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JOINT SECT. MEMO 96

6 February 1951

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JOINT CHIEFS OF STAFFJOINT SECRETARIAT MEMORANDUM NO. 96INSTRUCTIONS FOR PREPARATION OF REPORTS
FOR THE JOINT CHIEFS OF STAFFNote by the Secretaries

1. The enclosed manual of instructions is circulated for information and guidance.
2. Adherence to the procedures and forms set forth herein will expedite the publication of and facilitate staff action on reports, memoranda, and staff studies issued through this Secretariat. With this in view, Sections I, II, and III of this manual ("Editorial Instructions," "Form for Preparation of J.C.S. Papers," and "Incidental") are especially recommended for use by secretaries of committees and agencies of the Joint Chiefs of Staff and by all personnel, military and civilian engaged in the preparation of J.C.S. papers.
3. Previous secretarial instructions in conflict with the contents of this memorandum will be disregarded.
4. Suggestions for revision should be addressed to the Secretary, Joint Chiefs of Staff.

W. G. LALOR,
E. H. J. CARNS,
Joint Secretariat.

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SECTION IEDITORIAL INSTRUCTIONS

1. General. The Editorial Section of the Secretariat, Joint Chiefs of Staff, was established during World War II for the purpose of screening reports submitted to the Joint Chiefs of Staff in order to ensure--without altering the substance of the reports--that they contain no repetitious or superfluous statements, that the content is confined to material which the Joint Chiefs of Staff require in rendering their decision, and that the reports are presented in proper form.

2. Editorial Responsibilities. The existence of the Editorial Section does not, however, relieve members of the Secretariat who are serving the supporting agencies of the Joint Chiefs of Staff of their primary editorial responsibilities: to screen carefully each report produced by their respective committee or agency before the report is submitted for publication, and to suggest to the individual(s) preparing reports such changes as will insure conformity with the form, style, and practices set forth herein. In this connection it is of interest that papers received from the respective Chiefs of the Army, Navy, and Air Force are subjected to the same editorial scrutiny as are those papers received from the supporting agencies. Editorial changes should not be construed as an unfavorable reflection upon the author(s) of staff papers, since these changes are motivated by the high editorial standards established through several years' experience, and are effected for the purpose of improving the readability by means of clarification and condensation, thereby expediting action by the Joint Chiefs of Staff.

3. Structure of Papers. It is manifestly impracticable for the Joint Chiefs of Staff to read all the papers requiring their action unless these papers are clear, concise, and restricted in

volume to matters essential to an understanding of the problem. All reports submitted by supporting agencies of the Joint Chiefs of Staff should be prepared, if possible, on not to exceed two pages to show briefly the problem presented, the facts bearing on the problem and the conclusions and recommendations of the agency submitting the paper. The facts bearing on the problem should be stated simply and tersely. If the facts are necessarily of such length as to cause the basic paper to exceed two pages, they will preferably be attached as an enclosure. If discussion is necessary, it will preferably be attached as an enclosure. All supporting data should be attached to the paper as enclosures, appendices, annexes, tabs, and exhibits. (See sample form for preparation of J.C.S. papers, Section II.)

4. Labeling of Attachments. The following system of labeling attachments to all J.C.S. papers will be used:

a. The main attachments will be labeled Enclosures. If there is to be only one Enclosure to a paper, it will be labeled E N C L O S U R E. If the paper is to contain more than one Enclosure, the first will be labeled ENCLOSURE "A"; the second, ENCLOSURE "B"; etc.

b. Material to be enclosed in an ENCLOSURE will be labeled A P P E N D I X or APPENDIX "A", APPENDIX "B", etc.

c. Material to be enclosed in an APPENDIX will be labeled A N N E X or ANNEX "A", ANNEX "B", etc.

d. Material to be enclosed in an ANNEX will be labeled T A B or TAB "A", TAB "B", etc.

e. Material to be enclosed in a TAB will be labeled E X H I B I T or EXHIBIT "A", EXHIBIT "B", etc.

f. In the event a paper contains an ENCLOSURE "A", an ENCLOSURE "B", and an appendix to one of these enclosures, the heading used at the top of the first page of the appendix would be APPENDIX TO ENCLOSURE "A" or APPENDIX TO ENCLOSURE "B" depending upon the enclosure to which it is appended. Such will be the case with ANNEX TO APPENDIX "B", TAB TO ANNEX "A", EXHIBIT TO TAB "A", etc.

5. Repetition. Normally, a statement should be set forth only once in a paper, and long quotations from, or briefs of other J.C.S. papers should be avoided. For example:

a. Statements in the form of CONCLUSIONS, but which obviously imply implementation measures, should be contained in the RECOMMENDATIONS only.*

b. Under the heading FACTS BEARING ON THE PROBLEM or DISCUSSION, there should be no long quotations from or briefs of other J.C.S. papers. In lieu thereof, a statement should be made such as, "Other facts pertinent to this study are set forth in paragraphs 11 and 12 (page 10) of the Enclosure to J.C.S. 0000/1."

6. Capitalization, Punctuation, and Expression of Numerals.

a. Capitalization, punctuation, and expression of numerals will be in conformity with the standards set forth in the current edition of the "United States Government Printing Office Style Manual."

b. A capital "S" is used in the word "Service" when referring to one or all of the military Services; a small "s" is used when referring to a component within a military Service, such as "service group."

7. Spelling. The standard spelling for all words shall be the preferred spelling given in Webster's New International Dictionary.

8. Abbreviations**

General. Abbreviations will be used only to save time and space. Except in charts and tables, the term to be abbreviated will be spelled out when it first appears and the abbreviation, in parentheses, placed immediately after it. For instance: Commander in Chief, Far East (CINCFE). Thereafter, only the abbreviation will be used. In charts and tables, authorized technical abbreviations will be used without spelling them out.

