

Headquarters
Department of the Army
Washington, DC
19 June 2003

Management

Staff Action Process and Correspondence Policies

Applicability. This memorandum applies to the unified staff of the Executive Office Headquarters (EOH) of the Department of the Army, to include activities, agencies, and organizations of the Secretariat and Army Staff within the Headquarters, Department of the Army (HQDA) and its field operating agencies (FOAs).

Proponent and exception authority. The proponent of this memorandum is the Administrative Assistant to the Secretary of the Army. The Administrative Assistant has the authority to approve exceptions to this memorandum that are consistent with controlling laws and regulations. The Administrative Assistant may delegate this authority in writing to a division chief within the proponent agency in the grade of colonel or the civilian equivalent. Provide recommended changes and comments to this document to the Office of the Administrative Assistant to the Secretary of the Army. Submit comments via e-mail to OAASA Staff Action Control Office at OAASACO@HQDA.ARMY.MIL.

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** This DA Memorandum supersedes DA Memo 25-52, 15 September 1996.

1. Purpose

The content of this document is intended to provide HQDA staff action officers basic guidance for preparation, coordination, and submission of actions and correspondence to the Executive Office Headquarters (EOH) of the Department of the Army (DA), the Office of the Secretary of Defense (OSD), and other offices outside of HQDA.

2. References

Required and related publications and prescribed and referenced forms are listed in appendix A.

3. Explanation of abbreviations and terms

Abbreviations and special terms used in this memorandum are explained in the glossary.

4. Responsibilities

a. The Administrative Assistant to the Secretary of the Army (AASA), in accordance with DAGO 2002-03 and as the proponent agency for this policy memorandum, will-

- (1) Be the principal advisor to staff agencies of HQDA with respect to administrative matters.
- (2) Have oversight of the administration function within the DA.

b. The Director of the Army Staff (DAS), in accordance with DAGO 2002-03, will-

- (1) Synchronize and integrate the HQDA staff for actions and correspondence requiring the review and decision of the EOH.
- (2) Oversee the staff ensuring the effective integration and coordination of Army policy, positions, and procedures across the functional domains of Army responsibility.

(3) In the name of the Chief of Staff of the Army (CSA), have authority to disapprove recommendations of the Army Staff (ARSTAF) agency principals. This authority is reserved for the CSA, Vice Chief of Staff of the Army (VCSA), or DAS acting in the name of the CSA.

c. Officials listed below are subject to the direction and control of the SA and are hereby authorized and directed to act for the SA within their respective fields of responsibility as set forth in HQDA General Orders, AR 10-5, and as further directed by the SA. Those officials authorized to act for the Secretary of the Army (SA) include-

- (1) Under Secretary of the Army.
- (2) Assistant Secretaries of the Army.
- (3) General Counsel of the Army.
- (4) Administrative Assistant.
- (5) Chief Information Officer (CIO/G-6).
- (6) Inspector General.
- (7) Auditor General.
- (8) Deputy Under Secretaries of the Army.
- (9) Chief of Legislative Liaison.
- (10) Chief of Public Affairs.
- (11) Director, Office of Small and Disadvantaged Business.

d. Director, Executive Communications and Control (DECC). The DECC is the EOH's executive agent in processing documents requiring the review and decision of the EOH. The DECC ensures staff actions are responsive to the requests and directions of the EOH. The DECC will-

- (1) Maintain close liaison with the EOH, which consists of the SA, the Under Secretary of the Army (USA), the CSA, and the VCSA.
- (2) Serve as the focal point for tasking and tracking actions from the EOH to the appropriate HQDA agencies through the executive officer (XO) of HQDA Principals and Staff Action Control Office (SACO).
- (3) Expedite executive summaries (EXSUMs), inquiries, information papers, and briefings and relay instructions and information to the HQDA agencies in the name of the EOH.

(4) Ensure that responses to the taskers are timely, complete (that is, properly formatted and assembled) and appropriately coordinated to include the name, position, and office with which coordination was accomplished. Responses that do not meet these criteria will be returned for corrective action.

(5) Provide a "dwarf" (a functional officer) to coordinate meetings, briefings and sessions as directed by the EOH. The dwarf will collect the taskers from this meeting and dispatch them upon the approval of the DAS or the DECC.

e. HQDA staff agencies. The XO of the EOH will relay the tasking, requirements, or request for information to the ECC with as much specificity and clarity as possible. The staff agency XO will ensure that staff agency action officers respond to EOH correspondence in a timely, accurate, complete, and properly coordinated manner in accordance with DAGO 2002-03. Staff agencies will-

(1) Comply with the instructions in responding to time sensitive correspondence from the EOH, DOD, members of Congress, and the White House. If an extension is required, the request will be specific about the reason for extension, and will be submitted in writing and signed by appropriate GO or SES in the requesting agency's chain of command. The extension must be received in ECC not later than 24 hours from the agency's receipt of the tasking.

(2) Review the correspondence prior to its delivery to ECC to ensure accuracy of response; ensure the response answers the inquiry or questions from the EOH. The response will be concise and to the point. If detailed analysis and explanations are required, the use of EXSUMs or information papers is encouraged as attachments or enclosures.

(3) Ensure the correspondence is packaged completely: that is, cover letters are signed by the appropriate Principal, or his or her designated GO or SES representative; that enclosures and attachments are properly labeled; that briefing read aheads include mandated assumptions, purpose, agenda, courses of actions, recommendations, etc.; and coordination indicates the date, name, and agency's position.

(4) Coordinate action with appropriate and interested agencies as indicated in the tasking as either "assist, or info agency." The correspondence will include an enclosure, or attachment, and a complete coordination list.

(5) Alert the ECC for any actions received directly from agencies outside of the Army (for example, DOD, Congress, White House, etc.).

5. Policy

a. General.

All HQDA staff actions forwarded to the Executive Office of HQDA (SA, CSA, USA, and VCSA)-will be processed through Executive Communications and Control (ECC). Exceptions are-

(1) Those prepared by the Chief of Staff's Staff Group (CSG).

(2) Actions that the EOH have instructed to be submitted directly to their respective office.

(3) Actions pertaining to general officers originating in the General Officer Management Office (GOMO) and such sensitive actions as selection board documents and certain Inspector General (IG) or legal correspondence will be reported directly to the appropriate authority.

(4) Joint actions that will be controlled and tracked through the Joint Actions Control Office (JACO).

b. Staff action guidelines.

HQDA and DOD correspondence will follow the specific guidance contained in this memorandum and the guidance contained in Guide for Preparing and Managing OSD Correspondence for preparation, coordination, and submission of staff actions and correspondence.

c. Completed staff actions.

Actions will be completed and fully coordinated within the specified suspense date as established in the tasking order. Responses and justifications should be concise and to the point. If an extension is being requested, sufficient information must be provided in writing on which the DAS, or the DECC, can base a decision. Coordinate request through ECC, as discussed in the responsibilities section above.

d. Resources.

Each HQDA staff agency is responsible for addressing their respective manpower, finance, or other resource

implications. Resource coordination between HQDA agencies will be conducted directly between agencies. ECC will assist in the coordination with agencies outside of the Army.

e. Priority White House and OSD actions.

(1) White House correspondence. All written and telephone contacts with the White House will be coordinated with the ECC's White House Liaison Office.

(2) OSD correspondence. Correspondence to the Secretary of Defense (SECDEF) or Deputy Secretary of Defense (DEPSECDEF) from senior White House staff, cabinet members, members of Congress, state governors, and other correspondents will receive personal replies from the SECDEF or DEPSECDEF unless otherwise directed by OSD Correspondence and Directives. Such correspondence is held to a strict and short suspense. Contact ECC immediately if an action has been misdirected and recommend what the appropriated agency should be.

(3) Congressional correspondence. All correspondence to members of Congress will be coordinated through the ECC and with the Office of the Chief of Legislative Liaison (OCLL).

f. Priority OSA actions.

(1) Normally, ECC will assign a Secretariat or ARSTAF agency as lead for a formal action that involves major policy or that may result in a substantially increased activity for an agency. However, OSA or OSD may task an action that requires an immediate response directly to an agency.

(2) Provide an information copy of the tasker to ECC. An action officer tasked directly by OSA or OSD will notify ECC when-

(a) An action has major policy implications or requires substantial increase in workload.

(b) An action appears to conflict with earlier guidance.

(3) Actions involving major policy, budget, or reorganization proposals that have significant state and local impact will follow procedures as prescribed in DA Memo 11-2, and coordinate all actions with the Office of Deputy Under Secretary of the Army.

g. Coordination. Complete all required coordination before an action is forwarded to ECC. Verbal consultation or discussion between action officers does not imply concurrence if action requires EOH approval.

(1) Electronic staffing and coordination via e-mail or collaborative Web sites such as the Army Knowledge Online (AKO) is encouraged.

(2) Exercise judgment to ensure that informal coordination does not presume SA, CSA, USA, or VCSA's decision or position.

(3) It is the responsibility of the lead agency to coordinate assigned staff actions with all applicable HQDA agencies, major Army commands (MACOMs), and appropriate OCSA, OSA, and OSD elements. Early coordination with established points of contact (POCs) should be conducted in order to obtain first-hand guidance and preclude last minute nonconcurrences, rewrites, and delays. Offices with which a paper is coordinated will be informed of any major changes made by the decision maker.

(4) Coordination should be initiated informally by face-to-face contact, telephone, electronic mail, working draft, etc. Early contact with all parties including OSD and MACOMs is encouraged. Coordination by conference, including teleconference when the parties are physically separated, may be used when complex issues are being addressed. The final action must reflect the name, position, and office with which coordination was accomplished. This information should be annotated on the HQDA Staff Action Memorandum (HQDA Form 5).

(5) Coordination and comments will show official positions only, not personal opinions. Actions requiring the EOH decision will have the endorsement of the agency's Principal, or his or her designated GO or SES representative.

(6) Concurrences will not be assumed. If no response is received, initiate follow-up action electronically or by telephone to verify the agency's position (whether the agency concurs or does not concur). A line-thru is not an indication of concurrence or nonconcurrence unless the correspondence specifically requests a line through and initial to indicate concurrence or approval.

(7) The term "noted" is an annotation used to indicate review of an action that requires no substantive

comment or coordination. When used by action officers, it reflects only that the action has been viewed and connotes neither concurrence nor nonconcurrence. Only the Office of the Inspector General or other special staff agencies who have reason to note actions may use the terms such as "noted" or "no staff interest" as an official staffing response. The term should only be used if an agency has no role in the completion of an action.

(8) A nonconcurrence is a separate act and requires a formal statement. Should an agency continue to non-concur with an action not requiring staffing through the ECC to the SA, CSA, USA, or VCSA, the lead agency principal may override the nonconcurrence if it is wholly within that agency's functional area and there is no direct impact on other agencies. It is the responsibility of the action officer to present to the agency principal the reasons for and consideration of the nonconcurrence. When a nonconcurrence involves functional responsibility not wholly within the purview of the action agency or when the nonconcurrence involves two or more functional areas, reasons for the nonconcurrence, consideration of the nonconcurrence rationale, and recommendations will be forwarded through the ECC to the EOH for decision, as appropriate.

(9) Avoid implying the personal review of an agency principal unless that official actually conducts the review. The term "Office of the G-4" indicates office coordination, whereas "The G-4" connotes the personal review of the agency principal. Action officers will furnish their name, rank, office symbol, phone number, and the tasker control number when coordinating an action.

(10) Secretariat and ARSTAF principals will ensure that actions to be lined-thru or signed personally by the SA, USA, CSA, or VCSA are coordinated with appropriate ASA, GO, or SES.

(11) Lateral direct coordination between staff agencies is authorized and is highly encouraged. The agency establishing suspense dates during coordination will ensure that reasonable time is given to accomplish the action. Agencies will respond by the established suspense date or negotiate an extension with the tasking agency.

h. Delegation of authority.

(1) Authentication authority. Judgment must be exercised to ensure that actions of special interest are forwarded through the ECC to the SA, CSA, USA, or VCSA, as appropriate.

(2) General policies.

(a) The President will not be referred to in any manner that implies his personal connection with a specific policy or official action.

(b) The phrase "Army position" may be used in oral or written communications only when the SA, CSA, or individuals delegated this authority in writing by the SA and CSA, approve that position. Agencies who are not certain if such delegated authority exist will process action through the ECC to the EOH for approval.

(c) Officials in OCSA, OSA, and OSD may be quoted in written communications only if the official being quoted or officials to whom this authority has been delegated, personally review both the content and specific use in the text.

(d) Line-thru authority is approval authority and is used to limit the number of administrative levels. Line-thru authority will be exercised on routine actions and on those actions that Principal Officials determine need not be forwarded to the SA, CSA, USA, or VCSA for review.

(3) Officials in OSD. (All correspondence from/to OSD will be routed through ECC for official tracking and processing.)

(a) In responses on behalf of the SECDEF or DEPSECDEF, the standard opening is: "This is in reply to your (date) letter to Secretary_____ (or Deputy Secretary_____) regarding...."

(b) The statement "The Secretary of Defense (or Deputy Secretary of Defense) has asked that I respond to your letter" will not be used without specific instructions, nor will a closing authority line be used without such instructions.

(c) When quoting the source of authority for policies or actions of the SECDEF and the assistants, reference will be made to the office or position from which the authority derives, not the official.

(4) Officials in OSA. (All correspondence from/to OSA will be routed through ECC for official tracking and processing.)

(a) DAGO 2002-03 describes the delegation of authority to act for the SA.

(b) When responding on behalf of the SA, the standard opening is: "This responds to your (date) letter to the SA concerning".

(c) If the date on the incoming letter is over 30 days old, consider using "recent" instead of the actual date.

(d) Use the statement "The Secretary of the Army (or Secretary _____) has asked me to respond to your letter (or memo)" only when specifically instructed to do so by the SA.

(5) Officials in OCSA. (All correspondence from/to OCSA will be routed through ECC for official tracking and processing.)

(a) DAGO 2001-01 describes the delegation of authority to act for the CSA. Agency principals and designated individuals are delegated authority to take final action for the CSA on all subjects within their functional areas, except for those areas in which the CSA or VCSA has expressed personal interest.

(b) When responding on behalf of the CSA, the standard opening is: "The Chief of Staff has asked that I respond to your letter of (date)_____ since the subject you addressed is within my area of responsibility."

(c) Correspondence originated for the SA by an ARSTAF agency or ARSTAF FOA requires a "Thru Chief of Staff, Army" line in the address. Other thru addressees, such as the VCSA, are not required. The ECC will route the action thru the DAS and VCSA as appropriate.

(d) Agency principals should delegate their signature and coordination authority to the lowest level possible, consistent with the following:

1. Route correspondence that will be seen personally by the SA through ECC. The ECC will prepare a "whitetail" summary coversheet, which will be initialed by the CSA, USA, VCSA, AASA, DAS, or SMA, as appropriate.

2. The agency principal or principal assistant must sign, line-thru, or initial correspondence to the SA, CSA, USA, or VCSA and forward action to the ECC for tracking and processing.

3. The DAS may line-thru for the CSA on correspondence addressed to ASAs and Principals of HDQA agencies, but not on correspondence addressed to the SA. A copy of all line-thru actions will be forwarded through ECC to the DAS.

4. Correspondence that transmits an "Army position," and is sensitive in nature, or responds to inquiries from senior State or Federal government officials, or that is addressed to OSD, or other departments or agencies should be routed through the EOH and be signed by the SA or CSA. Judgment must be exercised in determining appropriate involvement of the principal directors or ASAs. In general, correspondence should be signed at a level that is commensurate with the correspondent or with the nature of the action, as appropriate. If uncertain, the DAS or the DECC will be consulted for the signature authority.

5. Line-thru actions will clearly show the organization and position (by stamp or printed annotation) so that the addressee will know the routing process.

6. Care should be taken to ensure that actions are seen by an agency principal and do not become purely executive officer actions.

