



THE SECRETARY OF DEFENSE  
WASHINGTON, DC 20301-1000

SEP 24 1997  
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MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS  
CHAIRMAN OF THE JOINT CHIEFS OF STAFF  
UNDER SECRETARIES OF DEFENSE  
DIRECTOR, DEFENSE RESEARCH AND ENGINEERING  
COMMANDERS, UNIFIED COMBATANT COMMANDS  
ASSISTANT SECRETARIES OF DEFENSE  
GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE  
INSPECTOR GENERAL OF THE DEPARTMENT OF DEFENSE  
DIRECTOR, OPERATIONAL TEST AND EVALUATION  
ASSISTANTS TO THE SECRETARY OF DEFENSE  
DIRECTOR OF ADMINISTRATION AND MANAGEMENT  
DIRECTORS OF DEFENSE AGENCIES  
CHIEF, NATIONAL GUARD BUREAU  
COMMANDANT, U.S. MARINE CORPS  
COMMANDANT, U.S. COAST GUARD

SUBJECT: JOINT CIVILIAN ORIENTATION CONFERENCE (JCOC) 61 NOMINATIONS

The Joint Civilian Orientation Conference (JCOC 61) is scheduled for June 20 - 28, 1998. I wish to solicit your nominations for the conference, and I ask that you emphasize the importance of this program down your chain of command.

JCOC is a week-long, Secretary of Defense-sponsored, multi-Service orientation program for 60 public opinion leaders who have little or no knowledge of DoD activities and people. JCOC participants attend briefings in the Pentagon from the highest levels of DoD civilian and military leadership. The participants then spend a week in the field with all of the Military Services observing exercises, firing weapons, and participating in training.

By sharing information about our military capabilities and providing firsthand exposure to our troops, JCOC affords the Department a unique opportunity to reach an important segment of American society. I urge you to nominate with care those distinguished citizens who have unformed or negative opinions about the military and who would benefit from this orientation program. Reaching a broad spectrum of regionally or nationally influential opinion leaders who will share what they have learned with their audiences is critical to the Department's credibility with the American people. Please note in the attached fact sheet the new guidelines for eligibility.

Please pass the following four items down your chain of command: the JCOC fact sheet, the JCOC nomination allocations, the nomination form, and a representative sampling of JCOC prior participants. The nomination form may be reproduced. Please return your completed nomination forms to the Assistant Secretary of Defense for Public Affairs (ATTN: JCOC Director) as soon as possible but no later than January 15, 1998. Thank you for your attention to this important matter.

Attachments:  
As stated

U16169 / 97

## JOINT CIVILIAN ORIENTATION CONFERENCE FACT SHEET

1. **GENERAL.** The Joint Civilian Orientation Conference (JCOC) is a week-long, multi-Service orientation program for approximately 60 civilian public opinion leaders who have limited knowledge of national defense issues. JCOC participants attend briefings in the Pentagon given by the highest levels of Department of Defense (DoD) civilian and military leadership. The participants then spend the rest of the conference in the field with all of the Military Services observing exercises, firing weapons, and participating in training. It is a program in which the Secretary of Defense takes a personal interest and is the only civilian orientation program that he sponsors. It is the oldest existing Pentagon program, having been held at least once a year since 1948.

2. **OBJECTIVES.** The overall purpose is to increase public understanding of national defense through a forum of free exchange among influential citizens, DoD officials, and military leadership. Specific objectives are to:

a. Acquaint participants with the strength and readiness of the U.S. Armed Forces through personal observation of Army, Navy, Air Force, Marine Corps and Coast Guard activities;

b. Facilitate the candid exchange of information on defense matters between the Secretary of Defense and JCOC participants; and

c. Help the American public obtain a better understanding of national defense policies and programs through opinion leaders who return to their communities and share firsthand observations and knowledge gained during the Conference.

3. **PROGRAM.** JCOC has two phases:

a. **Pentagon Phase.** JCOC participants meet with senior defense officials in Washington to discuss national defense matters from a strategic perspective. Defense participants normally include the Secretary of Defense, the Secretaries and Service Chiefs of the Military Departments, and the Chairman of the Joint Chiefs of Staff.

b. **Field Phase.** JCOC participants visit military commands headquartered in the United States to observe activities and operations of each Service. The locations of the field trips are determined each year and will be in the continental United States.