* See paragraph 4 on page 12

** See list of abbreviations on page 33

9. Use of Expression "Joint Chiefs of Staff"

a. The expression "Joint Chiefs of Staff" will be used whenever reference is made to the Chief of Staff, U.S. Army; Chief of Naval Operations; Chief of Staff, U.S. Air Force; and the Chairman, Joint Chiefs of Staff, collectively in their capacity as members of the Joint Chiefs of Staff.

b. In all communications to persons of a foreign government, or to international agencies, the expression "United States Joint Chiefs of Staff" will be used.

c. When reference is made to the Chief of Staff, U.S. Army; the Chief of Naval Operations; and the Chief of Staff, U.S. Air Force individually, as the Chiefs of their respective military Services, their individual titles should be used and not collective titles such as "Chiefs of Services", etc.

d. The expressions "Chiefs of Staff" and "U.S. Chiefs of Staff" should not be used to denote the Joint Chiefs of Staff.

e. The expression "Joint Chiefs of Staff" will normally be written out. The abbreviation "J.C.S." is authorized for use in the number or title of a serial publication of the Joint Chiefs of Staff, as "J.C.S. 000/1," "J.C.S. Info Memo 00," etc.

f. The expression "Joint Chiefs of Staff" should not be used as an adjective. For example: "The Joint Chiefs of Staff directive contained in . . ." should be written "The directive by the Joint Chiefs of Staff contained in . . ."; "Joint Chiefs of Staff memorandum" should be written "memorandum by the Joint Chiefs of Staff."

10. Code Names. Papers containing code names will not be classified lower than the classification of the code name. Code names appearing in J.C.S. papers will be written in ALL CAPS in the body of the text. Where a code name is used in an ALL-CAP heading, the code name will be written in ALL CAPS and will also be enclosed in quotation marks.

For security reasons, code names used in the text of a paper will not be identified directly with the numbers of the J.C.S. papers they represent. For example:

Wrong

This program is based on
operation plan CROSSWIND
(J.C.S. 0000/6).

Right

This program is based on
the plan in J.C.S. 0000/6.

or

This program is based on
operation plan CROSSWIND.

11. Underlining and Deleting. The primary purpose of underlineations and deletions within the text of J.C.S. papers is to show proposed amendments. However, expressions of manifestly foreign origin, such as "ipso facto," "de jure," and the like, which, normally, are italicized, will be underlined in J.C.S. papers. (Whenever it is necessary, within the text of a paper, to place emphasis upon a word or group of words, such word or group of words should be typed in ALL CAPS. This practice should, however, be avoided and emphasis used only in case of absolute necessity.)

12. Indicating References

a. As per J.C.S. Info Memo 602, reference to J.C.S. papers by short title may be made only in communications between agencies of the Joint Chiefs of Staff and/or the military Services and then only when they possess the referenced paper.

b. Sources of statements in support of facts presented in a paper should, whenever possible, be indicated either by a reference in the text, enclosed in parentheses, or by a footnote. For example:

"The Joint Chiefs of Staff in a memorandum for the Munitions Board, dated 31 January 1950 (Enclosure to J.C.S. 0000/6, recommended . . ."

or

"The Joint Chiefs of Staff, in a memorandum for the Munitions Board, dated 31 January 1950,* recommended . . ."

* Enclosure to J.C.S. 0000/6 (to be placed at bottom of page)

NOTE: The footnote system of indicating references will be used in all portions of papers which are to be furnished to an agency outside the Joint Chiefs of Staff in order to facilitate the "sanitizing" process.

c. Brackets will be used to denote insertions in letters and memoranda which have been received from an agency outside the Joint Chiefs of Staff and reproduced in J.C.S. papers. For example:

"You will recall that the State Department, in its letter informally transmitting this measure to the House Foreign Affairs Committee [Appendix to J.C.S. 0000/6], stated that the measure had not at that time been coordinated with the Bureau of the Budget and the Department of Defense."

¹³
~~12~~. Memoranda and Letters. In accordance with secretarial practice of the Joint Chiefs of Staff, a memorandum is a communication in official form, without opening and closing salutation phrases. A memorandum is always described as "Memorandum by . . . for" A letter is a communication in semi-official form, containing opening and closing salutation phrases. A letter is always described as "Letter from . . . to"

¹⁴
~~13~~. Memoranda to be Forwarded by the Joint Chiefs of Staff. Draft memoranda in J.C.S. papers will be included as the enclosures closest in proximity to the basic report (Enclosure "A", "B", etc). A draft of a memorandum to be forwarded by the Joint Chiefs of Staff to any other agency should be all-inclusive; i.e., the memorandum should contain all the information which it is desired to have conveyed. Enclosures and other attachments (such as studies) to a memorandum by the Joint Chiefs of Staff should be resorted to only in exceptional cases. Samples of introductory paragraphs in draft memoranda follow:

a. Draft memoranda prepared in response to earlier memoranda by the Secretary of Defense, Munitions Board, etc.:

"With reference to your memorandum, dated 00 July 1950, subject: 'Redeployment of U.S. Ground Forces,' the Joint Chiefs of Staff"

b. Draft memoranda which are not in response to earlier communications:

"The Joint Chiefs of Staff have considered the matter of force requirements and"

¹⁵
14. Draft Memoranda for the Secretary of Defense

a. The Secretary of Defense has expressed the desire that, when views of the Joint Chiefs of Staff are transmitted to him for forwarding to other agencies, these views be incorporated in a memorandum by the Joint Chiefs of Staff for the Secretary of Defense, rather than in an enclosed letter or memorandum for transmittal by him to another cabinet officer or government agency. This may be accomplished by incorporating in the draft memorandum for the Secretary of Defense some such statement as, "The Joint Chiefs of Staff recommend that you advise the Secretary of State that"

b. This procedure does not apply in the case of memoranda prepared for forwarding to the Secretary of Defense in the event of imminency or outbreak of hostilities. Under such circumstances, the time factor would extremely limit the secretarial "finishing process" in the Office of the Secretary of Defense. This specific type of memoranda will be prepared for the signature of the Secretary of Defense, and any other measures which can be devised to insure rapid implementation will be utilized.

¹⁶
15. References to Agencies of the Joint Chiefs of Staff.

No agency of the Joint Chiefs of Staff below committee level should be mentioned in J.C.S. papers.

17.