6. Suspense dates

a. OSD suspense timetable. OSD Correspondence and Directives (C&D) establishes a suspense date upon receipt of incoming correspondence addressed to the SECDEF and DEPSECDEF. The "clock" for the suspense date of the assigned action begins the first working day after the date of the time-stamp placed on the document by OSD C&D. Unless special instructions for preparation of a sooner/later response are indicated, suspense requirements for final replies to the types of correspondence listed in the table below will apply:

**Table 1
OSD suspense timetable**

Type of correspondence	Suspense date
From the President or White House Chief of Staff	24 Hours
From a Cabinet head, member of Congress, state governor, or senior White House staff	Four (4) working days
For replies prepared for SECDEF or DEPSECDEF signature (PRS/PRD)	Four (4) working days
For comments and recommendations (C&R)	Five (5) working days
For SECDEF and DEPSECDEF priority action items (SDPA/ DSPA)	Five (5) working days
Replies to White House referrals	Six (6) working days
From foreign ministers of defense (MOD)	Nine (9) calendar days
For actions assigned as a reply direct (RD), reply direct by component head (RDC), or for appropriate action (FAA)	Nine (9) working days

b. HQDA suspense timetable. The ECC establishes a suspense date upon receipt of incoming correspondence addressed to the Senior Army Leadership (SA, USA, CSA, or VCSA). The "clock" for the suspense date of the assigned action begins the first working day after the date ECC officially tasks the case to an agency. Unless special instructions for preparation of a sooner/later response are indicated, suspense requirements for final replies to the types of correspondence listed in the table below apply:

**Table 2
HQDA suspense timetable**

Type of correspondence	Suspense date
Secretary of the Army inquiries	NLT 5 hours (from receipt of mission)
From a member of Congress	Ten (10) working days
From a four-star flag officer or civilian equivalent	Five (5) working days (for interim or final reply)
From a retired four star officer or civilian equivalent	Five (5) working days (for interim or final reply)
Public correspondence	Fifteen (15) working days
Requests for information under the Freedom of Information Act (FOIA) (in accordance with AR 25-55)	Ten (10) working days
Unified headquarters staff trip reports	Ten (10) working days
General Staff Council (GSC taskers)	Four (4) working days

c. External HQDA suspense. Provide an interim response prior to the suspense date, if unable to provide a complete response, and request an extension to allow adequate time to prepare a more comprehensive response. The request for extension will be in writing to include the reasons and number of days needed to complete task.

d. Actions controlled by ECC. A copy of the interim response must accompany the request for extension. The ECC will notify HQDA agencies of short-suspense actions as soon as possible after receipt. Short-suspense actions will be hand-carried or sent electronically:

(1) Cases received from OSD for signature of the SECDEF or DEPSECDEF. Extension of these types of suspense actions is rarely permitted. If compelling reasons dictate, submit a request for extension on SD Form 391 (Secretary of Defense Correspondence Action Report) and coordinate the request with ECC. The ECC must sign all SD Form 391s to OSD. An electronic SD Form 391 may be obtained from the Correspondence Control Division, Washington Headquarters Services, Office, Secretary of Defense.

(2) Cases received from the Under Secretaries of Defense, Assistant Secretaries of Defense, and other OSD offices. Direct contact with the appropriate OSD office is authorized if an extension is required. Appropriate control points (ECC and/or Staff Action Control Office (SACO)) will be notified of any extension granted by OSD.

(3) Cases received for the signature of SECARMY. If suspense cannot be met, HQDA agencies will notify ECC immediately and furnish an interim response for SA signature.

7. Tracking actions

a. General. The ECC uses the HQDA Tracking System to track the status of assigned actions with HQDA. Refer to the HQDA Tracking System procedures handbook for specific instructions on inputting information into the HQDA Tracking System.

(1) The ECC will annotate the HQDA Tracking System, completing each applicable data field upon initial assignment of the action; print out a copy of the Staff Action Control Sheet, attach to the subject document; and dispatch to the appropriate action office. The responsible action office will provide information copies as appropriate.

(2) The remarks section will be annotated to provide a general description of the action required based on the initial assessment of the action received.

b. Staff Action Control Sheet. The Staff Action Control Sheet identifies specific information relevant to the action being assigned.

c. Determining action priority. The assignment of priorities will be determined using the following basic criteria:

(1) Routine-information only: Used for non-suspense actions.

(a) The Staff Action Control Sheet will reflect "INFORMATION ONLY" in the Role Field of the Staff Action Control Sheet input.

(b) Appropriate action: Non-suspense actions. Assigned agency makes a determination if action is necessary.

(c) Information tasker: A non-suspense tasking. ECC will indicate the action is closed in the HQDA Tracking System when the information or correspondence is for information purposes only. The remarks section will be annotated to show "For Information Only."

(2) Routine actions: Staff Action Control Sheets for routine actions will be printed on white bond paper. The appropriate fields will be completed as assigned.

(3) Special category: Print the Staff Action Control Sheet on a different color paper in order to quickly distinguish the following actions from routine staff actions.

(a) White House Liaison Office tasking (WHLT): The White House Liaison Office acts as a liaison between the President and the writer and is responsible for tracking the suspense. Upon receipt of a WHLT the SACO determines the appropriate lead office and assigns the suspense date based on the White House Liaison Office suspense date.

1. The ECC will be provided with one copy on letterhead of the signed response before the action status is annotated as a closed action.

2. The ECC will provide the lead office two copies of the action and retain the original copy of the WHLT tasking.

(b) *Congressional tasking (OCLL).*

1. Direct reply-Provide draft response to OCLL. Notify ECC upon completion.

2. Draft reply-Provide draft to OCLL. Notify ECC upon completion.

(c) *FOIA tasking.* Provide a copy of the final response to the SACO. ECC will annotate in the tracking system that the action is completed.

(4) Expedite: When the action includes notes/comments/questions directly by or from the SA, USA, CSA, VCSA, or DAS print the Staff Action Control Sheet on pink paper.

d. *Closing out actions in the HQDA Tracking System.*

(1) Routine actions not requiring signature of a HQDA principal official may be closed by contacting the ECC through the appropriate SACO, providing an e-mail or hard copy of the response with the following information:

(a) Staff action control number.

(b) Action officer and telephone number.

(c) How was the action closed and with whom.

(d) The date the action was completed.

(2) For key actions signed by the EOH, a principal official, and other actions of interest from the ECC, OSD, WHL, personal staff of the EOH, or OCLL, a copy of the final signed action will be provided along with a copy of the initial Staff Action Control Sheet to the ECC. The information identified in paragraph d(1), above should also be included.

(3) Annotate the HQDA Tracking System to reflect action taken, date, responsible action officer, and appropriate remarks for future reference.

(4) Upon the completion of a staff action requiring a direct reply. Agencies will ensure a copy is attached or scanned into the HQDA Tracking System. ECC Correspondence Analysis Processing Branch (CAPB) will scan correspondence requiring signature from EOH with final disposition back to agencies for historical records.

e. *Appealing a suspense assignment.* Organizations who disagree with the assignment of an action must notify the ECC within 24 hours after receipt of the tasking, providing an explanation as to why that office should not receive the tasking, and provide a rationale as to whom the action should be assigned to. If the organization fails to accomplish this, that organization will own the tasking and all appropriate coordination to complete the same.

8. Correspondence guidelines

a. *General rules.*

(1) Refer to AR 25-50 and guidance contained in this memorandum for preparation of HQDA memoranda and letters.

(2) Apply quality of writing style.

(3) Deal in specifics, not generalizations.

(4) Convey an expedient and concerned reply.

(5) Convey that all alternatives have been explored.

(6) Identify and emphasize any controversial material.

(7) Avoid the appearance of a form letter reply or a fill-in-the-blank response.

(8) Write in the active voice. For example: "We thoroughly researched this problem" rather than passive "This problem was thoroughly researched."

(9) Avoid military or colloquial jargon.

(10) Avoid acronyms and abbreviations whenever possible. If used, preface with complete title or phrase

to which the acronym or abbreviation refers followed by the acronym in parentheses. An acronym may be used when the word is used two times or more.

- (11) Use simple language, brief sentences and paragraphs.
- (12) Address each issue raised in the incoming correspondence.
- (13) Avoid repeating words or ideas, minimize use of modifying language, and be straightforward.

b. Final form versus draft.

(1) Correspondence for the signature of principal officials will be submitted in final form on appropriate stationery.

(2) Pen and ink changes are allowed on all internal Army correspondence including that addressed to SA or CSA. Pen and ink changes are not acceptable on correspondence prepared for signature of the EOH, or on correspondence addressed outside the DA.

c. Visual appearance.

(1) Specific guidance for letters, memoranda, and information and action memoranda formats is contained in AR 25-50. Guidance for SECDEF and DEPSECDEF letters and memoranda is provided in the Guide for Preparing and Managing OSD Correspondence (see appendix B). Professional courtesy demands that all correspondence be visually appealing as well as clearly written and timely.

(2) Large type is easier to read. All correspondence addressed to civilian officials signed by the SA, CSA, USA, VCSA, or DAS will be prepared with 12 point, Arial or comparable type font style.

(3) Correspondence prepared for SECDEF or DEPSECDEF will be prepared with 13 point, Times New Roman, or in accordance with current policy from the Executive Secretary of the SECDEF.

(4) Do not use full or right-justified margins.

(5) Use a spreadsheet to present complex and essential matters in matrix form.

(6) Do not use office symbols on original correspondence for signature of OSD officials or on correspondence for SA, CSA, USA, or VCSA signature. Office symbols may be used on correspondence for DAS signature. Use the office symbol of the originating office unless instructed otherwise.

d. Dating correspondence.

(1) Do not date correspondence prepared for signature of OSD, OSA, or OCSA officials. It will be dated when signed.

(2) See AR 25-50 for guidance on dating memoranda and letters.

(3) Use the military date (for example, 14 June 2001) or civilian date (June 14, 2001), as indicated below, when using a date in the text:

(a) Use civilian date on all correspondence addressed to OSD, regardless of the intended reader.

(b) Use civilian date on all correspondence to non-DOD individuals, regardless of origin (ARSTAF, Secretariat, or OSD).

(c) Use civilian date on all correspondence for signature of SA, USA, or an ASA-level official.

(d) Date format throughout correspondence should be consistent.

(e) Use appropriate date format when preparing international correspondence.

e. Signature/authority lines. Do not use closing authority lines on letters and memoranda signed by the SA, CSA, USA, or VCSA, unless directed by the EOH on a separate memorandum.

9. Letters and memorandums

a. Letters.

(1) Letters prepared for the signature of OSA and OCSA officials will follow AR 25-50 and supplemental guidance below.

(a) Figure 1 is an example of a letter for SA signature.

(b) Figure 2 is an example of a letter for CSA signature.

(c) Figure 3 is an example of a letter for SECDEF or DEPSECDEF signature.

(2) Supplemental guidance.

(a) Letters used to respond to personal letters from chairpersons of the National Security or

DA Memo 25-52

Appropriations Committees of either the House or Senate and the chairpersons of the Defense subcommittees or the Appropriations subcommittees.

1. Such letters will use the greeting "Dear Mr. Chairman," or "Dear Madam Chairman." All full committee chairpersons will be addressed as "Dear Mr. Chairman," or "Dear Madam Chairman." Other "titled" senior congressional members will be addressed by their titles, such as "Dear Mr. Speaker" or "Dear Madam Speaker." Use "Dear Senator_____" when addressing Senators and "Dear Representative_____" when addressing United States Representatives.

2. Letters addressed to persons whose title includes the Honorable should begin with "The Honorable (Full Name)."

3. Letters addressed to persons whose title is Secretary should begin with "Dear Mr. Secretary" or "Dear Madam Secretary."

4. When referring to Congress, use "United States House of Representatives" and "U.S. Senate" instead of "House of Representatives" or "Senate."

(b) Stationery. Stationery should be the most appropriate size for the job; that is, short letters written on smaller stationery. Letters of a personal nature for signature of the SA, CSA, USA, or VCSA will be written on appropriate flag stationery. Obtain clarification from ECC on questionable cases.



SECRETARY OF THE ARMY
WASHINGTON

The Honorable John Smith
Governor of Florida
Tallahassee, Florida 32399

Dear Governor Smith:

Use a direct style of writing. Get to the point without a lot of unnecessary words. Ensure replies for SA signature or review respond to each point raised in the incoming correspondence.

Adjust margins so that the letter is framed on the page. Use 12 point Arial.

Do not use abbreviations in the address or signature block. Always address letters to a person, never a position title, company etc.

Single-space the body of the letter with double spacing between paragraphs. Do not number or letter paragraphs. Avoid subparagraphs when possible. Effective paragraphs should not contain more than 109 lines.

Keep correspondence to a single page whenever possible. Leave at least a 1-inch margin at the bottom of multiple-page letters. When you need more than one page, there should be a minimum of two lines of text on the second page.

Respectfully,

(Name)

Figure 1. Example of SA letter format



DEPARTMENT OF THE ARMY
CHIEF OF STAFF OF THE ARMY
WASHINGTON DC 20310

(Leave Date Blank)

Brigadier General Robert A. Jones
Commander
15th Support Command
Fort Longworth, Oregon 97111

Dear General Jones:

This is an example of a letter properly formatted for the CSA's signature. Some rules to follow – omit needless words; write in the “active voice,” using a “positive” form; avoid split infinitives; use “assure”, instead of “ensure.”

Begin salutation on the second line following the address. Begin text on the second line following the salutation. Indent four spaces and begin typing on the fifth.

The document should appear neat on the page with at least 1-inch margin on both sides. Adjust margins as needed so that the letter is framed on the page.

Start the complimentary close “Sincerely,” on the second line below the last line of the letter. Begin at the center of the page.

Type the signature block on the fifth line below the closing, beginning at the center of the page.

Sincerely,

(Name)
General, United States Army

Figure 2. Example of letter for CSA signature



(LETTERHEAD)

(Leave Date Blank)

Mr. Robert Roundhouse
1977 Pennsylvania Avenue
Washington, D.C. 20500

Dear Mr. Roundhouse:

Thank you for your recent letter regarding preparation of correspondence for SECDEF and DEPSECDEF signature. Some of the rules we follow are provided in the following paragraphs.

Use the correct letterhead, inside address and salutation. Always use a colon after the salutation.

A preferred opening sentence is "Thank you for your recent letter regarding..." (The year can be omitted if it is a recent letter).

Avoid telling the reader what he or she already knows, such as a detailed description of a letter being answered.

Never use a split infinitive (e.g., "to continually work" should properly be "to work continually.") Often the word splitting the infinitive is unnecessary or contradicting and can be omitted: e.g., to clearly understand.

In the closing paragraph of a letter, don't invite the person to write again. Thank him or her for their interest in national defense.

Start the complimentary close "Sincerely," on the second line below the last line of the letter. Personal correspondence for SECDEF signature addressed by first name in the salutation should close with "Best regards".

Use an information or action memorandum to transmit correspondence for signature or information to SECDEF or DEPSECDEF.

Sincerely,

Figure 3. Example of letter for SECDEF or DEPSECDEF signature

b. Signature and stationery for Secretary of the Army letters.

(1) Correspondence prepared for the signature of officials in the Office of the Secretary of the Army will be prepared on the appropriate letterhead with corresponding signature block as indicated unless there are other instructions.

(2) Use Department of the Army letterhead for those actions that meet statutory or established governmental requirements for SA signature or for USA as Acting SA, or for those SA/CSA dual signature actions.

(3) Use Department of the Army letterhead when the signature is uncertain or when the reply is for the signature of the acting SA.

(4) Use DOD letterhead for correspondence from Chief of Legislative Liaison, Chief of Public Affairs, and Chief Information Officer (CIO)/G-6.

(5) The Department of the Army letterhead template can be obtained from the Army Publication Web site at <http://www.usapa.army.mil>. Other stationery can be obtained from the office of the respective activity.

(a) Secretary of the Army. The SA is the only Secretariat principal who uses Secretary of the Army standard (8-1/2 x 11) and Secretary of the Army small (7 x 8-1/2) stationery (see fig 4).



SECRETARY OF THE ARMY
WASHINGTON

(Name)

Figure 4. Example of Secretary of the Army letterhead stationery

(b) Department of the Army. Use Department of the Army letterhead for those actions that meet statutory or established governmental requirements for SA signature, or for USA as Acting SA, or for SA/CSA dual signature actions (see fig 5).



DEPARTMENT OF THE ARMY
WASHINGTON DC 20310

(Name)

Figure 5. Example of Department of the Army letter for Secretary of the Army signature

(c) Department of the Army. Use Department of the Army letterhead when the signature is uncertain, or when the reply is for the signature of the Acting SA (see fig 6).



DEPARTMENT OF THE ARMY
WASHINGTON DC 20310

(Leave Blank)

Figure 6. Example of Department of the Army letter for unspecified signer

(d) Under Secretary of the Army. Use Department of the Army letterhead for correspondence to be signed by the Under Secretary of the Army (see fig 7).



DEPARTMENT OF THE ARMY
WASHINGTON DC 20310

(Name)

Figure 7. Example of Department of the Army letter for Under Secretary of the Army

(e) Secretary of the Army and Chief of Staff joint signature. Use Department of the Army letterhead for correspondence to be signed by the Secretary of the Army and Chief of Staff of the Army (see fig 8).