#### 4. NOMINATIONS.

a. **Sources.** Nominations are solicited from major offices, military commands, and the Military Departments within DoD, as well as the U.S. Coast Guard (in view of its wartime mission with DoD), and JCOC alumni.

b. **Eligibility.** Nominees are regionally or nationally influential citizens from across the country. They neither possess special knowledge of DoD nor have existing strong relationships with senior members of the military. The purpose of JCOC is educational. The goal is to reach individuals who have neutral, negative, or unformed opinions on DoD or the U.S. Military. Since the program is directed toward people with little or no exposure to DoD, nominees should not have been exposed to any of the services' VIP, civic leader or distinguished visitor tours. Individuals who have had special flights on military aircraft as civilians or who possess a well-rounded familiarity with an entity within DoD are ineligible for JCOC. Nominations of individuals with significant military knowledge will **not** be considered by the selection panel. JCOC alumni are ineligible to participate in JCOC again. Also excluded are persons, working or retired, drawing any kind of federal paycheck and employees of government contractors whose primary area or responsibility is military related.

1. Nomination and selection procedures are designed to bring together a geographical, occupational, and cultural cross-section of influential Americans who are leaders in their fields. JCOC participants routinely include opinion leaders such as presidents of universities and colleges; publishers/editors of newspapers; others with management positions in print and broadcast media; published authors/syndicated columnists; national association and regional leaders of professional, minority and women's organizations; and CEOs and senior officials of private enterprises with regional or national reach.

2. Nominations of rising state and local elected and appointed officials are encouraged. We also encourage nominations of leaders representing a broad spectrum of issue areas. Examples: the law, medicine, business and finance, religion, education, the media, philanthropies, the environment, public service, civil rights, minority organizations, women's groups, and local, regional and state government.

3. JCOC is a non-partisan program. Federally elected officials are ineligible. Eligible elected officials (local, state, regional) who will be in a campaign status during the JCOC program are not eligible for nomination.

4. Because more than 400 nominations are received each year, and only 60 slots are available, the selection process is extremely competitive. Selections are based on the qualifications of the nominees as determined by an inter-Service selection panel, not by the rank or the position of the nominator.

c. **Confirmation of Intent.** Nominators should speak directly with their nominees prior to nomination to establish that minimum basic eligibility requirements are met and to ensure that if selected they will accept the invitation, barring an emergency. Nominees should also be clearly informed that their nomination is not a guarantee of selection.

5. **SELECTION.** Nominating components receive information on the status of their nominees after the invitation list is compiled.

6. **FUNDING.** JCOC is financially self-supporting, except for escort officers' per diem expenses during the Conference and routine and recurring conference-associated expenses such as mailing costs, official film processing, notebooks and items of this nature. Participants pay a pro rata registration fee (\$2,200 for JCOC 61) to cover meals, lodging, receptions and incidental expenses associated with the Conference. A non-refundable deposit of \$300 is due with each acceptance. Each participant also pays the cost of his/her transportation to the start of the JCOC and back to the place of origin. Transportation between Washington and the military commands visited during a JCOC is arranged on routinely scheduled military training flights. JCOC registration fees are determined on a conference-by-conference basis.

7. **MANAGEMENT.** The Assistant Secretary of Defense for Public Affairs is the DoD proponent for JCOC. Within that office, the office of the Directorate for Programs and Community Relations is responsible for the orchestration and execution of JCOC.

8. **POINT OF CONTACT.** If you have any questions about JCOC or the nominating procedure, please call Linda Tripp, JCOC Director, or (b)(6) Defense Project Officer for JCOC, a (b)(6)

## Joint Civilian Orientation Conference 61 NOMINATION ALLOCATIONS

Secretaries of the Military Departments (each)	30
Chairman of the Joint Chiefs of Staff	10
Under Secretaries of Defense (each)	5
Director of Defense Research and Engineering	5
Assistant Secretaries of Defense (each)	5
Comptroller	5
General Counsel	5
Inspector General	5
Director of Operational Test and Evaluation	5
Assistants to the Secretary of Defense (each)	5
Director of Administration and Management	5
Directors of Defense Agencies (each, including Uniformed Services University of the Health Sciences)	5
Commander-in-Chief, U.S. Atlantic Command	15
Commander-in-Chief, U.S. Central Command	10
Commander-in-Chief, U.S. European Command	10
Commander-in-Chief, U.S. Pacific Command	10
Commander-in-Chief, U.S. Southern Command	10
Commander-in-Chief, U.S. Space Command	10
Commander-in-Chief, U.S. Special Operations Command	10
Commander-in-Chief, U.S. Transportation Command	10
Commander-in-Chief, U.S. Strategic Command	10
President, National Defense University	5
Commandant, U.S. Marine Corps	20
Chief, National Guard Bureau	20
Commandant, U.S. Coast Guard	15

# JOINT CIVILIAN ORIENTATION CONFERENCE 61 NOMINATION FORM

Individuals may be nominated to participate in Joint Civilian Orientation Conference 61 by submitting this form. The Conference is scheduled to be held 20-28 June, 1998. This form supersedes all previous JCOC nomination forms. Please note the new guidance and criteria. **Nominations submitted on forms from previous years will be returned without action.** A Joint Selection Panel uses the information that is given to prioritize nominations for submission to the Secretary of Defense.