16. Collaboration and Coordination

a. The fact that a directive by the Joint Chiefs of Staff on the preparation of a report is usually addressed to only one committee or agency ~~should not be interpreted to mean~~ that the subject matter of the directive is within the exclusive purview of that particular committee or agency. Information as to directives issued by the Joint Chiefs of Staff is published in the "green" and circulated for the specific purpose of evoking action by committees or agencies other than the one receiving the directive, whenever it is found that the study in question has, or may possibly have, wider aspects than appear on the surface. Thus, for instance, if "A" committee feels that a study assigned to "B" committee has implications of interest to "A", the Joint Chiefs of Staff expect that "A", without further directive or prompting, will, without delay, offer its advice and appropriate assistance to "B". Such a system is inherent in the "joint" nature of the Joint Chiefs of Staff, and the consistent application of this system is the logical extension of the principles approved by the Joint Chiefs of Staff in "General Policies Governing Joint Staff and Joint Chiefs of Staff Committees and Agencies."

b. Some reports are assigned for action (including preparation of comment and recommendation on various matters referred to the Joint Chiefs of Staff) to "A" committee "in collaboration" with "B" committee. Any directive by the Joint Chiefs of Staff assigning a report in this manner has the intent that the report be prepared by both "A" and "B" committees concurrently, not that "A" actually prepare the report and merely clear it with "B" for concurrence or non-concurrence. The responsibility for the preparation of "in collaboration" reports rests equally with both "A" and "B", and the administrative details as to which committee "carries the ball" should be decided by the committees concerned.

c. Still other instances occur wherein a report assigned to "A" committee possesses implications which obviously are within the purview of "B" committee, although not to the extent of requiring assignment "in collaboration". In such instances the Joint Chiefs of Staff expect that "A" will readily recognize the unwritten intent of their policy that "A" seek the advice of "B". Whenever this takes place, it will be helpful to the Joint Chiefs of Staff if there be included in "A"'s report, under "Facts Bearing on the Problem," a statement reading generally as follows:

"The _____ Committee has been consulted in the preparation of this report,"

or

"This report has been coordinated with (concurred in by) the _____ Committee."

SECTION IIFORM FOR PREPARATION OF J.C.S. PAPERSCLASSIFICATION

COPY NO. _____

J.C.S. 0000/600 October 19--Pages 0 - 00, incl.REPORT BY THE (TITLE OF COMMITTEE)

to the

JOINT CHIEFS OF STAFF

on

TITLE OF REPORT

References: a. (Insert here, in numerical
 b. sequence, J.C.S. references
 c. contained in the body of this
 d. report. No references other
 e. than J.C.S. paper numbers will
 f. be included.)

Whenever a committee or agency report touches upon matters which transcend purely military considerations (such as matters of international implications), and it is desired to point up the fact that an outside Government agency or official on a high level was consulted in the course of preparation of the report, an unnumbered paragraph to that effect may be inserted immediately preceding the caption "THE PROBLEM". In such case this additional paragraph may be phrased along the following lines:

"Mr. John Doe of the Department of State was consulted in the preparation of this report."

THE PROBLEM

1. Indicate clearly and concisely what the report seeks to accomplish. For example:

a. When reporting on a problem referred to a committee, a typical statement of the problem might be as follows:

(1) "In light of the memorandum by the Secretary of Defense, dated 10 August 1950 (Enclosure to J.C.S. 0000)

to draft for approval of the Joint Chiefs of Staff a policy for utilization of limited service personnel in the armed Services."

or

(2) "To draft for approval of the Joint Chiefs of Staff a reply to the memorandum by the Secretary of Defense, dated 10 August 1950 (Enclosure to J.C.S. 0000)."

b. When making a report on one's own initiative, a typical statement of the problem might be as follows:

"In view of the situation reported below in the facts bearing on the problem, to submit for approval of the Joint Chiefs of Staff a revision of the mission assigned to the Commander in Chief, Caribbean."

c. In those infrequent instances when a report is submitted on a background paper which has not appeared earlier in the green, the background paper must be incorporated in the report as a separate enclosure. The statement of the problem, in such an instance, might be phrased as follows:

"As a matter of priority, to submit comment and recommendation on a report by the Weapons Systems Evaluation Group, dated 15 September 1950 (Enclosure 'F')."

d. If the report is submitted as a matter of priority or urgency, mention thereof should always open the first sentence in the statement of the problem (see sample statement in paragraph c above).

FACTS BEARING ON THE PROBLEM*

2. Enumerate succinctly and in logical order the pertinent facts adduced by the committee or other originator. These facts should be stated in their simplest and briefest form. If the facts are necessarily of such length as to cause the basic paper to exceed two pages, they will preferably be attached as an enclosure and referred to parenthetically as, for example "(See Enclosure 'A')." Data supporting the facts should be attached in the form of enclosures, appendices, annexes, tabs and exhibits.

* See footnote on page 13

DISCUSSION*

3. Set out in clear, concise statements the logical evolution or thought process converting the FACTS BEARING ON THE PROBLEM into CONCLUSIONS. If the DISCUSSION is necessarily extensive, it will preferably be attached in the form of an enclosure and referred to parenthetically as, for example "(See Enclosure 'A')." The DISCUSSION may be incorporated with the FACTS BEARING ON THE PROBLEM and developed simultaneously for purposes of clarity and to avoid a tendency toward repetition.

CONCLUSIONS*

4. Enumerate any conclusions reached or resolved in consonance with the facts and discussion. If there is more than one conclusion, the repetition of the term "That" before each conclusion should be avoided. Statements in the form of CONCLUSIONS, but which obviously imply implementation measures, should be contained in the RECOMMENDATIONS only. For example:

POORCONCLUSION

That Enclosure "A" is an appropriate reply to the memorandum by the Secretary of Defense, dated 10 August 1950.

BETTER

(Omit CONCLUSION)

RECOMMENDATION

That the Joint Chiefs of Staff dispatch the memorandum contained in Enclosure "A" to the Secretary of Defense in reply to his memorandum, dated 10 August 1950.

That the memorandum in Enclosure "A" be forwarded to the Secretary of Defense.

NOTE: When there is only one conclusion, the title should be "CONCLUSION," not "CONCLUSIONS."

* See footnote on page 13

RECOMMENDATIONS*

5. State in brief but exhaustive, clear, and positive statements the action recommended. This should include, step-by-step, specific means for implementation of the recommendations. For example:

POORRECOMMENDATIONS

It is recommended that
the Joint Chiefs of Staff:

- a. Notify the Secretary of Defense of their views on this subject.
- b. Dispatch appropriate directives to all unified commanders at the appropriate time.

BETTERRECOMMENDATIONS

It is recommended that:

- a. The memorandum in Enclosure "A" be forwarded to the Secretary of Defense.
- b. Upon receipt of the concurrence of the Secretary of Defense, the directive in Enclosure "B" be issued to the addressees indicated therein.

NOTE: When there is only one recommendation, the title should be "RECOMMENDATION," not "RECOMMENDATIONS."

* It is emphasized that in acting on papers submitted to them, the Joint Chiefs of Staff approve only the recommendations therein. In some instances the recommendations may call for the approval of the conclusions set forth in the paper, or the approval of attached memoranda to be dispatched when the approved recommendations are implemented. The decision sheet on a J.C.S. paper indicates specifically that the recommendations therein have been approved, and may, on occasion, also indicate other portions of the paper included within the recommendations. Those portions of papers submitted to the Joint Chiefs of Staff not specifically acted upon by them in approving the recommendations represent only the originator's thought processes leading toward these recommendations. Therefore, the discussion, facts bearing on the problem, etc., should not be subject to a detailed analysis by the Services with a view toward recommending amendments to those portions of J.C.S. papers which, in effect, have only an indirect bearing on action to be taken by the Joint Chiefs of Staff, nor should extracts from the discussion, facts bearing on the problem, etc., be used as an authoritative source of a position or doctrine of the Joint Chiefs of Staff in support of views expressed in a subsequent paper.

6. Split Reports. In the event a report contains divergent views, they will be arranged in parallel, opposite columns. The recommendations, in such a case, must specifically point out those portions* of the report containing divergent views which require resolution by the Joint Chiefs of Staff. For example:

"It is recommended that, after resolution of the divergent views set forth in the Enclosure, the memorandum therein be forwarded to"

NOTE: Split views should not appear in "THE PROBLEM" or "FACTS BEARING ON THE PROBLEM." Split views may be set forth in "DISCUSSION," "CONCLUSIONS," "RECOMMENDATIONS," and attached draft memorandum(s), message(s), etc.

*See footnote on page 13.

SECTION IIIINCIDENTAL

1. Precedences. The following precedences are established for business of the Joint Chiefs of Staff on which action should be expedited:

Urgent. Matters of urgency take precedence over all other business. Action thereon will be initiated immediately and pressed to conclusion as rapidly as possible without regard for business hours.

Priority. Matters of priority take precedence over all other business except matters of urgency. Action thereon will be initiated immediately and pressed to the earliest conclusion practicable within the usual business hours.

2. Papers submitted for publication must reach the Secretary, Joint Chiefs of Staff, in sufficient time to permit editing and publication within the precedence originally assigned to the problem. If a paper requiring immediate publication cannot be delivered to the Secretary, Joint Chiefs of Staff, in sufficient time for it to be published during normal business hours, the Secretary must be notified prior to 1600 (1100 on Saturdays) in order that arrangements may be made for necessary personnel to work overtime.

3. Distribution of J.C.S. Papers

a. J.C.S. papers are distributed on a "need-to-know" basis. Within the J.C.S. area papers are delivered to committee secretaries, or their equivalent in agencies not having a secretary. Distribution is divided into two general categories; i.e., "standard" and "limited." "Standard" distribution papers are delivered to all activities authorized to receive J.C.S. papers on initial distribution. Where "limited" distribution is decided upon, the extent of distribution is determined by the Secretary, Joint Chiefs of Staff in each case. If other than normal distribution is desired by the originating agency, the requirements should be made known when study is submitted.

b. The Joint Chiefs of Staff desire that the distribution of their papers be kept as limited as possible, but it is recognized that not infrequently an outside agency, particularly one within the Department of Defense, has justifiable need for a study* contained in a J.C.S. paper. Therefore, in order to obviate the delay inherent in obtaining the necessary clearance for release of approved studies, it is suggested that in submitting reports to the Joint Chiefs of Staff the committees incorporate within their RECOMMENDATIONS a statement, when appropriate, to the effect that a copy of the study* be furnished to the respective agency or agencies.

4. Extra Copies of J.C.S. Papers

a. Extra copies of J.C.S. papers will be released to committees or agencies whose members are located WITHIN the J.C.S. restricted area upon request, PROVIDED THAT:

(1) The committee secretary (or equivalent) was on the original distribution of the paper requested;

(2) The paper is for the use of a member of the committee, agency, group, or working staff; and,

(3) A properly prepared distribution sheet, typed and signed by the committee secretary (or equivalent), is furnished the J.C.S. Research and Records Analysis (R&RA) Section.

b. Extra copies of J.C.S. papers will be released to J.C.S. committees or agencies located OUTSIDE the J.C.S. restricted area by the Secretary, Joint Chiefs of Staff, or his authorized representative, upon receipt of appropriate request by the individual Service J.C.S. Documents Control Office.

c. In all cases not covered in a above, written authority for the release of extra copies of J.C.S. papers will be obtained from the Secretary, Joint Chiefs of Staff, or his authorized representative.

* The study to be forwarded should not contain references to J.C.S. papers.

d. Extra copies of committee papers are retained for a limited period of time in the R&RA Section as a convenience to the committees and their working staffs. They will be released only upon presentation of a distribution sheet signed by the secretary or assistant secretary of the committee or its working staff which originated the paper.

e. The R&RA Section is authorized to accept distribution sheets for the release of J.C.S. or committee papers only when they are typewritten and signed by proper authority.

5. Implementation. The implementation of decisions reached by the Joint Chiefs of Staff is accomplished by the Secretary immediately after the approval of the respective recommendations. The publication of a "Decision On" a J.C.S. paper is indicative of the accomplishment of the implementation required therein.

6. Status of J.C.S. Directives Referred to Departments and Committees. One purpose served by the "Status of J.C.S. Directives Referred to Departments and Committees," published weekly, is to afford the committees and agencies of the Joint Chiefs of Staff the opportunity to review their directives as against actions which have been taken by the Joint Chiefs of Staff, with a view toward recommending, where appropriate, cancellation of directives which have been overtaken by events. In some cases the desirability of revision of outstanding directives may be indicated. It is requested that there be no hesitation in recommending to the Secretary of the Joint Chiefs of Staff such cancellation or revision of directives if such course of action seems desirable.

7. Correspondence with the North Atlantic Treaty Organization. All correspondence with the Military Committee and Standing Group of the North Atlantic Treaty Organization will be addressed only to the U.S. Representative on the Military Committee or the U.S. Representative on the Standing Group, respectively.

SECTION IVMESSAGE CENTER SERVICES

1. Scheduled deliveries from the Joint Chiefs of Staff Message Center are as follows:

- a. Mondays through Fridays: 0800, 1100, 1300, and 1550.
- b. Saturdays: 0800 and 1100.
- c. There are no scheduled deliveries on Saturday afternoons, Sundays, or holidays.

2. Urgent items take precedence over all other items and are dispatched as soon as possible. (Note: Notify the Message Center as far in advance as possible of any item requiring urgent delivery.)

3. All items, other than items to be mimeographed, not marked urgent are considered routine and will be delivered in accordance with the schedule set forth in 1 a above, if presented to the Message Center at least 30 minutes prior to the scheduled deliveries. Items requiring mimeographing will be completed and dispatched expeditiously.

4. When items are to be delivered during other than regular business hours, the agency requesting the delivery will insure that an authorized person will be available to receive each item at the point of delivery, and will so inform the Message Center.

5. Classified material must be properly prepared and addressed before it can be accepted in the Message Center.

6. Message Center courier service is maintained for the sole purpose of providing prompt exchange of items relating to the transaction of official business between the Joint Chiefs of Staff and other government agencies.

SECTION VTYPING INSTRUCTIONS1. Generala. General form(1) Cover sheets*

(a) The text of the cover sheet shall begin three spaces below the last heading and shall follow the form in Section VI.

(b) The names of the Secretaries shall be capitalized and centered in the lower right-hand half of the paper, six spaces below the last line of writing, as follows:

W. G. LALOR,

E. H. J. CARNS,

Joint Secretariat.

(2) Body of paper

(a) Except where otherwise specifically stated, all papers other than minutes of meetings and agenda shall be double-spaced. There shall be three spaces between principal paragraphs and a double space between paragraphs within principal paragraphs and subparagraphs.

(b) When cutting stencils, set marginal stops so that the left-hand margin shall commence at $\frac{30}{36}$ on the stencil. The right-hand margin of each line shall terminate at least two spaces from the right-hand vertical dash line on the stencil. Except in certain cases enumerated below, writing shall not go below line 72. Where a paragraph or subparagraph will be completed a few lines below line 72, typing may be continued down to line 78 in order to allow the following page to start with a new paragraph or subparagraph.

*See model forms in Section VI.

b. Paper to be used

(1) Stock of uniform size, 8½ x 14 inches, will be used for all papers unless instructed otherwise.

(2) In order to facilitate identification, each type of report listed below will be mimeographed on the distinctive color paper indicated:

J.C.S.	-	Green
J.S.P.C.	-	Buff
J.L.P.C.	-	Buff
All others	-	White

c. Drafts. Draft papers will conform to the models shown in this manual except that they all will be double-spaced. The lines will be no longer than those shown in the models in Section VI. The maximum length of lines is as follows:

Lines in body of main paragraph - 65 spaces

Lines in body of subparagraph - 62 spaces

d. Classifications. Classifications shall be set up as follows on all papers, agenda, memorandums, minutes, corrigendums, decisions, etc.:

TOP SECRET

S E C R E T

CONFIDENTIAL

RESTRICTED

The classification of the paper shall appear in the upper left-hand corner of each stencil and against the margin on line five of the stencil. The classification will also be indicated at the bottom of the page as shown on the sample cover pages in Section VI. If the paper is unclassified, the space usually reserved for the classification will be left blank. The text of each page shall begin three spaces below the classification.

2. All titles of papers, Enclosures, Appendices, Annexes, Tabs, and Exhibits shall be written in ALL CAPS and shall be centered and underlined.

3. Subtitles for main sections of an Enclosure, Appendix, Annex, or Tab shall be written in ALL CAPS, underlined, and centered (see (*) in sample below).

4. In the event a subtitle for several main paragraphs is used, it shall be written in ALL CAPS, underlined, and written flush with the left-hand margin (see (**) below).

5. All main and subordinate paragraph heads shall be written in lower case, underlined, and written after the number of the paragraph (see (***) below). No period will be used after any heading unless the text begins on the same line as the heading.

6. Examples of the foregoing headings are as follows:

E N C L O S U R E

THE TITLE OF THE ENCLOSURE

THE PROBLEM*

FACTS BEARING ON THE PROBLEM*

SUBTITLE FOR SEVERAL PARAGRAPHS**

[illegible]

3. Paragraph heading

[illegible]

b. Subparagraph heading, Xoxoxoxoxoxoxoxoxoxoxoxoxoxoxoxo
xoxoxoxoxoxoxoxoxoxoxoxoxoxoxo.

(1) Sub-subparagraph heading. Xoxoxoxoxoxoxoxoxoxoxoxoxo
xoxoxoxoxoxoxoxoxoxoxoxox.

(2) Sub-subparagraph heading. Xoxoxoxoxoxoxoxoxoxoxoxo
xoxoxoxoxoxoxoxoxoxoxoxox.

1

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4

5

5

1

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7

SECTION VI
MODEL FORMS

COPY NO. _____

00 October 19--

Pages 0 - 00, incl.