DEPARTMENT OF THE ARMY
WASHINGTON DC 20310

(Name)
General, United States Army
Chief of Staff

(Name)
Secretary of the Army

Figure 8. Example of Secretary of the Army and Chief of Staff joint signature letter

(f) Administrative Assistant to the Secretary of the Army and Director of the Army Staff joint signature. Use Department of the Army letterhead for correspondence to be signed by the Administrative Assistant to the Secretary of the Army and the Director of the Army Staff (see fig 9).



DEPARTMENT OF THE ARMY
WASHINGTON DC 20310

(Name)
General, United States Army
Director of the Army Staff

(Name)
Administrative Assistant
to the Secretary of the Army

Figure 9. Example of Director of the Army Staff and Administrative Assistant to the Secretary joint signature letter

c. Memorandums.

(1) General.

(a) The memorandum is the primary internal correspondence medium used by Headquarters, Department of the Army.

(b) Memorandums for the SA or USA. Memorandums from ARSTAF agencies need not be addressed through the Assistant Secretaries, but will be coordinated formally with the Assistant Secretaries or their principal deputies.

(c) Style:

1. Keep length to one page, but no more than two pages.
2. Use tabs or enclosures only if essential.

(d) Action Memorandum:

1. An Action Memorandum is used to submit recommendations and staff actions that require a decision by an OSA or OCSA official.

2. An Action Memorandum will be to the point and contain only essential facts necessary to understand the case. Issues will be summarized so that when it is read, the memorandum represents the complete situation without reference to enclosures. Enclosures are reserved to furnish detailed analysis or explanation of the summary presented.

3. Results of coordination are cited in the discussion paragraph, or results are listed at the bottom of the last page. On correspondence addressed to the SA, show the name or position of all persons with whom the action was coordinated.

4. The term Action Memorandum will follow the subject (see figs 10 and 11).



DEPARTMENT OF THE ARMY
ADMINISTRATIVE ASSISTANT TO THE SECRETARY OF THE ARMY
105 ARMY PENTAGON
WASHINGTON DC 20310-0105

(Office Symbol)

13 June 2003

MEMORANDUM THRU DIRECTOR, ARMY STAFF

FOR (Insert appropriate Principal Official here)

SUBJECT: Instructions for Preparation of Correspondence for Submission to the SA, USA, CSA, or VCSA – ACTION MEMORANDUM

1. Purpose. To describe the format of an Action Memorandum.
2. Discussion.
 - a. As a general rule, correspondence or actions that are to be forwarded to the SA, USA, CSA, or VCSA will be routed through the Director of the Army Staff (DAS), to the appropriate principal official. This does not apply to those actions that the Secretary of the Army has delegated approval/signature authority to the Administrative Assistant. The originating action office will prepare the Action Memorandum. Package the action as follows:
 - (1). Action Memorandum.
 - (2). Tab A, Memorandum/Letter to be signed.
 - (3). Tab B, Incoming Action/Correspondence, or task being addressed
 - (4). Tab C, Background/Supporting Information
 - (5). Tab D, (or last tab), Coordination Info/notes.
 - b. Office symbol. Do not use office symbols on the correspondence to be signed by the principal official.
 - c. Date. Memorandums are normally forwarded for signature without a date. When necessary, place date in the upper right corner on the same line as the office symbol.
 - d. Address. Type on third line below the office symbol. If no office symbol is used begin typing on fifth line below the seal.
 - e. Subject. Type the subject on the second line below the last line of the address. Type the words “—ACTION MEMORANDUM” after the title of the subject.
 - f. Text of the memorandum. Begin text on third line below the subject. The first paragraph should be titled “Purpose,” second “Discussion,” and third “Coordination” and fourth “Recommendation.”

Figure 10. Example of an Action Memorandum

(Office Symbol)

SUBJECT: Instructions for Preparation of Correspondence for Submission to the Executive Office Headquarters (EOH) – ACTION MEMORANDUM

- g. Paragraphs. Number, letter, and indent paragraphs as prescribed in AR 25-50.
 - h. Second page. On correspondence type subject heading on eighth line from top of page. Begin the continuation of the text at the left margin on the third line below the subject line.
 - i. Signature block. Begin on fifth line below last line of the text (or authority line) beginning in the center of the page.
 - j. Enclosures. Identify enclosures flush with the left margin beginning on the same line as the signature block. Type as prescribed in AR 25-50. Identify enclosures in the text rather than list them.
 - k. Page numbers. Center the page number at least ½ inch, but no more than one inch from the bottom of the page.
 - l. Authority Line. If, and when used for internal Action Memorandums, type on second line below last line of text.
- 3. Coordination. Coordination information provided at Tab D (or last tab).
 - 4. Recommendation. That the Secretary approve/sign the memorandum at Tab A.

Encl

Joel B. Hudson

Figure 11. Example of Action Memorandum, page 2

(e) Information Memorandum:

- 1. An Information Memorandum will be used to furnish information not requiring action by the DAS, VCSA, CSA, AASA, USA, or SA.
- 2. Results from coordination will be shown in the same manner as in an Action Memorandum.
- 3. The term "Information Memorandum" will follow the subject (see fig 12).



DEPARTMENT OF THE ARMY
ADMINISTRATIVE ASSISTANT TO THE SECRETARY OF THE ARMY
105 ARMY PENTAGON
WASHINGTON DC 20310-0105



(Office Symbol)

19 February 2003

MEMORANDUM THRU DIRECTOR, ARMY STAFF

FOR (Insert appropriate Principal Official here)

SUBJECT: Preparation of Correspondence - INFORMATION MEMORANDUM

1. An Information Memorandum will be used to furnish information not requiring action by the SA, CSA, USA, VCSA.
2. This format also is used for memorandums signed by the DAS. Do not use office symbols on memorandums for the CSA or VCSA signature.
3. The subject line. The term "INFORMATION MEMORANDUM" will follow the subject.
4. Text of the memorandum. Begin on the third line below the subject. No specific paragraph headings are prescribed as required for Action Memorandums.
5. Results from coordination will be shown in the same manner as in an action memorandum.

Encl

Joel B. Hudson

Figure 12. Example of Information Memorandum

DA Memo 25-52

(2) Action and Information Memorandums addressed to or prepared for the signature of officials in the Office of the Chief of Staff. These formats will be used for correspondence forwarded within the ARSTAF:

(a) For both-

1. Show the date the memorandum was signed in the upper right corner. Enclosures needed to document the case or provide detailed explanation should be dated on the day prepared.

2. Show action officer's name and telephone extension in the lower-right corner of the last page.

3. Coordinate memorandums directly with those agencies concerned with the subject matter.

Coordination will be effected with authorized individuals, and results will be stated in the memorandum.

4. The text should have ample margins on both sides.

(b) Information Memorandum. Use same format as for an Action Memorandum, except for the following:

1. Subject. Type the words "--Information Memorandum" after the title of the subject.

2. Text of the Memorandum. Begin on the third line below the subject. No specific paragraph headings are prescribed as required.

(c) Correspondence prepared for SECDEF or DEPSECDEF must be accompanied by an Information or Action Memorandum as required by the OSD Executive Secretary.

(3) Memorandums prepared for the signature of officials in OCSA. Use the format in figure 11, but without the words "INFORMATION MEMORANDUM" after the subject. Appropriate letterhead will be used omitting name and extension of action officer. This format is used primarily when the DAS, VCSA, or CSA sign a memorandum to an addressee on the ARSTAF. Do not include office symbols on memorandums for signature of the CSA or VCSA; however, internal or file copies should show office symbol or action officer's name to identify office responsible for action.

(4) Memorandums addressed through the CSA for the SA. Use format in figure 13. As a rule, correspondence addressed through the Chief of Staff is addressed to the Secretary of the Army, not an Assistant Secretary.



DEPARTMENT OF THE ARMY
ADMINISTRATIVE ASSISTANT TO THE SECRETARY OF THE ARMY
105 ARMY PENTAGON
WASHINGTON DC 20310-0105

(Office Symbol)

16 May 2003

MEMORANDUM THRU CHIEF OF STAFF, ARMY

FOR THE SECRETARY OF THE ARMY

SUBJECT: Example of a Memorandum through the Chief of Staff (CSA) to the Secretary of the Army (SA) – (ACTION OR INFORMATION)

1. This is an example of a properly prepared memorandum routed through the CSA, for the SA.
2. Prepare the memorandum in **12 point Arial or comparable type** using the same basic rules for preparing correspondence for the CSA signature. Do not number paragraphs.
3. For memoranda addressed to internal Army addressees, number the paragraphs. When the correspondence is addressed to external Army addressees, do not number paragraphs.
4. As a general rule, correspondence addressed through the CSA is addressed to the SA, not an Assistant Secretary. However, this format can be used to address an Assistant Secretary lined-thru for the CSA by the DAS or a Deputy Director, ECC.

Encl

Joel B. Hudson

Figure 13. Example of memorandum through CSA for SA

(5) HQDA principal official memorandums. Appropriate HQDA officials in the Secretariat and the ARSTAF may sign these memorandums (see fig 14). Tasking by ARSTAF agencies to Secretariat officials will be handled through ECC.



DEPARTMENT OF THE ARMY
ADMINISTRATIVE ASSISTANT TO THE SECRETARY OF THE ARMY
105 ARMY PENTAGON
WASHINGTON DC 20310-0105

16 May 2003

MEMORANDUM FOR ASSISTANT SECRETARY OF THE ARMY (CIVIL WORKS)

SUBJECT: Preparation of HQDA Principal Official Memorandums

1. Memorandums are normally forwarded for signature without the date. When necessary, center the date on the second line below the printed letterhead.
2. Do not type the office symbol on original memorandums addressed specifically to another Principal Official.
3. Do not use abbreviations for addresses. Exceptions are "U.S." or "D.C."
4. Type the subject on the second line below the address line. If the memorandum is addressed to an official in OSD, the words "ACTION MEMORANDUM" or "INFORMATION PAPER" will follow the subject.
5. Begin the text on the third line below the subject line. When addressed to internal Army addressees, number the paragraphs. When addressed to external Army addressees, do not number the paragraphs. The beginning of each paragraph will line up under the word "SUBJECT" in the same manner that this sample depicts.
6. Begin the signature block on the fifth line below the last line of the text. The text of the signature block should begin immediately to the right of the center of the page.
7. The word "enclosure" is the appropriate terminology to use in memorandums. Use "Encl" when abbreviating. Type at the left margin on the same line as the first line of the signature block. Do not show the number of, or list enclosures. If there is more than one enclosure, show the plural form. Do not use the term "attached" or "attachments".
8. When a second page is necessary, type the page number "-2-" in the center on the fifth line from the top of the page. Start text on the fifth line under the page number. The margins should be the same as the first page.

Encl

Joel B. Hudson

Figure 14. Memorandum addressed to principal officials of HQDA

(6) OSD memorandums. For memorandums prepared for the signature of officials in OSD, the following applies:

(a) Information and Action memorandums for the SECDEF or DEPSECDEF will be typed in 13 point Times New Roman. Figure 15 below provides a format example of an OSD Action Memorandum.

(b) For correspondence to other OSD officials, use same format the OSA uses.

(c) Margins will be 1 inch on correspondence signed by the SECDEF or DEPSECDEF.

(d) Do not use signature block on correspondence prepared for SECDEF or DEPSECDEF signature.

(e) Type all subsequent page numbers on eighth line from top of page, flush with right margin.

(f) The originating office is responsible for obtaining necessary coordination of other DOD components.

(g) When no staff interests external to the originating office are involved and coordination is not required, include a statement to that effect at end of memorandum.

(h) Formal coordination required from other DOD components will be with the head or principal deputy of the component concerned.

(i) When a DOD component nonconcurs in a memorandum prepared for the SECDEF or DEPSECDEF, the originating office will include a full explanation of the differences either in the memorandum or in a supplement (enclosed). The originator will include reasons why the nonconcurrence should be overruled.

(j) When an OSD tasker requests coordination, include in the package the OSD tasker and information showing the office, signature, or initials of the Army principal or principal deputy who coordinated on action. (Enclose as last tab to action.)



OFFICE OF THE SECRETARY OF DEFENSE
1000 DEFENSE PENTAGON
WASHINGTON DC 20301-1000

CLASSIFICATION

ACTION MEMO

February 13, 2002, 11:00 a.m.

FOR: SECRETARY OF DEFENSE

DepSec Action _____

FROM: John Doe, Secretary of the Army

SUBJECT: Sample Action Memorandum

- State what the addressee should do using succinct bullet paragraphs. Double space between bullets.
- Explain why it is okay for the recipient to take the recommended action. See Chapter 4 for suggested methods for organizing key points.
- Attach a signature item at Tab A, the incoming correspondence at Tab B, and background or supplemental information at Tab C, and continue sequentially as needed. Coordination should be provided at the last tab in the package.

RECOMMENDATION: Secretary of Defense sign correspondence at TAB A.

Note: If no document for signature use:

RECOMMENDATION: That Secretary or Defense approve subject matter, e.g., course of action, release of funds, etc., by initialing: Approve _____ Disapprove _____

COORDINATION: TAB D (or last tab in package) (or NONE)

Attachments:

As stated

Classification Authority and Declassification Instructions

Prepared By: Jane Smith, 703-697-1234

25
CLASSIFICATION

Figure 15. SECDEF, DEPSECDEF Action Memo

d. Letters prepared for signature of officials in OSD.

(1) Figure 3 is an example of a letter for SECDEF or DEPSECDEF signature. Also, follow the specific guidelines below.

(2) Use civilian format (month, day, year) when date is mentioned in text of letter. Letters should be in the first person and active voice.

(3) Follow the guidance provided by appendix B (Guide for Preparing and Managing OSD Correspondence) for appropriate letterhead stationery and signature blocks.

(4) Length. Generally limited to one page. Consider using attachments if one page will not adequately address the issue.

(5) Do not use signature block on correspondence prepared for SECDEF or DEPSECDEF signature.

e. Letters for Secretary of Defense or Deputy Secretary of Defense. See the guidance for Preparing and Managing OSD Correspondence provided in appendix B of this document for guidance on preparation of correspondence for the SECDEF and DEPSECDEF.

f. Secretary of the Army and principal officials' correspondence.

(1) Do not date correspondence prior to signature.

(2) Do not number paragraphs of letters or memorandums for signature by the SA and/or those addressed to external DA organizations.

(3) Begin the salutation two lines below the address block.

(4) Avoid abbreviations except for those generally accepted, such as a.m., p.m., or Inc. Acronyms should always be spelled out the first time, and then placed in parentheses (for example, Memorandum of Understanding (MOU)).

(5) Do not carry abbreviations such as (Jr., Inc.) to the next line, adjust spacing to accommodate or move entire words to the next line.

(6) Complimentary close for SA letters is "Respectfully."

(7) When using SA flag stationery or letterhead, do not use "Secretary of the Army" below the name in the signature block.

(8) Do not intermingle the words "enclosure" and "attachment." Use of the word "attachments" is not appropriate on memorandums.

(9) Enclosures and all coordination should be identified in the cover memorandum.

(10) Do not staple if there is correspondence to be signed.

(11) Prepare and enclose an envelope matching the letterhead.

(12) Staff action should contain action officer's name and telephone number.

(13) Personalize correspondence. Do not write in the third person or the abstract. Write directly to the person.

(14) Be positive. Use "I know" not "I'm sure." Likewise use "hope" or "hopefully" in situations outside the CSA or Secretaries' sphere of influence. Use "Your help is appreciated" instead of "I appreciate your help."

(15) Minimize the use of pronouns "I," "my," and "mine" to the extent possible without writing in passive voice.

(16) Use of "I" and "we." Use "I" consistent with good writing, but do not overuse. Use "we" when it makes sense.

(17) Use a direct style of writing. Keep communications short, simple, and concise.

(18) Avoid wordy expressions such as "in order to" or "in accordance with."

(19) Avoid using split infinitives. For example, use "...to understand fully" instead of "...to fully understand."

(20) When possible, keep correspondence to one page.

(21) State the purpose in first paragraph.

(22) Keep sentences and paragraphs short.

(23) Write simple, clear statements using plain language that is to the point.

(24) Avoid using jargon.

- (25) Use a positive approach.
- (26) Write in present tense and use first person.
- (27) Use active voice, not passive.
- (28) State ideas logically, using correct grammar, easily understood words, phrases, paragraphs, and proper punctuation.
- (29) Use civilian date style (for example, January 26, 2001) within the body of the text. Remember to place a comma after the year when using the civilian date style. Keep month, day, and year on same line of the text. If necessary, split the day and year, but keep the month and day on the same line.
- (30) Hyphenation is acceptable; however, do not hyphenate first line of a paragraph of the next to the last line. Never hyphenate proper nouns.
- (31) Margins should be adjusted (within a range of one inch to 1.5 inches to balance length and width of text. Do not use full or right justified margins.
- (32) Keep correspondence to a single page whenever possible.
- (33) Always address letters to a person, never a position title, or company, etc.
- (34) Ensure replies for the SA signature or review respond to each point raised in the incoming correspondence.
- (35) On cover memorandums state the purpose as follows: "PURPOSE: To inform the Chief of Staff of..." or "To propose that the SECDEF approve..."The purpose is not "To obtain CSA signature..."
- (36) Salutations. Do not use first name on responses to Army general officers and chiefs of other Services. If in doubt, contact the ECC.
 - g. Delegation of signature authority.*
 - (1) Correspondence prepared for the Acting Chief of Staff, Army (ACSA).
 - (a) When the Vice Chief of Staff, Army (VCSA) is designated ACSA, the following signature block will be used unless otherwise directed:

(NAME OF INCUMBENT)
General, United States Army
Vice Chief of Staff

(b) When the OCSA specifically directs correspondence to be prepared with an "Acting Chief of Staff" signature block, the following will be used:

(NAME OF INCUMBENT)
(Rank), United States Army
Acting Chief of Staff

- (2) Correspondence prepared for the Acting Vice Chief of Staff (AVCSA).
 - (a) When the Vice Chief of Staff is designated AVCSA or when the VCSA is absent, correspondence normally addressed to the VCSA will continue to be prepared for the VCSA's signature and not for the AVCSA.
 - (b) If required, OCSA will direct agencies to prepare correspondence with the following signature block:

(NAME OF INCUMBENT)
(Rank), United States Army
Acting Vice Chief of Staff

10. Assembly of staff actions and correspondence

a. General. The instructions contained in this section and those provided in the Guide for Preparing and Managing OSD Correspondence (see app B) will be followed when packaging staff actions and correspondence for HQDA principal officials and OSD. Correspondence for signature or papers that are to be forwarded to higher authority for approval will not be marked in any way. If sidelining is necessary, use

a separate strip of paper attached to the underside of the page and folded over. This will be removed before the document is dispatched from OCSA.

b. Staff Action Memorandum (HQDA Form 5). This form is available on Q:\EFORMS and at <http://www.usapa.army.mil>. Complete the HQDA Staff Action Memorandum (HQDA Form 5) and include as the cover sheet for each staff action submitted. When the action is responding to a time sensitive action, check the "URGENT" block and print on pink bond paper. The HQDA Form 5 is shown at figure 16 (front) and figure 17 (reverse). The HQDA Form 5 is intended to:

- (1) Provide pertinent information about the action that is being staffed for coordination and/or submitted for approval and signature.
- (2) Identify the originating office.
- (3) Provide coordination blocks to reflect coordination conducted.

HQDA STAFF ACTION MEMORANDUM				<input type="checkbox"/> URGENT <input type="checkbox"/> ROUTINE						
1. SUBJECT				2. SUSPENSE DATE (YYYYMMDD)						
3. OFFICE SYMBOL		4. HQDA/SACO TRACKING NUMBER		5. TODAY'S DATE (YYYYMMDD)						
6. ACTION REQUIRED <input type="checkbox"/> APPROVE <input type="checkbox"/> SIGNATURE <input type="checkbox"/> INFORMATION <input type="checkbox"/> DECISION <input type="checkbox"/> OTHER										
7. BACKGROUND (Describe the origin of the action, background, and the requirement. (10 line maximum))										
SAMPLE										
8. SUMMARY OF ACTION (Executive Summary - include impact statements, metrics, trends, etc. (10 line maximum))										
9. RECOMMENDATION (State the recommended action to be taken by the Principal Official. (2 line maximum))										
10. COORDINATIONS (Continuation sheet on page 2)										
CONCUR	NONCONCUR	OFFICE	NAME	PHONE	DATE (YYYYMMDD)					
11. APPROVALS										
TITLE	INITIALS	DATE (YYYYMMDD)	TITLE	INITIALS	DATE (YYYYMMDD)	APPROVED	NOTED	SEE ME	BRIEF	NOTE CHANGES
BRANCH CHIEF			ECC							
DIVISION			EXEC. OFFICER							
DIRECTOR			DEPUTY							
SACO			PRINCIPAL							
12. FILE LOCATION (Identify File location - Example: J:\Common\B Doe\Congressional\CivPay.doc)										
13. ACTION OFFICER NAME					14. RANK/POSITION					
15. EMAIL ADDRESS					16. PHONE NUMBER					

Figure 16. HQDA Staff Action Memorandum

- c. Stapling.* Do not staple original correspondence forwarded for signature.
- d. Sequence.* Assemble final action paper in the following sequence:
 - (1) Transmittal "Action Memorandum" or "Information Memorandum."
 - (2) Proposed reply requiring signature with any enclosure (use executive correspondence acetate cover for protection).
 - (3) Reply envelope, if any.
 - (4) Original incoming correspondence.
 - (5) Other supporting documents.
- e. Copies.* When headings and data run lengthwise have tabbed pages, (for example, printed in landscape position on the page), these pages will be placed so that headings are to the left margin of the transmittal document.
 - (1) Charts and graphs will be reduced to the smallest legible size in order to conserve paper.
 - (2) Avoid using enclosures that exceed 8 1/2 X 11 inches.
- f. Tabs, enclosures, and attachments.* Keep tabs to a minimum.
 - (1) Use alphabetic tabs (A, B, C, etc.) for primary tabs and numeric tabs (1, 2, 3, etc.), for secondary tabs that follow each letter tab. Tab should be displayed consecutively (for example, A, A-1, A-2, B-1, B-2, etc.). Identify each tab in the text of the correspondence.
 - (2) Preprinted tabs may be used. As a general rule, tabs will be arranged top to bottom so that they do not block the reader's view of other tabs or markers.
 - (3) Primary attachments or enclosures should be letter tabs.
 - (4) Secondary enclosures should be enclosure tabs (3/4") and marked "Encl," "Encl 1," "Encl 2," etc.
 - (5) Do not use enclosures to enclosures unless it benefits the addressee.
 - (6) With the exception of the letter that is to be signed, type or write the enclosure number in the lower right corner of each enclosure.
 - (7) Secure each acetate tab with tape or staple to prevent the tab from falling out.
 - (8) For ease of reference, enclosures and attachments will be cited in the text using letter tabs to identify them.
 - (9) Celluloid markers such as "Post it" type stick on flags, other than green, may be used to point out specific lines or paragraphs at tabs.
 - (10) Correspondence for signature should always be placed behind the first tab (Tab A) and marked with signature marker.

11. Executive summary

a. Purpose. An executive summary (EXSUM) (see fig 18) provides timely information in a brief, succinct manner. The SA and CSA have directed that the EXSUM be used as often as possible to answer their questions, to provide information, or to make them aware of issues that require action at their level.

b. Scope. The EXSUM is a stand-alone document and, therefore, will not be submitted with attachments. An EXSUM should be one paragraph, marked with the appropriate classification. A separate classification marking for the title is also required. EXSUMs will not exceed 15 lines. To receive more information, "PREPARE MEMO" may be checked. Executive summaries, whether for decision or information, which respond to an OSA or OCSA tasking, will reflect the HQDA Tracking System control identification number (for example, 10704486) in the lower right corner.

c. Content. In addition to the format and content requirements of the EXSUM, the following items must be addressed:

- (1) What question is being answered (that is, "In response to SA/CSA question in the AEC meeting today")?
- (2) Why does the SA/CSA need this information?
- (3) What action by SA/CSA is required/desired?

d. Submitting EXSUMs. All unclassified EXSUMs will be submitted to the ECC via electronic transmission. Classified EXSUMs will be submitted in hard copy. The principal official of the submitting activity will approve EXSUMS prior to submission to the ECC. The ECC will forward the EXSUM to the appropriate EOH offices.

(CLASSIFICATION)

EXECUTIVE SUMMARY

(U) PREPARATION OF AN EXECUTIVE SUMMARY. (U) (Agency Office Symbol)
 An EXSUM is a brief summary of information either in response to a question or to provide information. The EXSUM should not exceed 15 lines. Prepare in a concise but informative style, making use only of approved acronyms and abbreviations. Normally, abbreviations are spelled out before using. The EXSUM should begin with the overall classification, followed by the subject (underlined). The originator's organization will appear next, followed by the body of the summary text. Ensure that the originator is identified and the EXSUM approved, as shown below. "PREPARE MEMO" should end the summary.
 PREPARE MEMO ____.

Originator's Name/Office Symbol/
 Extension

APPROVED BY _____

Control ID _____

(CLASSIFICATION)

Figure 18. Executive Summary

12. Briefings

Prepare briefings to the SA, CSA, USA, VCSA, or DAS in accordance with DA Memo 1-1. Action officers will coordinate with the appropriate ECC representative to schedule a briefing and to determine the recipient, length, and attendees.

13. Read aheads

a. For Army principal officials.

(1) A read ahead should be provided to principal officials when the subject area deals with complex or high visibility issues and/or subject areas. The intent of the read ahead is to provide the principal official an opportunity to become familiar with the current situation prior to receiving a briefing, allowing them opportunity to prepare for making decisions when receiving the briefing.

(2) Read aheads are required for all briefings to the senior Army leadership. Provide the read ahead to the ECC no later than 72 business hours prior to the scheduled briefing. Provide one color and two black and white copies to ECC. If the SMA needs to participate or be informed of the issues, provide an additional copy.

(3) Briefings for the SA and USA should begin with a "List of Assumptions."

(4) Follow the format in figure 19 when preparing a read ahead for Army principal officials.

SUBJECT: READ AHEAD FOR HQDA PRINCIPAL OFFICIALS

Date / Time Prep Session: _____ **Date / Time / Location of Event:** _____

Action Officer: _____ **ECC POC: LTC Jane Doe, 695-6410**

TEL Number: _____

E-Mail Address: _____

1. **PURPOSE:** (What is the purpose of the meeting / event / paper?) *In this section answer the question for the event being prepared for by this scheduled prep session or read ahead.*
2. **BRIEFER(S) / ATTENDEES:** (Who are the attendees?). *Indicate who the briefers are (list all in appropriate briefing order). List the attendees for the event as well as the prep session. Include rank, and first name (nickname if appropriate). Provide biographies of all major participants at the event.*
3. **ORIGINATOR / COORDINATION:** (Who is it from? / With whom has it been coordinated?) *In this packet include original invitation, document or action. For all coordination show concurrence or non-concurrence with appropriate remarks.*
4. **AGENDAS / OBJECTIVES:** (What are the objectives of the attendees / writer?) *The objective of the prep session is a given – focus on the event. Who has a position staked out and what is it? Intent is for all known or suspected agendas to be addressed. Perspective of all in attendance must be known.*
5. **What are the Army's objectives / desired outcomes?** *Establish relevance to current or future Army objectives or actions.*
6. **How does the SA/CSA/USA/VCSA help to achieve the Army's objectives?** *What action(s) must the SA/CSA/USA /VCSA take in order to achieve the Army's objectives?*

APPROVED BY: _____ Signature block of Principal or Deputy

Figure 19. HQDA read ahead format

b. For OSD principal officials.

(1) General.

(a) Office of the Executive Secretary/Secretary's Writing Team will provide Read Ahead assignments to military assistants and XO's via e-mail for the week.

(b) E-mail updates reflecting changes in the SECDEF and DEPSECDEF schedules will be sent as changes occur often.

(c) Primary offices are responsible for coordinating with secondary offices and consolidating or incorporating material so there is a single product for each event with no unnecessary duplication of information.

(d) If you need guidance about specific topics that should be addressed in read aheads for the SECDEF, contact the DEPSECDEF writing staff.

(e) If you need guidance about specific topics that should be addressed in read aheads for the DEPSECDEF, contact the DEPSECDEF writing staff.

(f) Submit an original read ahead plus eight copies for SECDEF meetings.

(g) Submit an original read ahead plus four copies for DEPSECDEF meetings.

(h) Read aheads should be delivered to room 1A1071 in the Pentagon by 1200 on the due date.

(2) Format (see fig 20).

(a) Bullets for the body are preferred with a limit of three lines per bullet.

(b) No acronyms unless they have been spelled out in the first instance. Using acronyms is discouraged.

(c) Use one page/single-sided, with 1-inch left/right margins, 1-inch top and bottom margins.

(d) Font should be 13 point, Times New Roman.

(e) Double space between items, 1.5 spaces between bullets.

(f) Attachments are permitted, but they must be legible and pertinent for the SECDEF or DEPSECDEF to review. If the attachment is longer than two pages, a single-page executive summary must be attached. Type the attachment number in the top right hand corner of attachment.

(3) Style.

(a) Use short, succinct, and clear language.

(b) Analyze and distill data so that salient information and the bottom line are arrived at clearly and succinctly.

(4) Additional instructions.

(a) Number all documents exceeding one page (for example, page 1 of 2).

(b) Give the date and time in the top right hand corner of the read ahead.

(c) For revised read aheads, note in subject line or background paragraph that the submission is a revision. Include a revision number. Also underline the material that has been changed. [NOTE: Revisions are discouraged.]

(d) For read aheads for SECDEF and DEPSECDEF meetings with foreign visitors:

1. Address any involvement they may have in proliferation on how they vote, with us or against us, in the UN.

2. Do not use room numbers, rather use: SECDEF Dining Room (for 3E912); SECDEF Conference Room (for 3E928); DEPSECDEF Conference Room (for 3E869); or Acquisition Conference Room (for 3E947).

(e) Use 2-inch paperclips to fasten read aheads.

(f) Use full names, not initials, on read aheads.

CLASSIFICATION

As of [Civilian Date & Time]

**READ AHEAD FOR SECRETARY RUMSFELD/DR.WOLFOWITZ:
[TOPIC]**

From: [Principal's Name, Title, Organization, & Telephone Number] [Date, Time, Location]

[Host, lead, or briefer; Organization]

Number of Participants: [Best estimate.]

Key Attendees: [List key attendees and their titles; list additional attendees in an attachment.]

Short but clear statement of major issue or point. [Answer the questions: Why are you telling this to the Secretary/Deputy Secretary? What should he know and discuss? What is the objective of the meeting?]

- Succinct, bullet statement format, one page, stand-alone document
- Background:
 - No more than 2 sub-bullets.
- Key Talking Points for Discussion:
 - No more than 5 sub-bullets.
- Desired Outcome:
 - No more than 2 sub-bullets.

At bottom of page, type: [Prepared by: Name/Organization]Telephone Number].

CLASSIFICATION

Figure 20. OSD read ahead template

14. HQDA Staff action guidance

The table below provides the basic framework for working a HQDA Staff action.

Table 3
Basic guide for working a staff action

Steps	Guidelines
Action source * Internal * OCSA * OSA * OSD	* Initial guidance normally included.
Obtain guidance	* Know what the requirement is. * Direct contact with action source is encouraged. * Differentiate between personal opinion and official position. * If required, seek guidance any time during staff action process.
Check for suspense	* If action initiated by OCSA, OSA, or OSD and suspense cannot be met, contact Director, ECC.
Collect and analyze data	* Check background file. * Discuss with experienced action officers.
Prepare draft for coordination	* Maximize use of working draft for coordination.
Execute intra-agency coordination	* Prepare papers in memorandum or letter format. * Determine who will sign action. * Coordinate with OSA or OCSA (via ECC) early. * Make necessary coordination. * Maximize use of e-mail, telephone, and handwritten notes.
Revise draft as necessary and complete	* Resolve nonoccurrence if possible.
Take final action/forward for approval	* Agency principal or designated individual takes final action.
Forward for resolution of nonconcurrency	* Agency principal— o Overrides nonoccurrence. o States reasons for nonoccurrence and rationale for consideration and recommendations. Forward to SA or USA, or to CSA or VCSA for decision. * If necessary for paper to be approved above agency level, agency principal will forward to OCSA or line-thru for CSA and forward to OSA.

15. OSD staff action guidance

The guidance below in conjunction with the OSD guidance provided at appendix B will be followed when preparing Army submission of OSD staff actions.

a. Coordination. List coordination in the ACTION MEMORANDUM to the SA (if none, state NONE). Coordination must also be listed at the last tab of the package.

b. Delivery. Prepare the suggested response for SA signature; prepare ACTION MEMORANDUM; deliver to the appropriate ECC representative, Pentagon, Room 3D723.

c. Date. ECC will date and contact action officer for pickup and delivery to OSD after the SA signs.

d. Coordination sheet format. On correspondence to SECDEF or DEPSECDEF, coordinate formally with OSD principals or principal deputies and other services as appropriate. List names (with signature or initials), offices, and dates of formal coordination on separate sheet (as shown in figure 21 below) and attach to ACTION/INFORMATION MEMORANDUM as the last tab.

COORDINATION		
LtCol Warzinski	Assistant Secretary of Defense (PA)	May 10, 2001

Figure 21. Coordination

- e. Copies.* Return the completed, formally coordinated package with three copies to ECC for processing.
- f. Submitting to OSD Directives and Communications.* The action officer or ECC will deliver action to OSD for signature. Correspondence submitted to the SECDEF, DEPSECDEF, and Executive Secretary will be delivered to room 3A948; deliver correspondence for other OSD officials to that individual's office.
- g. Disposition of final document.* After OSD signs, ECC will distribute file copies.

Appendix A References

Section I Required Publications

AR 10-5

Organization and Functions, Headquarters, Department of the Army. (Cited in para 3c.)

AR 25-50

Preparing and Managing Correspondence. (Cited in paras 7a(1), c(1), and d(2).)

DAGO 2002-03

Assignment of Functions and Responsibilities within Headquarters, Department of the Army, 9 July 2002. (Cited in paras 3a, b, e, and 4h(4)a.)

Section II Related Publications

A related publication is a source of additional information. The user does not have to read it to understand these implementation procedures.

AR 1-20

Legislative Liaison

AR 25-11

Record Communications and the Privacy Communications System

AR 25-30

The Army Publishing Program

AR 25-55

The Department of the Army Freedom of Information Act Program

AR 380-5

Department of the Army Information Security Program

Army Directive 2001-02

Army Directive #2-Written Communication

Army Directive 2002-01

Army Directive #3-Use of Letterhead

DA Memo 1-1

Briefing the Secretary of the Army, Under Secretary of the Army, Chief of Staff, Vice Chief of Staff, and Director of the Army Staff

DA Memo 10-7

Relationships Between the Office, Secretary of the Army and the Army Staff

DA Memo 11-2

Consultation with State and Local Officials

DA Pam 25-40

Army Publishing: Action Officers Guide

OSD Administrative Instruction No. 7

(<http://www.dtic.mil/whs/directives/corres/ins2.html>)

Congressional Actions Responsibilities SOP

(<http://www.sba.gov/library/soprooom.html>)

OSD Military Assistant/Executive Officer Handbook

(http://www.defenselink.mil/execsec/handbook_index.html)

Section III

Prescribed Forms

HQDA Staff Action Memorandum. (Prescribed in para 10b.) (This form is available on Q:\EFORMS and at <http://www.usapa.army.mil>.)

Section IV

Referenced Forms

Secretary of Defense Correspondence Action Report. (Information on obtaining the form appears at <http://www.dior.whs.mil/icdhome/fman.htm>.)

Appendix B

Guide for Preparing and Managing OSD Correspondence

B-1. Overview

This appendix provides information on preparing and managing OSD correspondence.

B-2. Guide

See attached correspondence guide, which appears at the end of this publication.

Glossary

Section I Abbreviations

AR

Army regulations

ARSTAF

Army Staff

AASA

Administrative Assistant to the Secretary of the Army

CAPB

Correspondence Analysis Processing Branch

CSA

Chief of Staff, Army

CSG

Chief of Staff Group

DAS

Director of the Army Staff

DEPSECDEF

Deputy Secretary of Defense

ECC

Executive Communications and Control

EOH

Executive Office Headquarters

EXSUM

Executive Summary

FAA

for appropriate action

FOA

field operating agency

FOIA

Freedom of Information Act

GOMO

General Officer Management Office

GSC

General Staff Council

HQDA

Headquarters, Department of the Army

IG

Inspector General

JACO

Joint Actions Control Office

MACOM

major Army command

MEMO

memorandum

MOU

Memorandum of Understanding

OCLL

Office of the Chief Legislative Liaison

OCSA

Office of the Chief of Staff Army

OSA

Office of the Secretary of the Army

OSD

Office of the Secretary of Defense

POC

point of contact

RD

reply direct

RDC

reply direct by the component head

SA

Secretary of the Army

SECDEF

Secretary of Defense

SACO

Staff Action Control Office

SMA

Sergeant Major of the Army

USA

Under Secretary of the Army

VCSA

Vice Chief of Staff, Army

Section II

Terms

This section contains no entries.

Section III

Special Abbreviations and Terms

This publication uses the following abbreviations, brevity codes, or acronyms not contained in AR 310-50.

AKO

Army Knowledge Online

C&D

Correspondence and Directives

C&R

comments and recommendations

DECC

Director, Executive Communications and Control

XO

executive officer

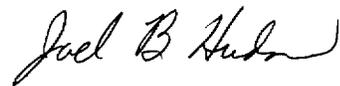
By order of the Secretary of the Army:

JOHN M. KEANE

General, United States Army

Acting Chief of Staff

Official:



JOEL B. HUDSON

Administrative Assistant to the

Secretary of the Army

Distribution:

This publication is available in electronic media only and is intended for Headquarters, Department of the Army and its field operating agencies.

APPENDIX B

Guide For Preparing and Managing OSD Correspondence

FOREWARD

The content of appendix B is subject to revision by Washington Headquarters Services. This guide provides information for managing Secretary and Deputy Secretary of Defense correspondence.

The point of contact for this guide is:

WASHINGTON HEADQUARTERS SERVICES
DIRECTORATE FOR COMMUNICATIONS AND DIRECTIVES
ROOM 3B946
1155 DEFENSE PENTAGON
WASHINGTON, DC 20301-1155

TELEPHONE: 703-697-8261

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¹ Due to data transfer limitations, figures may not be shown precisely to scale.

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REFERENCES

- (a) DoD Instruction 5045.1, "Procedures for Office of the Secretary of Defense (OSD) Correspondence," March X, 2002
- (b) DoD 5200.1-R, "Information Security Program Regulation," January 14, 1997, authorized by DoD Directive 5200.1, December 13, 1996
- (c) DoD 5200.1-PH, "DoD Guide to Marking Classified Documents," April 1997
- (d) Executive Order 12958, "Classified National Security Information," April 1995
- (e) "Military Assistant and Executive Officer Handbook," July 2002

List of Organizational Acronyms and Abbreviations

Acronym or Abbreviation	Meaning
AFIS	American Forces Information Services
ASD	Assistant Secretary of Defense
ASD(C3I)	Assistant Secretary of Defense (Command, Control, Communications and Intelligence)
ASD(FMP)	Assistant Secretary of Defense (Force Management Policy)
ASD(HA)	Assistant Secretary of Defense (Health Affairs)
ASD(ISA)	Assistant Secretary of Defense (International Security Affairs)
ASD(ISP)	Assistant Secretary of Defense (International Security Policy)
ASD(LA)	Assistant Secretary of Defense (Legislative Affairs)
ASD(PA)	Assistant Secretary of Defense (Public Affairs)
ASD(RA)	Assistant Secretary of Defense (Reserve Affairs)
ASD(SOLIC)	Assistant Secretary of Defense (Special Operations and Low Intensity Conflict)
ATSD	Assistant to the Secretary of Defense
ATSD(IO)	Assistant to the Secretary of Defense (Intelligence Oversight)
ATSD(NCB)	Assistant to the Secretary of Defense (Nuclear and Chemical and Biological Defense Programs)
CAAF	Court of Appeals of the Armed Forces
C&D	Communications & Directives Directorate
CCD	Correspondence Control Division
CIFA	Counterintelligence Field Activity
CJCS	Chairman of the Joint Chiefs of Staff
CMC	Commandant of the Marine Corps
CNO	Chief of Naval Operations
CSA	Chief of Staff, Army
CSAF	Chief of Staff, Air Force
DA&M	Director for Administration and Management
DARPA	Defense Advanced Research Projects Agency
DCAA	Defense Contract Audit Agency
DCMA	Defense Contract Management Agency
DDR&E	Director, Defense Research & Engineering
DepSecDef	Deputy Secretary of Defense
DFAS	Defense Finance and Accounting Service
DIA	Defense Intelligence Agency
DISA	Defense Information Systems Agency
DJS	Director, Joint Staff
DLA	Defense Logistics Agency
DLSA	Defense Legal Services Agency
DMPA	Defense Medical Program Activity
DNA	Defense Nuclear Agency
DPB	Defense Policy Board
DoD	Department of Defense
DoDEA	Department of Defense Education Activity
DoDHRA	Department of Defense Human Resources Activity
DOT&E	Director, Operational Test and Evaluation
DSAA	Defense Security Assistance Agency
DSB	Defense Science Board
DSCA	Defense Security Cooperation Agency
DSS	Defense Security Service

List of Organizational Acronyms and Abbreviations Con't.

Acronym or Abbreviation	Meaning
DTRA	Defense Threat Reduction Agency
DTSA	Defense Technology Security Administration
ES	Executive Secretariat of the Department of Defense
ESR	Executive Secretariat Rear
ExecSec	Executive Secretary of the Department of Defense
FTD	Director, Force Transformation
GC	General Counsel of the Department of Defense
HLS	Homeland Security
IG	Inspector General of the Department of Defense
JCS	Joint Chiefs of Staff
MDA	Missile Defense Agency
NA	Net Assessment
NIMA	National Imagery and Mapping Agency
NRO	National Reconnaissance Office
NSA	National Security Agency
NSC	National Security Council
OEA	Office of Economic Adjustment
OSD	Office of the Secretary of Defense
MA	Military Assistant
PA&E	Program Analysis and Evaluation
PDUSD	Principal Deputy Under Secretary of Defense
PFPA	Pentagon Force Protection Agency
POW/MPO	Prisoner of War/Missing Person Office
RFPB	Reserve Forces Policy Board
SA	Secretary of the Army
SADBU	Small & Disadvantaged Business Utilization
SAF	Secretary of the Air Force
SecDef	Secretary of Defense
SJS	Secretary of the Joint Staff
SN	Secretary of the Navy
SWT	Secretariat Writing Team
TRICARE	TRICARE Support Office
TSA	The Special Assistant – Secretary or Deputy Secretary of Defense
USA	United States Army
USAF	United States Air Force
USD(AT&L)	Under Secretary of Defense for Acquisition, Technology, and Logistics
USD(C)	Under Secretary of Defense (Comptroller)
USD(P)	Under Secretary of Defense for Policy
USD(P&R)	Under Secretary of Defense for Personnel and Readiness
USMC	United States Marine Corps
USN	United States Navy

C1. CHAPTER 1

GENERAL INFORMATION

C1.1. This Manual:

C1.1.1. Establishes policy and procedures for managing correspondence as DoD Directive 5045.1 (reference a) directs.

C1.1.2. Prescribes procedures for managing OSD correspondence.

C1.1.3. Provides procedures for preparing and submitting Secretary and Deputy Secretary of Defense correspondence.

C1.1.4. Provides general grammar, punctuation, and editing guidelines for OSD writing.

C1.1.5. Provides guidance on security classification according to DoD 5200.1-R and DoD 5200.1-PH (References b and c).

C1.2. For assistance, consult the Directorate for Communications and Directives, Correspondence Control Division, located in the Pentagon, Room 3A948. Office telephone numbers are:

C1.2.1. Unclassified Control Branch - 703-695-3133.

C1.2.2. White House Liaison Section - 703-695-6151.

C1.2.3. Classified Control Branch - 703-697-6131.

C1.2.4. NATO Sub-registry - 703-697-6395.

C1.2.5. Suspense Control - 703-697-9287.

C1.2.6. Automated Document Control Branch - 703-697-9285.

C1.2.7. Mail and Distribution – 703-697-2426.

C2. CHAPTER 2

GENERAL CORRESPONDENCE MANAGEMENT

C2.1. How the Correspondence Control Division (CCD) Assigns Action on Secretary and Deputy Secretary of Defense Correspondence

C2.1.1. CCD receives, analyzes, and assigns action for correspondence addressed to the Secretary and Deputy Secretary of Defense, Congressional correspondence addressed to the Assistant Secretary of Defense for Legislative Affairs (ASD (LA)), and all White House correspondence referred to the Department of Defense. CCD identifies correspondence using an eight-character control number that ends with the two-digit calendar year and begins with a distinguishing alphabetical identifier as follows:

C2.1.1.1. “U” for unclassified.

C2.1.1.2. “X” for classified.

C2.1.1.3. “W” for White House.

C2.1.1.4. “N” for NATO.

C2.1.1.5. “WB” for White House bulk.

C2.1.1.6. “UB” for unclassified bulk.

C2.1.2. For example, U12345-02 is an unclassified 2002 control number.

C2.2. How CCD Assigns Suspense Dates

C2.2.1. CCD date/time stamps documents upon receipt. The date is the basis for the suspense timeline, which begins the day following the date of receipt, as follows:

C2.2.1.1. Twenty-four hours for correspondence from the President, Vice President, or the White House Chief of Staff.

C2.2.1.2. Four workdays when correspondence is from a Cabinet Head, Member of Congress, Governor or senior White House staff.

C2.2.1.3. Four workdays for Prepare Reply for Secretary or Deputy Secretary of Defense signature (PRS/PRD).

C2.2.1.4. Five workdays when action is Comments and Recommendations (C&R).

C2.2.1.5. Five workdays for Secretary of Defense Priority Action (SDPA) or Deputy

Secretary of Defense Priority Action (DSPA).

C2.2.1.6. Six workdays for replies to controlled White House referrals.

C2.2.1.7. Nine calendar days for correspondence from foreign Ministers of Defense. Unlike other correspondence, suspense is calculated from the date CCD receives the incoming correspondence.

C2.2.1.8. Nine workdays for actions assigned as Reply Direct by Component Head (RDC), Reply Direct (RD), or For Appropriate Action (FAA).

C2.2.2. CCD may alter timelines when actions require shorter or longer processing times.

C2.3. How CCD Routes Incoming Correspondence. To forward incoming Secretary and Deputy Secretary of Defense correspondence to the DoD Components, CCD uses a “Secretary of Defense Routing Slip” (see Appendix 1.F2) to:

C2.3.1. Disseminate action and information copies to the appropriate offices.

C2.3.2. Indicate how the responsible office shall act. See Appendix 1 for a complete listing of directed actions. Indicators frequently used include:

C2.3.2.1. Prepare Reply for Secretary of Defense signature (PRS).

C2.3.2.2. Prepare Reply For Deputy Secretary of Defense signature (PRD).

C2.3.2.3. Prepare Reply for Executive Secretary signature (PRE).

C2.3.2.4. Answer Secretary of Defense Note (ASN).

C2.3.2.5. Answer Deputy Secretary of Defense Note (ADN).

C2.3.2.6. Provide Comments and Recommendations (C&R).

C2.3.2.7. Reply Direct, Component head shall sign (RDC).

C2.3.2.8. Reply Direct, signed by appropriate official based on content/writer (RD).

C2.3.2.9. Forwarded for Appropriate Action (FAA).

C2.3.2.10. Information and Retention (I&R).

C2.3.3. Identify required coordination.

C2.3.4. Provide specific guidance (“Remarks” section).

C2.3.5. Establish a due date for the responsible office to act.

C2.3.6. Assign an OSD control number (see paragraphs C2.1.1. and C2.1.2.)

C2.4. General Processing Requirements for the DoD Components. The DoD Components shall process materials for the Secretary and Deputy Secretary of Defense through the Directorate for Communications and Directives (C&D), Communications Control Division (CCD), Room 3A948, except for the items in Table C2.T1.

Table C2.T1. Materials C&D Does Not Process

Type of Document	Where to Deliver
Read Ahead materials	Room 1A1071
Retirement Letter Requests to the White House Military Office (WHMO)	Executive Secretary in Room 3D853
Intelligence Daily Summaries	Executive Secretary in Room 3D853
J-3 Operational Summaries (Daily and Weekly)	Executive Secretary in Room 3D853
Notification to White House of service member death	Executive Secretary in Room 3D853
Time sensitive communications requiring SecDef/DepSecDef attention within two hours, as confirmed by the Executive Secretary, who takes them directly to the Secretary or Deputy Secretary of Defense. ²	Executive Secretary in Room 3D853

C2.5. How Responsible Offices Provide Status of or Request Changes to Taskings.

C2.5.1. Submit SD Form 391³, "Secretary of Defense Correspondence Action Report," with all action correspondence (See Appendix 1.F1) to:

C2.5.1.1. Close out an action.

C2.5.1.2. Cancel an action.

C2.5.1.3. Request a suspense extension.

C2.5.1.4. Forward a copy of an interim reply to CCD.

C2.5.1.5. Request to downgrade an assigned action.

² C&D controls these communications after the SecDef or DepSecDef has acted on them.

³ To obtain an electronic version of the SD 391, contact the CCD suspense control desk at 703-697-9287, room 3A948.

C2.5.1.6. Provide rationale to justify transfer of an action.

C2.5.2. To appeal an action assignment, an Executive Officer or Military Assistant to a DoD Component or Agency Head, or higher-level person in the responsible office, shall contact the appropriate office in CCD within 24 hours of the CCD time clock stamp. If returned within 24 hours with reasonable rationale for reassignment, CCD shall accept the action for transfer without further coordination.

C2.5.3. The initial action office is responsible for coordinating all action assignment transfers after the initial 24-hour period. When seeking transfer, ensure the accepting official has the authority to accept and the capability to complete the action. Annotate the SD Form 391 to reflect the name, office, and telephone number of the accepting official and return it with the original document to CCD. CCD shall then forward it to the new responsible office with a revised suspense, as appropriate.

C2.5.3.1. When newspaper articles, press releases, speeches by Department officials, or policy change announcements result in repeated public inquiries or a write-in campaign, the DoD Component assigned initial action may initiate transfer to ASD(PA) and designation of PA as the responsible office for future inquiries on the subject.

C2.5.3.2. The responsible office shall furnish ASD(PA) with information on which to base replies and updated information if circumstances change. When initiating a transfer, return original correspondence and proposed reply to the CCD along with SD Form 391 annotated with the name and telephone number of the ASD(PA) accepting official.

C2.5.4. On occasion, the Secretary or Deputy Secretary of Defense, their Military or Special Assistants, or the Executive Secretary may change an action assignment. In those instances, CCD shall forward a revised SD Correspondence Routing Slip formally notifying the responsible office that its requirement has changed.

C2.6. How Responsible Offices Coordinate

C2.6.1. Coordinate with offices designated on the Secretary of Defense Correspondence Routing Slip, as well as any office that may have an interest in or be affected by the outcome of the action.

C2.6.2. Obtain concurrence or comments from the Heads of the DoD Components or, in their absence, principal deputies.

C2.6.3. Coordinate with the DoD Components simultaneously rather than in sequence to ensure you receive responses as quickly as possible.

C2.6.4. Never allow disagreements about your recommendations or lack of response from a coordinating office to hold up a document. List “nonconcur” and place their comments at the coordination tab. Be sure to address their issues in a memorandum or attached supplement.

Note on the coordination sheet when coordination was attempted but not accomplished; include the amount of time allotted.

C2.6.5. If no coordination is required on an Action or Info Memo, state “none” on the cover page. See Chapter 5 for details.

C2.6.6. Coordinate with the Assistant Secretary of Defense for Public Affairs on all correspondence that:

C2.6.6.1. Contains information with public affairs implications.

C2.6.6.2. Involves requests for the Secretary or Deputy Secretary of Defense to participate in public forums, such as speaking and media events, or events in DoD or military settings that may draw media coverage.

C2.6.7. Coordinate with the General Counsel, Department of Defense on all correspondence that:

C2.6.7.1. Has any legal implication.

C2.6.7.2. May adversely reflect on the Department of Defense.

C2.6.7.3. Is based on Government statutes, civilian law, or memorandums of understanding.

C2.6.8. Coordinate with the Assistant Secretary of Defense for Legislative Affairs on all correspondence to Members of Congress.

C2.6.9. Coordinate with the Assistant to the Secretary and Deputy Secretary of Defense for Protocol on all schedule proposals.

C2.7. How Responsible Offices Submit Materials to the Secretary or Deputy Secretary of Defense

C2.7.1. Use either an Action or Info Memo to forward materials to the Secretary or Deputy Secretary of Defense. See Chapter 5 for details.

C2.7.2. Submit packages to CCD, Room 3A948, for control and forwarding through the Executive Secretary to either the Secretary or Deputy Secretary of Defense.

C2.7.3. Correspondence requiring expeditious processing should be flagged with a red tag. C&D staff will ensure these materials receive priority processing and prompt delivery to the Executive Secretary.

C2.7.4. Extremely urgent communications that require Secretary or Deputy Secretary of Defense attention within two hours should be flagged with a green tag and hand-carried to the Executive Secretary. See Table C2.T1, “Materials C&D Does Not Process.”

C2.8. Suspense Reporting. C&D publishes the “Secretary and Deputy Secretary of Defense Correspondence Report.” This weekly report, distributed by e-mail on Fridays, consists of four sections. The first section provides a summary of overdue PRS/PRD and RDC/RD taskings. Two additional sections provide detailed information about the PRS/PRD and RDC/RD overdue taskings. The final section provides a listing of all taskings that are overdue or coming due by the end of the following week. A tasking is reflected as open and charged against the DoD Component until the responsible office submits a signature package, Info Memo, or SD Form 391 indicating it completed the task or requesting another course of action. See a sample correspondence report at Appendix 1.F3.

C3. CHAPTER 3

WHITE HOUSE AND CONGRESSIONAL CORRESPONDENCE MANAGEMENT

C3.1. White House Correspondence

C3.1.1. General processing information

C3.1.1.1. OSD receives correspondence from the President, Vice President, Assistant to the President for National Security Affairs, and senior White House staff involving national security issues and interdepartmental affairs. The White House Military Office (WHMO) forwards communications from the Offices of the President concerning routine administrative, logistical, transportation, military personnel, and emergency action matters not involving national security policy, through the Correspondence Control Division (CCD) to the DoD Executive Secretary and vice versa. The WHMO tasking sheet indicates what action the Department of Defense shall take in response to White House correspondence.

C3.1.1.2. Communications from the President or White House staff sent directly to the DoD Components shall be referred to the DoD Executive Secretary.

C3.1.1.3. Signing officials

C3.1.1.3.1. The Secretary or Deputy Secretary of Defense shall sign DoD correspondence to the President, the Vice President, the Chief of Staff to the President, or the Assistant to the President for National Security Affairs.

C3.1.1.3.2. The DoD Executive Secretary forwards routine staff-to-staff written communications to offices within the White House, the Deputy Assistant to the President and the Director of the White House Military Office, the Executive Secretary of the National Security Council, and the Assistant to the President for National Security Affairs.

C3.1.1.3.3. A General/Flag officer or SES level individual shall sign responses to individuals who write to the President or other White House officials when the correspondence is sent to Department of Defense for reply.

C3.1.2. How CCD processes White House correspondence

C3.1.2.1. Incoming White House correspondence for which CCD processes replies falls into three categories:

C3.1.2.1.1. "Special"- correspondence from the President, Vice President, Assistant to the President for National Security Affairs, and senior White House staff. Correspondence in

this category normally involves national security issues and interdepartmental affairs. CCD normally tasks:

C3.1.2.1.1.1. Correspondence from the President, Vice President, or White House Chief of Staff with a 24-hour suspense.

C3.1.2.1.1.2. Replies to Cabinet Heads, Members of Congress, Governors, or senior White House staff with a 4-day suspense.

C3.1.2.1.2. “Referrals” – correspondence containing DoD-related subject matter from Members of Congress, corporate executives, former Government or foreign officials, or involving special interest items, addressed to the President or Vice President or brought to the attention of the White House staff. CCD normally tasks Referrals with a 6-day suspense.

C3.1.2.1.3. “White House Bulk” – all other routine correspondence from private citizens addressed to the President or White House staff and forwarded to the Department of Defense for reply. The White House Agency Liaison designates two categories of constituent mail:

C3.1.2.1.3.1. Hardship cases – communications involve personal problems and/or requests for assistance. CCD normally tasks with a 15-day suspense.

C3.1.2.1.3.2. Bulk mail – includes constituent correspondence expressing wants, opinions, and/or comments on issues or legislation. CCD normally tasks with a 30-day suspense.

C3.1.2.2. CCD shall:

C3.1.2.2.1. Forward White House correspondence to responsible DoD Component using a “Secretary of Defense Correspondence Routing Slip.” See an example at Appendix 1.F2.

C3.1.2.2.2. Hold the original of “Special” and “Referral” correspondence until the completed signature package is submitted.

C3.1.3. How responsible offices prepare replies

C3.1.3.1. Responsible offices shall prepare replies for White House correspondence according to directions on the Secretary of Defense Correspondence Routing Slip. Typical requirements include the following: prepare a draft reply for the President’s signature; prepare a fact sheet upon which a reply may be based; and reply direct - provide a copy of response to CCD.

C3.1.3.2. Prepare replies according to the following specifications for each type of correspondence.

C3.1.3.2.1. Draft replies

C3.1.3.2.1.1. Prepare them on plain bond paper with one-inch margins, and

double-spaced paragraphs.

C3.1.3.2.1.2. Submit them:

C3.1.3.2.1.2.1. As a signature package to the Executive Secretary for forwarding to the WHMO. The package shall contain a memo to the Executive Secretary briefly explaining the case, and a memo to the WHMO for the Executive Secretary's signature that provides the draft reply as an enclosure. Use Office of the Secretary of Defense letterhead for the forwarding memo.

C3.1.3.2.1.2.2. To CCD in original plus one copy.

C3.1.3.2.2. Fact sheets

C3.1.3.2.2.1. Prepare them on plain bond paper with one-inch margins, an all caps subject line, and double spaced bullet items that briefly present the facts of the case.

C3.1.3.2.2.2. Submit them:

C3.1.3.2.2.2.1. As a signature package to the Executive Secretary for forwarding to the WHMO. The package shall contain a memo to the Executive Secretary briefly explaining the case, and a memo to the WHMO for Executive Secretary signature that provides the fact sheet as an enclosure. Use Office of the Secretary of Defense letterhead for the forwarding memo.

C3.1.3.2.2.2.2. To CCD in original plus one copy.

C3.1.3.2.3. Reply direct taskings

C3.1.3.2.3.1. All White House referrals require a written reply.

C3.1.3.2.3.2. Responsible offices respond to the correspondence and provide the original incoming correspondence and a copy of the reply to CCD to close the suspense.

C3.1.3.2.3.3. The responsible office shall maintain a record copy of the incoming correspondence and the reply.

C3.1.3.2.4. Interim replies

C3.1.3.2.4.1. When you cannot provide a final reply within the designated suspense, write an interim reply to the author of the incoming correspondence stating the:

C3.1.3.2.4.1.1. Reason for the delay.

C3.1.3.2.4.1.2. Steps you are taking to get the necessary information.

C3.1.3.2.4.1.3. Date he or she may expect a final reply.

C3.1.4. Outgoing White House correspondence

C3.1.4.1. Prepare materials originating within the Department of Defense for White House officials for Secretary or Deputy Secretary of Defense signature, using the appropriate letterhead, and forward via an Action Memo. Prepare the Action Memo according to directions in Chapter 5, and set up the letter as specified in Chapter 6.

C3.1.4.2. CCD handles correspondence to the President as privileged and does not provide information copies of the signed correspondence. However, responsible offices do receive a copy of the approved Action Memo.

C3.1.5. Forms of address

C3.1.5.1. When corresponding with the President and Vice President of the United States, use the addresses, salutations, and complimentary closings in Figures C3.F1. and C3.F2.

Figure C3.F1. Addressing the President

President George W. Bush The White House 1600 Pennsylvania Avenue, NW Washington, DC 20500	Dear Mr. President: Respectfully yours,
---	--

Figure C3.F2. Addressing the Vice President

Vice President Richard B. Cheney Eisenhower Executive Office Building Washington, DC 20510	a. <u>As Vice President:</u> Dear Mr. Vice President: Sincerely,
	b. <u>As President of Senate:</u> Dear Mr. President: Sincerely,

C3.1.5.2. Clearly mark the appropriate agency, building, and room number on all correspondence and envelopes addressed to the White House to ensure appropriate delivery.

C3.1.5.3. Contact the White House Liaison Section within CCD at 703-695-6151 or the Directorate for Communications and Directives at 703-697-8261 for assistance with White House correspondence.

C3.2. Congressional Correspondence

C3.2.1. How CCD Processes Congressional Correspondence

C3.2.1.1. The C&D shall:

C3.2.1.1.1. Process Congressional correspondence addressed to the Secretary or Deputy Secretary of Defense, or the Assistant Secretary of Defense for Legislative Affairs.

C3.2.1.1.2. Provide an acknowledgement to Members of Congress advising them that their letter to the Secretary or Deputy Secretary of Defense was received and providing the name of the person who shall respond.

C3.2.1.1.3. Provide the office responsible for preparing a reply and the Assistant Secretary of Defense for Legislative Affairs a copy of the signed acknowledgement.

C3.2.1.2. CCD shall:

C3.2.1.2.1. Task congressional correspondence sent to the Secretary or Deputy Secretary of Defense with a 4-day suspense.

C3.2.1.2.2. Assign action to a responsible office and annotate the “Secretary of Defense Routing Slip” to reflect the suspense and the action required, e.g. Prepare a Reply for Secretary of Defense signature (PRS), Deputy Secretary of Defense signature (PRD), or Reply Direct – Component Head signature (RDC).

C3.2.1.2.2.1. The Secretary of Defense normally signs replies to chairpersons and ranking members of DoD oversight committees, chairpersons and ranking members of the appropriations committees, and Senate and House leadership.

C3.2.1.2.2.2. The Deputy Secretary of Defense normally signs replies to Congressional correspondence addressed to him from Senate, House, and DoD oversight and appropriations committee leadership.

C3.2.1.2.3. Task correspondence forwarded to the Department of Defense from a Member of Congress on behalf of a constituent for Reply Direct with a 9-day suspense.

C3.2.2. How Responsible Offices Process Congressional Replies

C3.2.2.1. Prepare Reply for Secretary of Defense signature (PRS) or Deputy Secretary of Defense signature (PRD) on the appropriate letterhead and forward them for signature through C&D using an Action Memo. Prepare the Action Memo according to directions in Chapter 5, and set up the letter as stated in Chapter 6.

C3.2.2.2. Send RDC replies directly to the Member of Congress and provide a copy to CCD to close the suspense. A Presidential appointee, acting appointee, or head of a Legislative Affairs Liaison Office shall sign replies to letters referred to the Military Departments, the Defense Agencies, or OSD offices for Reply Direct. This requirement does not apply to casework replies, such as routine constituent-type inquiries addressed to the Assistant Secretary of Defense for Legislative Affairs.

C3.2.2.3. Address replies to Congressional correspondence according to Figure C3.F3.

Figure C3.F3. Addressing Members of Congress^{4,5}

Senate	House
<u>Washington Office:</u> The Honorable (Full Name) United States Senate Washington, DC 20510 (+ 4 Code)	<u>Washington Office:</u> The Honorable (Full Name) U.S. House of Representatives Washington, DC 20515 (+ 4 Code)
<u>District Office:</u> The Honorable (Full Name) Member, United States Senate Street Address City, ST Zip (+4 Code)	<u>District Office:</u> The Honorable (Full Name) Member, U.S. House of Representatives Street Address City, ST Zip (+4 Code)
Dear Senator (Last Name):	Dear Representative (Last Name):

C3.2.2.4. Provide a courtesy copy to the ranking member when sending correspondence to chairpersons of Congressional committees or subcommittees.

C3.2.2.5. Address a reply to a letter from a Congressional staff member to the Member of Congress or the chair of the committee and mark the envelope to the attention of the staff member.

C3.2.2.6. Mark the envelope to a particular person's attention or address to a specific location, e.g., a home state Congressional office, when:

C3.2.2.6.1. The incoming correspondence requests you do so.

C3.2.2.6.2. You are aware that the person in the Congressional office is interested in, has called about, or has signed the request for the Member of Congress.

⁴ A listing of Secretary of Defense preferred salutations is included in the Military Assistant and Executive Officer Handbook available at <https://ca.dtic.mil/execsec/handbook/index.html>.

⁵ The Zip +4 codes for individual Members of Congress may be found in the *Congressional Quarterly's Congressional Staff Directory*.

C3.2.3. How Responsible Offices Coordinate Congressional Replies

C3.2.3.1. Once your office has prepared a reply to a Member of Congress, it is responsible for coordinating replies with offices listed on the routing slip as well as other organizations that may have an interest in or be affected by the response. Provide copies to all coordinating offices so they may coordinate simultaneously.

C3.2.3.2. Coordinate all correspondence addressed to a Member of Congress with the Assistant Secretary of Defense for Legislative Affairs.

C4. CHAPTER 4

STYLE, FORMAT, AND USAGE

C4.1. Writing Style

C4.1.1. Active Voice. Use the active voice in correspondence by ensuring you have:

C4.1.1.1. The traditional active voice with the correct actor – action – object sentence structure.

C4.1.1.1.1. Avoid the passive voice that occurs when you separate the actor and action, as this example shows: “A new medal has been established to recognize civilians by the Department of Defense.” The actor, “Department of Defense” and action, “established,” occupy different parts of the sentence.

C4.1.1.1.2. Create the active voice by reuniting actor with the action following: “The Department of Defense has established a new medal to recognize civilians.”

C4.1.1.2. Sentences that always include an actor, whether an organization, individual, or abstract idea.

C4.1.1.2.1. Avoid writing sentences that lack actors. For example, this sentence, “A new policy regarding Internet security has been established,” does not tell the reader who established.

C4.1.1.2.2. Create a direct message by adding the appropriate actor, for example: “The Department of Defense has established a new policy regarding Internet security.”

C4.1.1.3. Strong, active words.

C4.1.1.3.1. Refrain from using empty actors, such as “it is,” “there are,” and all their variations, as they interfere with clarity. For example, the term, “It is,” in this sentence, “It is recommended that the Department of Defense implement the system,” links empty subjects without adding value and does not tell the reader who recommends.

C4.1.1.3.2. Write direct messages by using actors that add substance to your meaning, like this: “We recommend that the Department of Defense implement the system.” Or, depending on the meaning, you could write, “The ASD(C3I) recommends that the Department of Defense implement the system.”

C4.1.1.4. Clear verbs instead of hidden verbs.

C4.1.1.4.1. Do not use hidden verbs, such as “performance” and “determination,” that refer to actions but masquerade as nouns. For example, this sentence, “Implementation of new building security procedures is currently underway,” does not clarify who is implementing.

C4.1.1.4.2. Clarify the meaning and ensure you include the appropriate content by inserting the appropriate actors and recasting the hidden verb as the action it actually represents: “The Services are currently implementing new building security procedures.”

C4.1.2. Concise Word Use. Write concisely by avoiding:

C4.1.2.1. Unnecessary little words

C4.1.2.1.1. Be careful of the little word build up that results from passivity, fluffy phrases, and poor sentence structure, as shown here: “It has been determined that a review of the new protocol must be made in order to determine our best strategy for moving forward.” (24 words)

C4.1.2.1.2. Instead, cut extra and unnecessary words, such as “it has been...,” “... a review of...,” and “...must be made in order to...” to create a tighter, more direct message like this: “The USD(AT&L) has determined that we must review the new protocol to determine our best strategy for moving forward.” (19 words) See the following Table C4.T1. for more examples.

Table C4.T1. Alternatives for Unnecessary Phrases

Use	Instead of
about	in regard to, in the matter of, with reference to, in relation to, with regard to
according to	in accordance with
although	despite the fact that, in spite of the fact
at least	a minimum of
because	as a result of, as a consequence of
by	by means of, by virtue of
before	in advance of, prior to, previous to
for	in favor of, for the period/purpose of
if	in the event that, if for some reason
in	in terms of
in fact	as a matter of fact
know	be cognizant of, be acquainted with
later	at some future time, at a later date
near	in the proximity of
now	at the present time, as of this date, as of this writing, at this point in time
on	on the occasion of
since	in view of the fact that, owing to the fact that

Table C4.T1. Alternatives for Unnecessary Phrases, continued

Use	Instead of
soon	at an early date, in the near future, as soon as possible, sometime soon
to	in order to, for the purpose of, so as to, with a view toward
use	utilize, utilization of

C4.1.2.2. Repeated words

C4.1.2.2.1. Often, unnecessarily repeated words are a signal of poor structure. They also bury your message as shown here: “The policy must be strictly enforced. To ensure the policy is enforced, all OSD Component Heads shall...” (17 words).

C4.1.2.2.2. Cut the repeated words by restructuring your sentence, paragraph, and even a document when necessary, as well as getting rid of passives that add to the problem. This allows you to highlight the important information, like this: “To ensure they strictly enforce the policy, all OSD Component Heads shall...” (12 words).

C4.1.2.3. Repeated meaning

C4.1.2.3.1. You may have more difficulty spotting the second redundancy problem – repeated meaning – where you write the same message using different words: “Thank you for your efforts and energy on behalf of the members of the Military Services. We appreciate the dedication you have shown in representing their interests... We look forward to meeting with you on other issues of concern to the dedicated men...” (48 words).

C4.1.2.3.2. By cutting the repeated meaning and other wordiness, your message transmits much more sincerely and succinctly. And, keep this rule of thumb in mind, “It’s not how many times you say it, it’s how well you say it.” Here’s the revision: “We appreciate and thank you for the dedication and efforts you’ve shown on behalf of the men and women who serve our country. We look forward to meeting with you on additional concerns of interest to you...” (37 words).

C4.1.2.4. Repeated combinations. Do not use redundancies that repeat rather than reinforce meaning. See Table C4.T2. for examples.

Table C4.T2. Redundant Word Combinations

absolutely complete	basic fundamentals
follows after	reduce down
free and clear	refer back
cease and desist	full and complete
repeat again	collect together
future plans	return back
true and correct	important essentials
very unique	contributing factor
integral part	dollar amount
enclosed herewith	end result
actual truth	completely false
entirely complete	alter or change
and then	personal opinion
exactly identical	my own
final outcome	assemble together
midway between	vitaly essential
old patterns	each and every

C4.1.3. Reader focus

C4.1.3.1. Focus on what the reader needs to know by emphasizing what he or she gets from your message rather than what you plan to give or do, according to the following guidelines:

C4.1.3.1.1. Do not obscure the most important information – what the reader needs to do – as shown here: “The new policy is intended to enhance screening processes for....”

C4.1.3.1.2. Instead, let the reader know what he or she needs to do with the information upfront by stating the purpose, like this: “The Under Secretary of Defense recommends the new policy to enhance screening for....”

C4.1.3.2. Speak directly to the reader, where appropriate.

C4.1.3.2.1. Avoid speaking in the abstract third person, which may alienate your reader or obscure the point you are trying to make: “The actions taken were most helpful to our objectives.”

C4.1.3.2.2. Connect directly to your audience, instead, by using the word, “you,” or understood second person when giving instructions, to highlight your point. In the revision, for example, let the reader know whose actions were helpful with the word, “your”: “Your actions helped us meet our objectives.”

C4.1.4. Tone. Avoid a hyperformal or pompous tone by using a professional, natural language that engages your reader. See Table C4.T3.

Table C4.T3. Alternatives For Hyperformal Language

Hyperformal	Professional	Hyperformal	Professional
accompany	go with	in the event that	if
accordingly	therefore/so	investigate	examine/study
aforementioned	these/the	justify	prove
appeared to be	seemed	materialize	appear
append	attach	mitigate	lessen
attributable	due	nebulous	vague
allotment	share of/portion of	negligible	small
antithesis	opposite	prior to	before
by means of	by	procure	get
cognizant of	aware of	provided that	if
delineate	describe/portray	rationale	reason
ensure	make sure	recommend	propose/suggest
erroneous	wrong/mistaken	substantiate	prove/support
exorbitant	too much	terminate	end
facilitate	ease, help along, further, aid	utilize	use
foregoing	this/these	validate	confirm
henceforth	until now	whereas	since/while
inasmuch as	because	whether or not	whether
in order to	to	with regard to	about

C4.1.5. Structure. Use a clear structure that states the most important information, the purpose, upfront with each supporting point following logically, by:

C4.1.5.1. Using transitions to keep the information flowing smoothly from point to point. See Table C4.T4. for examples of orders of information and the corresponding transitions.

Table C4.T4. Orders of Information and Transitions

Types of Orders	Transitions
Chronological	First, then, next... 9:00, 10:00, 11:00... Monday, Tuesday, Friday... This afternoon, by evening, the next day...
Equal Facts	One, two, three... First, second, third... In addition, also, finally... Bullets...
Least to most important	Significant, more significant, of most significance...
Compare and contrast	On the one hand, on the other hand... However... Similarly, in contrast... Actually...
Cause and effect	As a result... First, then, next...

C4.1.5.2. Using a lead-in to points that follow in a list or bullets.

C4.1.5.3. Keeping bullet points parallel by leading each one off with the same type of word (e.g., a verb or a noun), and leading off with verbs in the same tense and voice. See Figure C4.F1. for examples.

Figure C4.F1. Example of Bullet Statements

<p>The OSD Components shall:</p> <ul style="list-style-type: none"> • establish policy. • assign responsibilities. • oversee programs.

C4.2. Sources of English Usage. Use the following order of authority when you have questions about punctuation, capitalization, spelling, numerals, compound words, etc.:

C4.2.1. *United States Government Printing Office Style Manual* and word division supplement to that manual (current editions) (<http://www.access.gpo.gov/styleman/2000/style001.html>).

C4.2.2. *Webster's New Collegiate Dictionary* (current edition).

C4.2.3. *The Gregg Reference Manual* (current edition).

C4.3. Format

C4.3.1. Margins

C4.3.1.1. On 8 ½" X 11" letterhead, use a two-inch top margin and one-inch side and bottom margins. For succeeding pages, use one-inch margins on all four sides. Do not justify right margins. For letters, you may increase side margins to two inches if they contain less than 11 lines.

C4.3.1.2. For 6 ¾" X 9 ¼" stationery, use a 2 ½" top margin and 1 ¼" side margins.

C4.3.2. Font. Use Times New Roman, 13-point font.

C4.3.3. Spacing

C4.3.3.1. For correspondence other than Action and Info Memos, single space within a paragraph for all correspondence of two or more paragraphs.

C4.3.3.2. For Action and Info Memos, use double spaced bullets.

C4.3.3.3. For all correspondence:

C4.3.3.3.1. Always double space:

C4.3.3.3.1.1. Between paragraphs.

C4.3.3.3.1.2. Between lines in correspondence of one paragraph when it consists of eight lines or less.

C4.3.3.3.2. After a colon, insert two spaces.

C4.3.3.3.3. After a period, insert two spaces.

C4.3.4. Indentation

C4.3.4.1. Indent paragraphs one half inch from the left margin.

C4.3.4.2. Indent subparagraphs an additional one half inch.

C4.3.5. Paragraphing

C4.3.5.1. Use bullets, numbers, or letters for subparagraphs.

C4.3.5.2. Do not begin a paragraph near the end of a page unless you have room for at least two lines on that page.

C4.3.5.3. Similarly, only carry a paragraph over to the next page when at least two lines carry over.

C4.3.5.4. Do not use one-sentence paragraphs in letters.

C4.3.6. Page Numbers

C4.3.6.1. Do not number first pages.

C4.3.6.2. For second and succeeding pages, type the page number either:

C4.3.6.2.1. One inch from the top of the page at the right margin, with the text continuing a triple space below the page number line.

C4.3.6.2.2. At the bottom center of the page at least two spaces below the last line of text and one inch from the bottom of the page.

C4.3.7. Security Classification

C4.3.7.1. For content that requires safeguarding, stamp:

C4.3.7.1.1. The highest level of classification of the material at the top and bottom of each page.

C4.3.7.1.2. The first page of the document with the highest overall classification of the contents of the total document.

C4.3.7.2. Apply paragraph markings, classification authority, and declassification instructions to classified material according to Executive Order 12958, April 1995 (reference (d)), and other supplemental DoD Directives and Instructions.

C4.3.7.3. The Secretary or Deputy Secretary of Defense shall rarely be the classifying authority for a document he signs. The classification will normally be derived from another source. A source document or someone in the originating office shall normally be listed as the classifying authority; not the Secretary or Deputy Secretary of Defense.

C4.3.7.4. Place the following basic classification and declassification guidance (figures C4.F2 and C4.F3.) in the lower left corner of the front page of any classified document according to reference (c).

C4.F2. Notation for Originally Classified Information

Classified By:	(Name or Personal Identifier and Position Title)
Reason:	(Cite Category from E. O. 12958, paragraph 1.5)
Declassify On:	(1) A date/event less than 10 years; (2) 10 years from original classification decision; or, (3) Exemption category from E. O. 12958, paragraph 1. 6.(d)

C4.F3. Notation for Derivatively Classified Information

Derived From:	(1) Cite identity of source document or Classification Guide; or (2) Enter: "Multiple Sources"
Declassify On:	(1) Carry forward instructions from source document or from Classification Guide; or (2) More than one source, enter the longest duration of any of its sources; or (3) If source document(s) declassification instructions are OADR, enter: "Source Marked 'OADR,' Date of source: _ _ _" (use date of most recent source, i.e., whichever date provides for the longest period to remain classified).

C4.3.8. Attachments

C4.3.8.1. Identified in the Text. Type "Attachment(s):" aligned with the left margin, a double space below the last line of the signer's title and "As stated" at the left margin on the line below.

C4.3.8.2. Not Identified in the Text. When you do not identify attachments or only identify some of them in the text, type "Attachment(s):" a double space below the last typed line, aligned with the left margin. On the next line, list each attachment on a separate line, by title. Number attachments when you have more than one, as figure C4.F4. shows.

Figure C4.F4. Listing Attachments

Attachments:	Or	Attachment(s):
1. Annual Defense Report		As stated
2. Defense Review Panel Members		

C4.3.9. Material Sent Under Separate Cover. When referring in a memorandum to material that you are sending under separate cover, type "Separate cover:" aligned with the left margin and two lines below the last typed line, i.e., text, signature block, or attachments. On the next

line, list the items, even though you may have identified them in the text. Always send a copy of the memorandum with the material sent under separate cover. See figure C4.F5.

Figure C4.F5. Notation When Sending Material Under Separate Cover

Separate cover: Map of Arlington County Blueprints for CBA Building (3 copies)
--

C4.3.10. Distribution copies. Show that you are sending the correspondence to other people than the addressee by typing "cc:" aligned with the left margin and a double space below the signer's title or any other notation. Below "cc:" list the recipients, one below the other. You may use alphabetical listings rather than rank order protocols. See figure C4.F6.

Figure C4.F6. Listing Distribution Copies

cc: Director for Budget Director for Personnel
--

C4.4. Usage

C4.4.1. Abbreviations and Acronyms

C4.4.1.1. Include an abbreviation or acronym in parentheses after a term first appears, but only if you use it more than once. Generally, do not use the articles "the," "a," and "an" before abbreviations and acronyms; e.g., write "OSD" and "MARS" not "the OSD" and "a MARS." See the List of Abbreviations and Acronyms for examples of frequently used acronyms.

C4.4.1.2. Do not use an apostrophe to show the plural form of most acronyms.

C4.4.1.2.1. Do not use an apostrophe when the acronym does not end in an "s":
"The USDs shall sign the memorandum."

C4.4.1.2.2. Use only an apostrophe for acronyms ending in "s," as shown here:
"When sending numerous PRS', use a separate cover for each."

C4.4.1.3. Do not use United States Postal Service (USPS) abbreviations for states in the body of correspondence.

C4.4.2. Gender-Specific Language. Use the phrase “he or she,” rather than writing “he” or “she” separately as generic pronouns. For example, instead of writing "He shall check with the Component Head," write: "He or she shall check with the Component Head."

C4.4.3. Personal Pronouns. Do not use the personal pronouns “I” and “me.”

C4.4.4. Capitalization. Follow these guidelines:

C4.4.4.1. Capitalize:

C4.4.4.1.1. Complete names of political parties, rivers, streets, and locations: “The directors of DoD Field Activities are currently convening at the Hilton Hotel on Connecticut Avenue, NW, in Washington, D.C. and will host a formal dinner dance on a boat cruise along the Potomac River this evening.”

C4.4.4.1.2. The word “Internet.” Also, when referring to a Web site, capitalize “Web” and lower case “site:” “The DoD Components maintain individual Web sites that anyone may access through the Internet.”

C4.4.4.1.3. Common nouns, or general words, when they form a complete name: “Principal Staff Assistants must change, reissue, and cancel DoD issuances according to this manual’s guidelines.”

C4.4.4.1.4. Locations when they refer to specific areas: “He studied in the Northeast,” or “The Department of Defense has counselors working with its relocation programs from Northern Massachusetts to Southern California.”

C4.4.4.1.5. The significant – not the connecting – words in names of large organizations: “Department of Defense.”

C4.4.4.1.6. Parts of organizations, such as branches and divisions, when part of a full name but not when they stand alone:

C4.4.4.1.6.1. “Submit one electronic copy to the Directives and Records Division.”

C4.4.4.1.6.2. “The division chiefs will reevaluate procedures for implementing DoD Instructions.”

C4.4.4.1.7. Civil, religious, military, and professional titles, as well as those of nobility, before a person’s name, including those in the second person: “General Smith” and “Your Excellency.”

C4.4.4.1.8. Names of official holidays, ecclesiastical feast and fast days, and historic events: “Fourth of July,” “Veterans Day,” “Feast of the Passover,” “Ramadan,” and “Renaissance.”

C4.4.4.1.9. Names of months and days of the week: “August” and “Thursday.”

