



THE JOINT STAFF  
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MEMORANDUM FOR CHIEFS OF THE MILITARY SERVICES  
CHIEF OF THE NATIONAL GUARD BUREAU  
COMMANDERS OF THE COMBATANT COMMANDS  
DIRECTORS OF THE DEFENSE AGENCIES  
DIRECTORS OF THE DOD FIELD ACTIVITIES

SUBJECT: Implementation of Guidance for Department of Defense Senior Military Leader Attendance at Outside Events

1. This memorandum supplements Deputy Secretary of Defense (DepSecDef) memorandum OSD001262-18, 31 January 2018, "Department of Defense Senior Leader Attendance at Outside Events," and governs the attendance of senior military leaders at outside events. For purposes of this guidance, a "senior military leader" is a general or flag officer in the grade of O-10 and the Vice Chief of the National Guard Bureau (NGB). An "outside event" is any conference, forum, roundtable, or similar event that is hosted or sponsored by a non-Federal entity; is not officially sponsored, co-sponsored, or hosted by a DoD component; and will be attended by a senior military leader in an official capacity. Attendance of senior civilian leaders at outside events will be determined in accordance with guidance disseminated separately by the Office of the Chief Management Officer.
2. Senior military leader attendance at outside events is restricted to one senior military leader per event, per day unless the circumstances warrant greater participation. The purpose of this restriction is to support the Department of Defense's (DoD) lines of effort, promote efficient use of limited DoD resources, and ensure the on-going work of the DoD receives appropriate senior leader attention.
3. The NGB and each Military Service and Combatant Command (CCMD) shall notify the Office of the Director of the Joint Staff (DJS) if a senior military leader from the respective organization plans to participate in an outside event no later than 30 days before the event, to ensure compliance with the DepSecDef memorandum. If the NGB, a Military Service, or a CCMD believes circumstances warrant greater participation at an outside event by the senior military leaders of their organization, the notification should also include a justification for sending more than one of their senior military leaders to the event. The DJS will adjudicate any conflicts among the NGB, Military Services, and CCMDs to ensure compliance with the Secretary of Defense's intent.
4. The NGB and each Military Service, CCMD, Defense Agency, and DoD Field Activity will establish criteria for attendance by general and flag officers below the grade of O-10 and will oversee their officers' participation in an outside event. Minimizing the number of general and

flag officers attending these events is critical to conserving senior leader time and ensuring the on-going work of the DoD receives appropriate senior leader attention.

5. The Joint Staff point of contact is the Office of the Vice Director of the Joint Staff, 703-614-5221, DSN 314-224-5221, e-mail: [js.pentagon.odjs.list.front-office@mail.mil](mailto:js.pentagon.odjs.list.front-office@mail.mil).

A handwritten signature in black ink, appearing to read 'K. F. McKenzie, Jr.', written in a cursive style.

KENNETH F. MCKENZIE, JR.  
LtGen, U.S. Marine Corps  
Director, Joint Staff