REPORT BY THE JOINT STRATEGIC SURVEY COMMITTEE

'to the

JOINT CHIEFS OF STAFF

on

Roll 11
Roll 11

THE TITLE OF THE PAPER, WHEN TOO LONG FOR ONE LINE, IS
DIVIDED APPROXIMATELY IN HALF AND WRITTEN ON TWO LINES

References: a. J.C.S. 000
b. J.C.S. 001

THE PROBLEM

[illegible]

FACTS BEARING ON THE PROBLEM

[illegible]

CONCLUSIONS

[illegible]

RECOMMENDATIONS

[illegible][illegible]

CLASSIFICATION
JCS 0000/0

- 0 -

Joint Sect. Memo 96

- 24 -

(Page revised by Note to Holders - 15 August 1952)

COPY NO.

00 October 19--

Pages 0 - 00, incl.

NOTE BY THE SECRETARIES

to the

JOINT CHIEFS OF STAFF

on

THE TITLE OF THE PAPER, WHEN TOO LONG FOR ONE LINE, IS DIVIDED APPROXIMATELY IN HALF AND WRITTEN ON TWO LINES

Reference: J.C.S. 0001

[illegible][illegible]

W. G. LALOR,
E. H. J. CARNS,
Joint Secretariat.

CLASSIFICATION
JCS 0001/1

- 0 -

COPY NO. _____

00 October 19--

MEMORANDUM FOR INFORMATION NO. 001

Note by the Secretaries

W. G. LALOR,
E. H. J. CARNS,
Joint Secretariat.

- 26 -

COPY NO. _____

00 October 19--

DECISION ON J.C.S. 0001/1*

TITLE OF THE PAPER

Note by the Secretaries

XXXXXXXXXXXXXXXXXXXXX.

XXXXXXXXXXXXXXXXXXXXXXXXXXXX.

3. This decision now becomes a part of and shall be attached as the top sheet of J.C.S. 0001/1.

W. G. LALOR,

E. H. J. CARNES,

Joint Secretariat.

*A Decision On is always mimeographed on "Red Band" paper.

CLASSIFICATION

Dec. On JCS 0001/1

MODEL FORM FOR CORRIGENDUM

CLASSIFICATION

COPY NO. _____

00 October 19--

NOTE BY THE SECRETARIES

to the

HOLDERS OF J.C.S. 0001/11

(Title of the Paper to be inserted here)

CORRIGENDUM

Holders of J.C.S. 0001/11 are requested to change
 ". . . ." to "" in the last line of paragraph 1
 and the second line of paragraph 2 on page 16.

W. G. LALOR,

E. H. J. CARNS,

Joint Secretariat.

CLASSIFICATION

Corrig. to JCS 0001/11

NOTE: This form with the heading "CORRIGENDUM" deleted,
 will also be used for Notes to Holders of J.C.S.
 Papers.

COPY NO.

00 October 19--

JOINT CHIEFS OF STAFF

JOINT SECRETARIAT MEMORANDUM NO. 001

TITLE OF PAPER

Note by the Secretaries

XXXXXXXXXXXXXXXXXXXX.

XOXOXOXOXOXOXOXOXOXOXOXOXOXOXOX.

W. G. LALOR,
E. H. J. CARNS,
Joint Secretariat.

CLASSIFICATION
Joint Sect. Memo 001

MODEL FORM FOR DOWNGRADING MEMO

00 October 19--

4

JOINT CHIEFS OF STAFF

3

Note by the Secretaries

3

2

The following J.C.S. papers have been downgraded as indicated:

3

TO SECRET

2

J.C.S. 0001/1, 0001/2, and 0001/3

3

TO CONFIDENTIAL

2

J.C.S. 0002/3

6

2

2

W. G. LALOR,

E. H. J. CARNS,

Joint Secretariat.

COPY NO. _____

00 October 19--

Note by the Secretaries

W. G. LALOR,
E. H. J. CARNS,
Joint Secretariat.

- 31 -

VII. CORRESPONDENCE

1. Information pertaining to the preparation of a Secretariat Memorandum (SM) may be obtained from the Secretary to the Secretary, Joint Chiefs of Staff, Room 2E-928, Ext. 72700.

2. Information pertaining to the preparation of a Director's Memorandum (DM) may be obtained from the Secretary to the Director, The Joint Staff, Room 2E-928, Ext. 56275.

LIST OF ABBREVIATIONSA

AAFCE	Allied Air Forces, Central Europe
ACP	Allied Communication Publication
ABI	American-British Intelligence
ADC	Air Defense Command
AEC	Atomic Energy Commission
AEW	Airborne Early Warning
AFAT	Allied Forces in Austria and Trieste
AFCIAC	Armed Forces Communications Intelligence Advisory Committee
AFHQ	Allied Field Headquarters } Allied Force Headquarters }
AFMPC	Armed Forces Medical Policy Council
AFPC	Armed Forces Policy Council
AFSA	Armed Forces Security Agency
AFSAC	Armed Forces Security Agency Council
AFSWP	Armed Forces Special Weapons Project
AFWE	Air Forces, Western Europe
AIOC	Anglo-Iranian Oil Company
ALFCE	Allied Land Forces, Central Europe
AMAG	American Mission for Aid to Greece
AMAT	American Mission for Aid to Turkey
AMP	Additional Military Production
ANZAM	Australia, New Zealand, and Malaya
ANZIM	Australia, New Zealand, Indonesia, and Malaya
ANZUS	Australia, New Zealand, United States
ARMISH	U.S. Military Mission with the Iranian Army
ARS	Air Rescue Service
ASA	Army Security Agency
ASDIC	Armed Services Documents Intelligence Center
ASPIC	Armed Services Personnel Interrogation Center
ASPPA	Armed Services Petroleum Purchasing Agency
ASW	Antisubmarine Warfare
AWS	Air Weather Service } Aircraft Warning Service }

B

BAC Budget Advisory Committee
 BAOR British Army of Occupation, Rhine
 BQT Battalion Combat Team
 BETFOR Headquarters, British Element Trieste Forces
 BJSM British Joint Services Mission
 BMA British Military Authority
 BW Biological Warfare