Send your **typed** nominations through command channels to: Office of the Assistant Secretary of Defense for Public Affairs (Attn: Linda Tripp, JCOC Director), 1400 Defense Pentagon, Room (b)(6) Washington, D.C. 20301-1400. All nominations must be received no later than 15 January, 1998.

## SECTION I: NOMINATOR INFORMATION

TITLE: \_\_\_\_\_

NAME: \_\_\_\_\_

RANK/ CIVILIAN GRADE: \_\_\_\_\_

UNIT/AGENCY ADDRESS: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

PHONE NUMBER/DSN: \_\_\_\_\_

NOMINATOR'S POINT OF CONTACT COMMERCIAL PHONE NUMBER/DSN, IF DIFFERENT:

\_\_\_\_\_

\_\_\_\_\_  
Signature of Nominator

\_\_\_\_\_  
Date of Signature

*Please keep in mind the spirit and intent of the Privacy Act of 1974 with regard to personal information.  
Information about the nominee should be obtained directly from the nominee or from public sources.*

# JOINT CIVILIAN ORIENTATION CONFERENCE NOMINATION FORM

**SECTION II: MANDATORY ELIGIBILITY REQUIREMENTS:** *Please ensure that the following mandatory minimum criteria are met before proceeding to Part B.*

**PART A:**

Is nominee a citizen of the United States?  YES  NO

Does nominee have an established regional or national audience? (i.e. groups, associations or publications with which they communicate or contribute on a frequent basis)  YES  NO

Is nominee willing to commit to sharing what he/she learns during JCOC with his/her audience?  YES  NO

Is nominee in good health (capable of rigorous activity, such as climbing, handling heavy equipment, enduring 16-18 hour days)?  YES  NO

*If you answered "yes" to ALL Part A questions, please proceed.  
If you answered "no" to any Part A questions, your nominee is ineligible.*

**PART B:**

Has nominee ever participated in any of the Services' VIP, Civic Leader or Distinguished Visitor Tours or flown on military aircraft?  YES  NO

Is nominee drawing any type of federal paycheck (working or retired), or an employee of a government contractor?  YES  NO

Has nominee participated in JCOC before?  YES  NO

If nominee is an elected official on the local, State or regional level, will he/she be in campaign status in 1998?  YES  NO

*If you answered "no" to ALL Part B questions, please continue.  
If you answered "yes" to any Part B questions, your nominee is ineligible.*

**SECTION III: REQUIRED INFORMATION:** *Please advise nominee of the following conditions.*

Does nominee know that a nomination is not a guarantee of selection?  YES  NO

Has nominee been informed of the inclusive dates (20-28 June 1998) and agreed to attend complete session if selected?  YES  NO

Has nominee been informed of the \$2,200 inclusive cost for participation in JCOC?  YES  NO

Has nominee been informed that he/she is responsible for transportation (costs and arrangements) to Washington, D.C. and return to his/her point of origin from our last host site (TBD)?  YES  NO

*Please address these issues with nominee prior to submission of nomination.*





(b)(6)

# CONGRESSIONAL or SPECIAL CORRESPONDENCE

## Office of Special Assistant for Gulf War Illnesses Internal Routing/Tasking Sheet

Subject:

CMAT: 73750831  
Date: 4/13/98

Coord/ Routing	Position/Organization	Action	Info	Comments
5	Special Assistant			
3	Deputy Special Assistant	4/13		
4	Executive Assistant to SA			
	Executive Assistant to DSA			
	<input type="checkbox"/> Director, Investigation & Analysis _____ (IAD) <input type="checkbox"/> DepDir _____ <input type="checkbox"/> Med _____ <input type="checkbox"/> VDM _____ <input type="checkbox"/> C/B _____ <input type="checkbox"/> Env _____ <input type="checkbox"/> PAG _____			
	Dir Public Affairs & Outreach (PA)			
	Dir Legislative Outreach (LA)			
	Dir Quick Reaction Team			
	Dir Medical-Health & Benefits Collab (MHB)			
	Legal Advisor			
	Writers Group			
2	PM, Gulf War Illnesses Support <i>new</i>	<i>4/14/98</i>		
1	Editorial Review:	<i>MS 7-12</i>		
	Action Management Call 845-8369 <hr/> <input type="checkbox"/> COMEBACK COPY TO: <input type="checkbox"/> GET CMAT NUMBER WHEN SIGNED & SENT			

**SUSPENSE:**

Prepare reply for signature of:  SA/GWI  SD  DSD  DepSA/GWI

Already Sent Bob.

- Congress
- PAC
- FOIA
- OSD
- WBM
- VSO/MSO
- Ltr to SA
- IR
- E-Mail
- OGA
- Other

KEY: SUM: