiefs of Staff: Composition; functions DoD Directive 5100.1, Functions of the Department of Defense and Its Major Components, November 21, 03*

DoDM 5200.01, Volume 1, *DoD Information Security Program: Overview, Classification, and Declassification*

DoDM 5200.01, Volume 2, *DoD Information Security Program: Marking of Classified Information*

CJCSI 5002.01, *Meetings in the JCS Conference Room*, 13 Dec 10

CJCSI 5711.01D, *Action Processing Policies and Procedures*, 12 Sep 22

AFI 16-1404, *Air Force Information Security Program*

AFI 33-322, *Records Management and Information Governance Program*, 23 March 2020

Adopted Forms

JS Form 136, *Joint Staff Action Processing Form*

Abbreviations and Acronyms

AF/A3—Deputy Chief of Staff, Operations

AFDODM—Air Force DEPOPSDEP Memorandum

AFMAN—Air Force Manual

AFODM—Air Force OPSDEP Memorandum

AF JACO—Air Force Joint Action Control Office

AFPM—Air Force Planner's Memo

AO—Action Officer

CJCS—Chairman, Joint Chiefs of Staff

CJCSI—Chairman, Joint Chiefs of Staff Instruction

CJCSM—Chairman, Joint Chiefs of Staff Manual

CM—Chairman's Memorandum

COO—Space Force Chief Operations Officer

CRM—Comment Resolution Matrix

CSAF—Chief of Staff of the Air Force

CSAFM—Chief of Staff Air Force Memorandum

CSO—Chief of Space Operations

Deputy AF/A3—Assistant Deputy Chief of Staff, Operations

DEPOPSDEPS—Deputy Operations Deputies

DJS—Director, Joint Staff

DJSM—Director, Joint Staff, Memorandum

DoD—Department of Defense

DRU—Direct Reporting Units

FLDCOM—Field Command

FOA—Field Operating Agencies

GO/SES—General Officer/Senior Executive Service

HAF—Headquarters, United States Air Force

SAF/DSE—Secretary of the Air Force/Executive Secretariat

HSC—Homeland Security Council

JABS—Joint Action Brief Sheet

JACO—Joint Action Control Office (informal name of Service Secretaries for Joint & NSC Matters)

JCS—Joint Chiefs of Staff

J-Rdr—Joint Reader

JS—Joint Staff

JSAP—Joint Staff Action Package

MAJCOM—Major Command

MCM—Memo issued in the name of the CJCS signed by DJS

NLT—No Later Than

NSC—National Security Council

NSCM—National Security Council Memorandum

NSPD—National Security Presidential Decision

NSPR—National Security Presidential Review

OCR—Office of Collateral Responsibility

OPR—Office of Primary Responsibility

OPSDEPS—Operations Deputies

OPLAN—Operations Plan

OSD—Office of the Secretary of Defense

POC—Point of Contact

RDS—Records Disposition Schedule

SAJM—Special Assistant for Joint Matters

SecDef—Secretary of Defense

SES—Senior Executive Service

SJS—Secretary, Joint Staff

SME—Subject Matter Expert

ETMS2—Enterprise Task Management Software Solution

VCJCS—Vice Chairman, Joint Chiefs of Staff

VDJS—Vice Director, Joint Staff

VCSAF—Vice Chief of Staff, Air Force

VCSSO—Vice Chief of Space Operations

Terms

Action Officers (AOs)—Individuals assigned to accomplish necessary staff actions from the time the action is assigned until the action is completed.

Agenda Item—A subject for formal consideration by the DEPOPSDEPs, OPSDEPs, or JCS Tank. It may also include discussions with various dignitaries (e.g., an Ambassador, an Assistant Secretary of Defense, or a Combatant Commander).

Air Force DEPOPSDEPs Memorandum (AFDODM) / Space Force DEPOPSDEPs Memorandum (SFDODM)—A numbered memo signed by the service

DEPOPSDEPS (processed and forwarded by the JACO) communicating his views on joint issues.

Air Force OPSDEPs Memorandum (AFODM) / Space Force OPSDEPs Memorandum (SFODM)—A numbered memo signed by the service OPSDEPS (processed and forwarded by the JACO) communicating his views on joint issues.

Air Force Planner's Memorandum (AFPM) / Space Force Planner's Memorandum (SFPM)—The official Service-level memorandum to the JS, signed by Planners, documenting an official service position or request on a joint matter. Sister Service Planners are provided a copy.

Air Force Planners for Joint and NSC Matters—Air Force representatives, under the OPSDEPs and DEPOPSDEPs, are accredited to the JS to speak for the CSAF, OPSDEP and DEPOPSDEP on joint matters. The Planners support the DEPOPSDEP, OPSDEP and CSAF in the discharge of their statutory and assigned functions. Planners are the lowest level within the Air Force authorized to present the Service position on joint matters to the JS and other Services.

Air Staff (AS)—Offices below the Secretariat level (under and including the CSAF).

Background Paper—Paper included in a JCS brief package to provide a chronological evolution of an issue, a summary of the paper, or related data and rationale, designed to assist in the understanding of the issue. See AFH 33-337, "Tongue and Quill," for examples.

Brief Sheet—A brief summary describing the issue, talking points, background, key points, AF views, views of others and recommendations to prepare the AF principal for Tank deliberations (see JACO Portal for templates).

Briefing Slide Facers—A callout inserted on-top of a briefing slide to highlight something to the Service principal. Common callouts include a spelled-out acronym, specific or previous service position, or general information providing clarity to the slide. The format and color are specific (see ETMS2 for templates).

Chief of Staff, Air Force Memorandum (CSAFM) / Chief of Space Operations Memorandum (CSOM)—An official memorandum used by the CSAF or CSO to present problems, information, comments, and recommendations to the JCS. Prepared on CSAF or CSO letterhead and processed by the JACO.

Concur/Concur with Comments/Non-concur—This is an expression of agreement/disagreement with a proposed action. JS Directorates, defense agencies, and the Services may concur or non-concur with proposed actions on which their coordination is sought or a vote is required.

Coordination—The process through which interested and affected organizations contribute to and comment on joint actions. Coordination with the Services gives the Service Chiefs an opportunity to fulfill their statutory roles as members of the JCS and ensures that the CJCS is made aware of their views.

Debrief—An oral presentation between the Service principal attendee with the Service Planner to discuss the results of the DEPOPSDEPs, OPSDEPs, or JCS Tank. Planners may require SMEs to attend the Tank debrief, therefore they will remain on-call until released by the Planner.

Deputy Operations Deputies (DEPOPSDEPs)—Subsidiary body known as the Deputy Operations Deputies (DEPOPSDEPs), composed of the VDJS and a two-star flag or general officer appointed by each Service Chief. Currently, the DEPOPSDEPs are the Service directors for plans. Issues come before the DEPOPSDEPs to be settled at their level or forwarded to the

OPSDEPs. Except for the VDJS, the DEPOPSDEPs are not part of the JS. The AF DEPOPSDEPs is the Assistant DCS, Operations, Plans and Requirements (AF/DA3). The USSF DEPOPSDEP is the Deputy Chief Operations Officer (SF/DCOO).

Director, Joint Staff Memorandum (DJSM)—A numbered memo written and forwarded by DJS. Memo may be in response to a Service inquiry or to forward information pertaining to a JS issue.

Final Coordination—Requires, at a minimum, O-6 Service Planner signature. Final coordination represents the official Service position. Per JS directive, there are only four individuals in any Service with final coordination authority: the Service Chief, the OPSDEPS, DEPOPSDEPS, and the Service Planner.

Joint Action Brief Sheet (JABS)—A form used by the JACO to document the Service response to a joint action. The JABS summarizes the Service position, equities, and recommendation, and documents the coordination history within the USAF or USSF.

Joint Action Control Office (JACO)—The Services' administrative single point of contact between the JS and the Service for all joint matters under consideration by the JCS. Manages the

CSAF's and CSO's administrative process to formulate Air Force and Space Force positions on all JCS & NSC matters.

Joint Reader (J-Rdr)—An experienced action officer, designated (in writing no lower than by 3-ltr) as the HAF organizational single point of contact for joint matters within that organization. J-Rdrs have final coordination authority on all JCS matters for their HAF element. J-Rdrs are authorized to coordinate directly across the HAF on joint matters.

JCS Message—Messages from the JS or addressed to JS for action. Responsibility for action is assigned by the JACO.

Joint Staff (JS)—Organized along conventional staff lines to support the CJCS but has no executive authority to operate as an overall Armed Forces general staff. **(Term is not interchangeable with JCS.)**

Line-In/Line-Out—A procedure used in the staffing/coordination process to indicate changes to the existing document; line-in is indicated by using underline while line-out is indicated using strikethrough.

Memo issued in the name of the CJCS (MCM)—MCMs contain policy instructions or comments based on existing CJCS policy and is signed by DJS.

National Security Presidential Decision (NSPD)—An NSC document, signed by the President, establishing national security policy. Only one copy is provided to each Service -- they are maintained on JWICS by the JACOs/Planners and require special handling. They may be reviewed within the JACO but cannot be reproduced or released outside the office.

National Security Presidential Review (NSPR) —Directs the NSC to accomplish a study on a specific security/defense issue. The NSC may then direct DOD to provide applicable information. Only one copy is provided to each Service -- they are maintained on JWICS by the JACOs/Planners and require special handling.

Office of the Chief of Space Operations (OCSO)—Offices below the Secretariat level (under and including the CSO).

Operations Deputies (OPSDEPs)—Each Service Chief appoints an operations deputy who works with the DJS, to form the subsidiary body known as the OPSDEPS. They meet in sessions chaired by the DJS, to consider issues of lesser importance or to review major issues before they reach the JCS. With the exception of the Director, this body is not part of the JS. The AF OPSDEP is the DCS, Operations, Plans and Requirements (AF/A3). The SF OPSDEP is the Chief Operations Officer (SF/COO).

Preliminary Coordination—AO to AO-level coordination. Responses do not have to go through the JACO or be signed by a Planner but must be fully coordinated and be consistent with previous Air Force or Space Force positions.

Referral—A general term for papers issued by the Joint Secretariat for distribution within the JS to the Services and specified defense agencies. These papers refer incoming communications to JS directorates and agencies, to the Services, and to specified defense agencies for information, study, guidance, and/or appropriate action. Plan reviews are initiated by referrals and constitute JS directive to begin review process.

Secretariat—The offices of the Secretary of the Air Force.

Service Position—The official position of the Air Force or Space Force on a joint action. The USAF or USSF position can only be provided by the Planners, DEPOPSDEP, OPSDEP, CSAF or CSO.

Tank (*Session*)—Title 10 of the United States Code directs the CJCS to convene regular meetings of the JCS. They meet with the President, members of the NSC, Ambassadors, the SecDef, Combatant Commanders, and other distinguished visitors. The JCS, OPSDEP, and DEPOPSDEP meet on a regular basis to share important information, resolve issues, formulate military advice for the President and SecDef, and reach consensus on joint matters. The meetings are held in the JCS conference room, most commonly known as the “Tank.” Attendance is closely controlled by JS established policy and guidance. The JCS Conference Room is located at 2E924.

Vote—The official Service-level transmission to the JS on all joint actions. A Service position, when required on a joint action, may only be rendered by the Service Planner, DEPOPSDEP, OPSDEP, CSAF or CSO.

ATTACHMENT 2—JSAP QUICK ACTION CHECKLIST FOR ACTION OFFICERS

Figure A2.1 JSAP QUICK ACTION CHECKLIST FOR ACTION OFFICERS—



The Joint Staff typically tasks service JACOs through a JS Form 136 (Joint Staff Action Processing Form). The JACO, in turn, will assess likely OPR/OCRs, and task the most appropriate OPR/OCRs in ETMS2 through DCS Workflows/Joint Readers. This checklist covers the key steps for the most common taskers; for additional reference, please see HOI 33-14.

A2A. AO Responsibilities

- ☐ 1. Fully review the JS Form 136 to include the purpose, issue, background, and required level of coordination: O-6 (or GS-15), GO/FO (or SES), 3/4-Star, or SecAF. In this step, you determine **what** the Joint Staff is asking and **who** can endorse the Service Position. *(If the JS Form 136 is unclear, contact the Joint Staff AO for clarification or call the JACO.)*

- a) The AO's staffing game plan should include time to staff the position for O-6 or General Officer/SES endorsement (as required).
- b) The JACO suspense is normally two days prior to the Joint Staff suspense to allow for Planner staffing. Shorter timelines may dictate exceptions to this rule.
- c) If you realize that you cannot make the suspense, request an extension directly with the JS AO and copy the JACO workflow email. Upon approval by JS, JACO will adjust the ETMS2 suspense for the task.

- ☐ 2. Task appropriate USAF/USSF offices/agencies as OCR. As the OPR, you are responsible to coordinate a fully staffed Service Position that includes other 2-ltrs, MAJCOMs, DRUs, and FOAs as appropriate. Do not develop a response that reflects a viewpoint solely from your Division, Directorate, or DCS.

- a) Review "My Instructions" in ETMS2 for recommended OCRs from JACO. If you recognize that additional OCRs are required, sub-task them right away. You are authorized to sub-task and should contact your Joint Reader or JACO for assistance if needed to task across the Department of the Air Force.
- b) If the tasker requires 4-Star or SecAF review or endorsement (commonly referred to as "Glass Door Chops"), ensure that SAF/GC and AF/JA are also tasked to review.

- ☐ 3. Review all OCR responses via email/ETMS2 from all tasked organizations and formulate the Service Position to submit to the Joint Reader in your DCS. Complete the Joint Action Brief Sheet (JABS, required for all JSAPS that are not prelims) and the Air

Force/Space Force Planner's Memorandum (AFPM/SFPM) in accordance with JACO templates and the instructions below. (**Ref: HOI 33-14, Chap 3**). JACO templates are available in the Templates section in ETMS2. *Please contact your Joint Reader or JACO if you have questions.*

a) Joint Action Brief Sheet (JABS)

I. Pay special attention to document OPR and OCR names, office symbols, and positions (e.g., Col John Smith, A3X, Concur; or Mr. Jack Jones, GS-15, A5R, Non-concur; or Mr. Rowayne Schatz, SES, Associate A3, Concur with comments) in the coordination box at the bottom of the JABS. Please include civilian ranks.

II. JABS is required for all packages (Concur, Concur with comments, Non-concur, Info Provided). A GO/SES is required to endorse all Non-concurs.

b) Air Force Planner's Memorandum (AFPM) / Space Force Planner's Memorandum (SFPM)

I. Please format using 1-inch margins with current Service letterhead and Times New Roman, font size 12.

II. Paragraph 1 should contain the overall position, Concurs with comment, Non-concurs, or states that the USAF/USSF provides the requested information in the attached [document name] or has submitted them according to the JSAP's instructions. Please summarize the number and types of comments being provided (administrative, substantive, major, or critical).

III. The final paragraph will include the name, rank, and position of the endorsing official. GO/SES required for all Non-concurs and the name of the USAF/USSF point of contact (i.e., the AO serving as the OPR).

IV. Leave the date and signature blocks blank. The Planner in JACO will sign the AFPM/SFPM.

V. The AFPM/SFPM is not required for straight "Concur" responses but is required for all other responses (Concur with comments, Non-concur, Information Provided).

☐ 4. Send the documents to the Joint Reader via email (for Direct Reply taskings) or upload them into ETMS2 Supporting Documents tab.

a) Include a snowflake or e-SSS under the "My Response" tab in ETMS2 documenting the highest level signature obtained per HOI 33-3 and/or your 2-letter policy.

b) Include all required documents: JABS, AFPM/SFPM, and if applicable, deliverables (e.g., CRM, spreadsheet, or other requested forms)

- c) Follow HOI 33-14 (Chapter 2) naming conventions and verify classifications are correctly annotated.
- d) Follow the Joint Staff's instructions for formats or CRM comments, spreadsheets, etc.
- e) If the suspense is close or has been missed, please contact your Joint Reader and the JACO office to verify prompt coordination to prevent a delay/missed suspense.

A2.B. Joint Reader and JACO Responsibilities

- ☐ 1. The Joint Reader will conduct a quality control check and complete the ETMS2 as OPR. This step moves the package to the JACO office (A3J/S3J) for processing.
 - a) Joint Readers will review the entire package to ensure proper coordination has been accomplished, that the Service Position holistically answers the Joint action, and that properly formatted documents have been uploaded in ETMS2.
 - b) If the suspense is close or has been missed, please contact the JACO office to verify prompt coordination to prevent a delay/missed suspense.
- ☐ 2. JACO will conduct a review of all documents and forward to a Planner. If the package is incomplete, requires corrections, or is missing the required level of endorsement, the JACO will return the package to the Joint Reader/Workflow for corrections.
- ☐ 3. A Planner will conduct a final review for content, coordination, and consistency with USAF/USSF policy and guidance before providing final approval. Once approved, the JACO votes the Service Position to the Joint Staff ETMS2 and transmits all required documents.