C

C&D Cover and Deception
 CAA Civil Aeronautics Administration
 CAB Civil Aeronautics Board
 CAIRC Caribbean Air Command
 CCS Combined Chiefs of Staff
 CEBAR Chemical, Biological, and Radiological
 CECS Communications-Electronics Coordinating Section
 CFM Council of Foreign Ministers
 CFP Combined Forces Planning
 CGSAC Commanding General, Strategic Air Command
 CGTRUST Commanding General, Trieste United States Troops
 CGUSFA Commanding General, U.S. Forces in Austria
 CHANCOM Channel Committee
 CIA Central Intelligence Agency
 CINCAIRCENT Commander in Chief, Allied Air Forces, Central Europe
 CINCAL Commander in Chief, Alaska
 CINCARIB Commander in Chief, Caribbean
 CINCCHANNEL Allied Commander in Chief, Channel
 CINCEUR Commander in Chief, European Command
 CINCFE Commander in Chief, Far East
 CINCLANDCENT Commander in Chief, Allied Land Forces, Central Europe
 CINCLANT Commander in Chief, Atlantic
 CINCMED Commander in Chief, British Naval Forces in the Mediterranean
 CINCNELM Commander in Chief, U.S. Naval Forces, Eastern Atlantic and Mediterranean

C. (Cont'd)

CINCNE	Commander in Chief, U.S. Northeast Command
CINCNORTH	Commander in Chief, Allied Forces, Northern Europe
CINCPAC	Commander in Chief, Pacific
CINC SOUTH	Commander in Chief, Allied Forces, Southern Europe
CINCUNC	Commander in Chief, United Nations Command
CINCUSAFE	Commander in Chief, U.S. Air Forces in Europe
C/JCS	Chairman, Joint Chiefs of Staff
CJPP	Committee for Joint Policies and Procedures
CJS	Canadian Joint Staff
CMC	Commandant of the Marine Corps Collective Measures Committee (UN)
CNO	Chief of Naval Operations
COMAIRNORTH	Commander, Allied Air Forces, Northern Europe
COMAIRSOUTH	Commander, Allied Air Forces, Southern Europe
COMCARIBA	Commander, Caribbean Area
COMLAND DENMARK	Commander, Allied Land Forces, Denmark
COMLAND NORWAY	Commander, Allied Land Forces, Norway
COMLANDSOUTH	Commander, Allied Land Forces, Southern Europe
COMMATS	Commander, Military Air Transport Service
COMNAVEU	Commander, U.S. Naval Forces in Europe
COMNAVNORTH	Commander, Allied Naval Forces, Northern Europe
COMNAV SOUTH	Commander, Allied Naval Forces, Southern Europe
COMNAVWESPAC	Commander, Naval Forces, Western Pacific
COSSAC	Chief of Staff, Supreme Allied Command
CPC	Combined Policy Committee
CSA	Chief of Staff, U.S. Army
CSAF	Chief of Staff, U.S. Air Force
CSG	Chairman's Staff Group
CUSDPG	Continental U.S. Defense Planning Group
CUSRPG	Canada-United States Regional Planning Group
CW	Chemical Warfare

D

DC	Defense Committee
DDI	Deputy Director, Intelligence
DDLFP	Deputy Director, Logistics Plans
DDSP	Deputy Director, Strategic Plans
DELWU	U.S. Delegation to the Five-Power Permanent Military Committee, Western Union of Nations
DEPTAR	Department of Army
DEPTO	Department of State Dispatch
DFEC	Defense Financial and Economic Committee
D/JS	Director, The Joint Staff
DMS	Director for Mutual Security
DOD	Department of Defense
DP's	Displaced Persons
DPB	Defense Production Board

E

E&E	Evasion and Escape
ECA	Economic Cooperation Administration
ECC	European Coordinating Committee
EDC	European Defense Community
EDF	European Defense Force
ELIA	European Long Lines Agency
EMB	Embassy
EMMO	Southern European-Western Mediterranean Regional Planning Group
ERFA	European Radio Frequencies Agency
ERP	European Recovery Program
EUCOM	European Command
EUSAK	Eighth U.S. Army, Korea

F

FCDA	Federal Civil Defense Administration
FEAF	Far East Air Forces
FECOM	Far East Command
FIAGCENT (or FOCE)	Flag Officer, Central Europe

F (Cont'd)

FMACC	Foreign Military Aid Coordinating Committee
FSA	Federal Security Administration
FY	Fiscal Year

G

GAO	General Alert Order
GARIOA	Government and Relief in Occupied Areas
GATT	General Agreement on Tariff and Trade
GCA	Ground Controlled Approach
GCI	Ground Controlled Intercept
GMIORG	Guided Missiles Interdepartmental Operational Requirements Group
GOC	General Officer Commanding

H

HICOG	High Commissioner in Germany
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I

IAC	Intelligence Advisory Committee
IADB	Inter-American Defense Board
ICAF	Industrial College of the Armed Forces
ICAO	International Civil Aviation Organization
ICIS	Interdepartmental Committee on Internal Security
IDC	Imperial Defense College
IFF	Identification Friend or Foe
IFI	In-flight Insertion
IPT	International Planning Team
ISAC	International Security Affairs Committee

J

JAAF	Joint Action Armed Forces
JADB	Joint Air Defense Board
JAEIC	Joint Atomic Energy Intelligence Committee
JAMAG	Joint American Military Advisory Group
JAMMAT	Joint Military Mission for Aid to Turkey
JANAP	Joint Army-Navy-Air Force Publication
JASC	Joint Advanced Study Committee

J (Cont'd)

JBUSMC	Joint Brazil-United States Military Commission
JBWIC	Joint Biological Warfare Intelligence Committee
JCO	Joint Communication Center
JCEC	Joint Communications-Electronics Committee
JCS	Joint Chiefs of Staff
JCSRE	Joint Chiefs of Staff Representatives, Europe
JCWIC	Joint Chemical Warfare Intelligence Committee
JIC	Joint Intelligence Committee
JIG	Joint Intelligence Group
JIOA	Joint Intelligence Objectives Agency
JLAMAAG	Joint Latin American Military Assistance Advisory Group
JLPC	Joint Logistics Plans Committee
JLPG	Joint Logistics Plans Group
JMAC	Joint Munitions Allocation Committee
JMACS	Joint Munitions Allocation Committee Staff
JMC	Joint Meteorological Committee
JMIA	Joint Materiel Intelligence Agency
JMTC	Joint Military Transportation Committee
JOEWP	Joint Outline Emergency War Plan
JS	Joint Staff
JSPC	Joint Strategic Plans Committee
JSPG	Joint Strategic Plans Group
JSPD	Joint Subsidiary Plans Division
JSSC	Joint Strategic Survey Committee
JUSMAAGLA	Joint U.S. Military Assistance Advisory Group for Latin America
JUSMAG	Joint U.S. Military Advisory Group
JUSMAGPHIL	Joint U.S. Military Advisory Group to the Republic of the Philippines

L

LOC	Line of Communications
LORAN	Long Range Aids to Navigation

M

MAAC	Mutual Assistance Advisory Committee
MAAG	Military Assistance Advisory Group
MAPAG	Military Assistance Program Advisory Group
MAS	Military Agency for Standardization
MATS	Military Air Transport Service
MB	Munitions Board
MC	Military Committee
MDAP	Mutual Defense Assistance Program
MEDNA	Mediterranean-Northwest Africa
MICC	Military Information Control Committee
MILREP	U.S. Military Representative for Military Assistance in Europe
MLC	Military Liaison Committee
MOD	Ministry of Defense
MPAB	Military Petroleum Advisory Board
MPSB	Military Production and Supply Board
MRC	Military Representatives Committee
MSA	Mutual Security Act Mutual Security Agency
MSC	Military Staff Committee
MSP	Mutual Security Program
MSTS	Military Sea Transportation Service
MTDP	Medium Term Defense Plan

N

NAC	North Atlantic Council
NACA	National Advisory Committee for Aeronautics
NACD	North Atlantic Council Deputies
NAMC	North Atlantic Military Committee
NAOR	North Atlantic Ocean Region
NAORPG	North Atlantic Ocean Regional Planning Group
NAT	North Atlantic Treaty
NATO	North Atlantic Treaty Organization
NAVFE	U.S. Naval Forces, Far East
NEPA	Nuclear Energy For Propulsion of Aircraft

N (Cont'd)

NEPS	Nuclear Energy for Propulsion of Submarines
NGRC	National Government of the Republic of China
NME	National Military Establishment
NMR	National Military Representative
NOFORN	Special Handling Required--Not Releasable to Foreign Nationals
NPA	National Production Authority
NSC	National Security Council
NSCID	National Security Council Intelligence Directive
NSRB	National Security Resources Board
NTS	Naval Transportation Service
NWC	National War College
NPRJ	National Police Reserve of Japan

O

OAS	Organization of American States
ODM	Office of Defense Mobilization
OEEC	Organization for European Economic Cooperation
OFMA	Office of Foreign Military Affairs
OMA	Office of Military Assistance
OPC	Office of Policy Coordination
OPI	Office of Public Information
OSD	Office of the Secretary of Defense

P

P&BA	Program and Budget Advisors
PBEIST	Planning Board for European Inland Surface Transport
PBOS	Planning Board for Ocean Shipping
PJBD	Permanent Joint Board on Defense
PLANAT	Planners/Planning for North Atlantic Treaty
PLRC	Permanent Logistics Reviewing Committee
POE	Port of Embarkation
POL	Petrol, Oil, and Lubricants

P. (Cont'd)

POLAD	Political Advisor
POW's	Prisoners of War
PSB	Psychological Strategy Board
PSO	Principal Staff Officers Committee
PVO	Soviet Air Defense Organization

R

RCT	Regimental Combat Team
RDB	Research and Development Board
ROK	Republic of Korea
RW	Radiological Warfare

S

SAC	Strategic Air Command
SACEUR	Supreme Allied Commander, Europe
SACLANT	Supreme Allied Commander, Atlantic
SCAP	Supreme Commander for Allied Powers
SCS	Screening and Costing Staff
SECDEF	Secretary of Defense
SG	Standing Group
SGLO	Standing Group Liaison Officer
SHAPE	Supreme Headquarters, Allied Powers, Europe
SHAPTO	Message from SACEUR to Standing Group
SHORAN	Short Range Aids to Navigation
SPCC	Standardization Policy and Coordination Committee
SRE	Special Representative in Europe
SUSREP	Senior U.S. Representative, Military Production and Supply Board

T

TAC	Tactical Air Command
TAF	Tactical Air Force
TCC	Temporary Council Committee Telecommunications Coordinating Committee

T (Cont'd)

TFT	Trieste Free Territory
T/O&E	Table of Organization and Equipment
TOLANT	Message from Standing Group to SACLANT
TOSHAP	Message from Standing Group to SACEUR
TRUST	Trieste United States Troops

U

UC	Unified Command
UHF	Ultra High Frequency
UMT	Universal Military Training
UN	United Nations
UNCACK	United Nations Civil Assistance Command, Korea
UNCIP	United Nations Commission on India and Pakistan
UNCOK	United Nations Commission on Korea
UNCURK	United Nations Committee on Unification and Rehabilitation of Korea
UNKRA	United Nations Korean Reconstruction Agency
UNSCOB	United Nations Special Committee on the Balkans
USAFE	United States Air Forces, Europe
USARAL	U.S. Army, Alaska
USARCARIB	U.S. Army, Caribbean
USARPAC	U.S. Army, Pacific
USCIB	U.S. Communications Intelligence Board
USCINCEUR	Commander in Chief, U.S. European Command
USIS	U.S. Information Service
USJSPGE	U.S. Joint Support Planning Group, Europe
USLO	U.S. Liaison Officer
USMCC	United States Military Cooperation Committee
VHF	Very High Frequency
VOA	Voice of America

W

WERPG	Western European Regional Planning Group
WSEG	Weapons Systems Evaluation Group
WU	Western Union
WUDO	Western Union Defense Organization