C4.4.4.1.10. The first word and all principal words in:

C4.4.4.1.10.1. Titles of documents, publications, papers, acts, including short or popular titles, and laws. For example:

C4.4.4.1.10.1.1. “Declaration of Independence.”

C4.4.4.1.10.1.2. “Reader’s Digest.”

C4.4.4.1.10.1.3. “Annual Report of the Inspector General.”

C4.4.4.1.10.1.4. “Freedom of Information Act.”

C4.4.4.1.10.1.5. “Public Law 89-1.”

C4.4.4.1.10.2. Headlines and subject lines.

C4.4.4.1.10.3. Addresses, salutations, and names in signature blocks.

C4.4.4.1.11. The words, “Federal,” “Government,” “Nation,” “Confederation,” “Commonwealth,” “Services,” and “Members,” when they refer to specific entities as the following examples illustrate.

C4.4.4.1.11.1. “The Federal Government is responsible for Social Security funding.”

C4.4.4.1.11.2. “The charter of the United Nations entered into force October 24, 1945.”

C4.4.4.1.11.3. “Jane Swift, Governor of the Commonwealth of Massachusetts, recently gave birth to twins.”

C4.4.4.1.11.4. “Young men have shown increased interest in joining the Military Services since the September 11th attacks.”

C4.4.4.1.11.5. “Members of Congress recently met with airline executives to discuss safety concerns.”

C4.4.4.1.12. The full names of existing or proposed organizations: “Armed Forces,” “Central Intelligence Agency,” “The Washington Post,” and “The George Washington University School of Medicine.”

C4.4.4.1.13. The names of members of organizations to distinguish them from the same words used merely to describe, as follows:

C4.4.4.1.13.1. a “Representative.”

C4.4.4.1.13.2. a “Federalist.”

C4.4.4.1.13.3. a “Democrat.”

C4.4.4.1.13.4. a “Girl Scout.”

C4.4.4.1.14. “Marines” when it refers to the corps such as, “The Secretary of Defense is sending out the Marines.”

C4.4.4.1.15. The words “Army,” “Navy,” “Air Force,” “Coast Guard,” and “Reserves,” American or foreign, if part of a name such as, “The French Army will join United States forces.”

C4.4.4.2. Don’t capitalize:

C4.4.4.2.1. The word “the” when it is part of a formal name: “If you have any questions, call or write the Department of Defense.”

C4.4.4.2.2. Generic titles: “The functional managers may be contacted through the Correspondence Control Division.”

C4.4.4.2.3. Terms describing general direction or position: “The troops are moving northeast,” or “The Secretary of Defense will travel through northern Italy on his way to Brussels.”

C4.4.4.2.4. The word “intranet.” For example: “They rely on their intranet for much of their internal business.”

C4.4.4.2.5. The words, “federal,” “government,” “nation,” “confederation,” “commonwealth,” “services,” when using them as a general word or term. See the following example.

C4.4.4.2.5.1. “The United States has a federal form of government.”

C4.4.4.2.5.2. “The public’s view of the role of government is changing.”

C4.4.4.2.5.3. “We do not believe in nation building.”

C4.4.4.2.5.4. “The region consists of a loosely formed confederation of states.”

C4.4.4.2.5.5. “This country was founded on the idea of commonwealth.”

C4.4.4.2.5.6. “Governments should provide their constituents a variety of services and benefits.”

C4.4.4.2.6. Marine when referring to an individual. “The marine left the base on leave.”

C4.4.4.2.7. The words “Army” and “Navy,” if not referring to the military organization.

C4.4.4.2.7.1. “The army of ants attacked our picnic area.”

C4.4.4.2.7.2. “Tourists travel to the navy yard to see the large carriers.”

C4.4.5. Italics

C4.4.5.1. Use italics when referring to the titles of whole publications such as books, pamphlets, bulletins, magazines, newspapers, plays, movies, essays, and legal cases. “*The Chicago Manual of Style* is a wonderful reference tool.”

C4.4.5.2. Also, italicize unfamiliar phrases, whether foreign, unusual or direct quotes, as the following illustrates: “This does not reflect a *de facto* concern for the Secretary of Defense.”

C4.4.6. Punctuation

C4.4.6.1. Apostrophes. Use them to show possession according to the following guidelines.

C4.4.6.1.1. When a name or title ends in “s,” place the apostrophe at the end: “The Under Secretary of Defense for Acquisition, Technology, and Logistics’ memo provided the written justification you requested,” or “Charles’ office is down the hall.”

C4.4.6.1.2. For plural nouns that end in “s,” place the apostrophe at the end of the word as in this example: “For a list of functional managers’ names and telephone numbers, contact the Correspondence Control Division.”

C4.4.6.1.3. With plural words that do not end in s, add an “’s” at the end of the word: “The people’s choice for a new representative is Jon Smith.”

C4.4.6.1.4. If you have two subjects, determine whether the parties possess the item separately or together. Use an apostrophe for each subject if they possess the item separately, as here: “The Department of Defense’s priorities and the business community’s priorities differ.” Use one apostrophe for all subjects that share the item, as in the following, where the Department of Defense and related agencies have the same guidelines: “Personnel should adhere to the Department of Defense and related agencies’ guidelines.”

C4.4.6.1.5. If you have three or more subjects, avoid using apostrophes to show possession, as the sentence may become cumbersome. Instead, try writing this way: “We use the terms of the Department of Defense, the Office of the Secretary of Defense, and all the OSD Components when editing correspondence.”

C4.4.6.2. Colons. Besides telling the reader to stop briefly, colons provide interesting alternatives to typical sentence structure, creating a lively and interesting message. Use colons when:

C4.4.6.2.1. Introducing a series, in which bullets, numbers, or commas connect items. Make sure you place the colon so the break in your sentence occurs naturally, for instance, where a pause exists.

C4.4.6.2.1.1. Avoid this type of common colon mistake: “Materials we need are: typed summaries on plain bond paper; a list of contacts at each office; two references from departments you currently serve.”

C4.4.6.2.1.2. Restructure your sentence so you provide the natural break, or pause, like this: “Please send along these materials: typed summaries on plain bond paper; a list of contacts at each office; two references from departments you currently serve.”

C4.4.6.2.2. Introducing specifics or examples after expressions, such as “for example,” “namely,” “that is,” or “following.” For example, “The CCD processes incoming, outgoing, unclassified, and classified materials, including the following: memos, letters, message traffic, and point papers.”

C4.4.6.2.3. Combining two sentences where the second explains, illustrates, or summarizes the first: “You must use camera-ready copies of DD and SD forms: you may get them from DIOR or WHS.” This is a great strategy for creating interesting language and rhythm within a paragraph. Just remember to lower case the first word after the colon.

C4.4.6.3. Semicolons. By using them correctly, you build efficient, clear, yet interesting sentence structure. The following guidelines illustrate:

C4.4.6.3.1. Join sentences without a conjunction, such as “and,” “but,” and “or,” like this: “You may use the first name, middle initial, and surname or the first and middle initials followed by the surname; do not mix the format.”

C4.4.6.3.2. Join two thoughts with transitional words like “therefore,” “thus,” “indeed,” “hence,” or “however,” by placing a semicolon before that word and a comma immediately after it. For example: “You must be thoroughly familiar with the data you want to collect and the questions on the data collection sheets; therefore, keep the instructions and key job definitions available during the interview.”

C4.4.6.3.3. Use semicolons before the transitional words when you separate two sentences with conjunctions, such as “or,” “and,” or “but,” to clarify your meaning: “After the

PSAs complete the review, they will determine whether or not they will cancel the issuance; and they will cancel or revise any issuance that has served its purpose.”

C4.4.6.3.4. Separate a series of items when you already have a comma within one or more of them: “A Significant Rule either has an annual effect of \$100 million or more on the economy or adversely affects the economy; a sector of the economy; productivity; competition; jobs; the environment; public health or safety; or State, local, or tribal governments or communities.”

C4.4.6.4. Commas. Commas represent, perhaps, the most widely used – and abused – form of punctuation. Their function is a simple one: to separate various parts of a sentence so the message is smooth and clear. Use them:

C4.4.6.4.1. To join two complete sentences with “and,” “or,” “nor,” “for,” “but,” “yet,” and “so.” Here’s an example: “P&R has started implementing the new system, but AT&L is still waiting for some equipment.”

C4.4.6.4.2. After introductory words and phrases, as in these examples: “First, arrange the index in alphabetical order.” and “During an internal review, the Department of Defense will review the issuances.”

C4.4.6.4.3. To separate items in a list so your message is clear: “Submit photographs, overlays, divider tabs for chapters, covers, and other graphics for DoD publications with the final issuance for printing.” Remember, that the Department of Defense uses a serial comma before the conjunctions “and” or “or” that separate the second to last item from the final one in a series.

C4.4.6.4.4. To add nonessential or secondary information to your sentence like this: “The decision, I think, needs some rehashing.”

C4.4.6.4.5. Before a direct quotation of only a few words following an introductory phrase. For example: He said, “The Congresswoman will address that.”

C4.4.6.5. Quotation Marks

C4.4.6.5.1. Use quotation marks to:

C4.4.6.5.1.1. Enclose direct quotes. For example: John said, “No.”

C4.4.6.5.1.2. Enclose titles of addresses, articles, awards, captions, editorials, essays, headings, subheadings, headlines, hearings, motion pictures, papers, poems, reports, songs, studies, subjects, and themes, as this example shows: He received the “Man of the Year” award.

C4.4.6.5.1.3. To enclose misnomers, slang expressions, sobriquets, coined words, or ordinary words used in an arbitrary way. Here’s an example: Our contract was a “gentleman’s agreement.”

C4.4.6.5.2. Use the following punctuation rules when using quotation marks by placing:

C4.4.6.5.2.1. A comma and final period inside the quotation marks. The President stated, “We believe this is a good strategy,” and continued to hold that “we don’t intend to overextend our presence in the region.”

C4.4.6.5.2.2. Other punctuation marks inside the quotation marks only when they are a part of the matter you are quoting. For instance: I believe he asked, “Is this our best option?” Do you think it constitutes “foul play”?

C4.4.7. Commonly Confused Words. See the following Table C4.T5. for examples of words writers commonly confuse and their meanings.

Table C4.T5. List of Commonly Confused Words

Word	Sometimes Confused With
Accept (to receive)	Except (other than)
Advice (an opinion)	Advise (to give advice)
Affect (to influence; use only as a verb)	Effect (noun - result; impression; verb – to bring about) (is usually a noun)
All ready (prepared)	Already (by this time)
Allude (to refer to indirectly)	Elude (to avoid)
Allusion (indirect reference)	Illusion (erroneous belief or conception)
Among (more than two alternates)	Between (only two alternatives)
Ascent (a rise)	Assent (agreement)
Beside (next to or near)	Besides (in addition to)
Born (brought into life)	Borne (carried)
Brake (stop)	Break (smash)
Capital (the seat of government)	Capitol (the building where a legislature meets)
Cite (to quote an authority)	Site (a place)
Compliment (praise)	Complement (completes)
Continually (closely recurrent intervals)	Continuously (without pause or break)
Council (a group)	Counsel (to give advice)
Descent (a movement down)	Dissent (disagreement)
Desert (to abandon)	Dessert (a course after dinner)
Discreet (reserved, respectful)	Discrete (individual or distinct)
Elicit (to bring out)	Illicit (unlawful)
Farther (expresses distance)	Further (expresses degree)
Formally (conventionally)	Formerly (in the past)
Imply (to hint at or suggest)	Infer (to draw a conclusion)
Insure (to procure insurance on)	Ensure (to make certain)

Word	Sometimes Confused With
Lay (to place)	Lie (to recline, stretch out)
Lessen (to make less)	Lesson (something learned)
Moneys (currency)	Monies (amount of money)
Morale (a mood)	Moral (right conduct)
Principal (most important)	Principle (basic truth or law)
Raise (to build up)	Raze (to tear down)
Stationary (unmoving)	Stationery (writing paper)
Their (belonging to them)	There (the opposite of here)
To (toward)	Too (also)
Who (refers to people)	Which (refers to things)

C5. CHAPTER 5

MEMORANDA

C5.1. When To Use Memos

C5.1.1. Use memoranda for correspondence within the Department of Defense, to the President and the White House staff, and to send routine material to other Federal Agencies.

C5.1.2. Specifically, use one of the following types of memos depending on your purpose.
Use:

C5.1.2.1. Standard memos, for routine correspondence within the Department of Defense and to other Federal Agencies.

C5.1.2.2. Action Memos to:

C5.1.2.2.1. Forward material to the Secretary of Defense and Deputy Secretary of Defense that requires approval or signature.

C5.1.2.2.2. Describe a problem and recommend a solution.

C5.1.2.3. Info Memos to convey information to the Secretary of Defense or Deputy Secretary of Defense on important developments not requiring action at that time, e.g., for background, issue, talking, and point papers.

C5.1.2.4. Multi-addressed memos for material you send to several addressees.

C5.2. General Guidelines For Preparing Memos

C5.2.1. Stationery. Prepare memoranda on 8½” x 11” letterhead appropriate to the signing official. Use bond paper for succeeding pages.

C5.2.1.1. When preparing memos that the Secretary of Defense shall sign, use Secretary of Defense letterhead.

C5.2.1.2. When preparing memos that the Deputy Secretary of Defense shall sign, use Deputy Secretary of Defense letterhead.

C5.2.1.3. When preparing memos that the Executive Secretary or Special Assistants to the Secretary or Deputy Secretary of Defense shall sign, use Office of the Secretary of Defense letterhead.

C5.2.1.4. When preparing memos for DoD Component Heads, use component letterhead.

C5.2.2. Margins. Use a two-inch top margin and one-inch side and bottom margins on the first page. For succeeding pages, use one-inch margins on all sides. If memos contain less than 11 lines, you may increase side margins to two inches. Do not justify right margins.

C5.2.3. Font. Use Times New Roman, 13-point font.

C5.2.4. Spacing

C5.2.4.1. Body

C5.2.4.1.1. Begin the body of memos a double space below the subject line.

C5.2.4.1.2. Indent paragraphs one half inch from the left margin.

C5.2.4.1.3. Single space the body; double space between paragraphs.

C5.2.4.1.4. Double space between lines in a memo of one paragraph when it consists of eight lines or less.

C5.2.4.1.5. Single space memos with two paragraphs, regardless of length.

C5.2.4.2. Within paragraphs:

C5.2.4.2.1. Use bullets, numbers, or lower case letters for subparagraphs.

C5.2.4.2.2. Indent subparagraphs an additional one half inch.

C5.2.4.3. Only begin paragraphs near the end of a page when you have room for at least two lines on that page.

C5.2.4.4. Only carry paragraphs over to the next page when you have at least two lines on that page.

C5.2.4.5. Do not use one-sentence paragraphs in memos.

C5.2.5. Page numbering

C5.2.5.1. Do not number first pages.

C5.2.5.2. For second and succeeding pages, you may place the page number(s) in either of the following places:

C5.2.5.2.1. One inch from the top of the page at the right margin, with the text continuing a triple space below the page number line.

C5.2.5.2.2. At the bottom center of the page at least a double space below the last line of text and one inch from the bottom of the page.

C5.3. How To Set Up Standard Memos

C5.3.1. See Figures C5.F12 and C5.F13 for examples.

C5.3.2. Date

C5.3.2.1. Insert date a double space below the last line in the letterhead or department shield, ending at the right margin. Use month, day, year, showing day and year in numerals.

C5.3.2.2. Omit the date when the Secretary of Defense, Deputy Secretary of Defense or DoD Executive Secretary shall sign the memo.

C5.3.3. Address Line

C5.3.3.1. A double space below the date line, insert “MEMORANDUM FOR.”

C5.3.3.2. Include the addressee’s title and the name or the office symbol of the organization providing enough information to ensure the memo may be delivered appropriately.

C5.3.3.3. If more than one line is required for an addressee, indent the run-over line an additional two spaces.

C5.3.3.4. For multiple addressees, type each on a single line aligned block style below and to the right of “MEMORANDUM FOR.” See paragraph C.5.6. for directions on how to order multiple addressees.

C5.3.3.5. Type “MEMORANDUM FOR: SEE DISTRIBUTION” if there are more than 15 addressees.

C5.3.3.5.1. A double space below the last line of the signature block or attachment notation, type “DISTRIBUTION:” aligned with the left margin. List the addressees single-spaced below the caption, beginning at the left margin.

C5.3.3.5.2. Place the entire distribution list on a separate page if there is not room for all of it on the first page.

C5.3.4. Attention Line. When directing memos to the attention of a particular person within an organization, type “ATTN:” followed by the name or title of the person in parentheses. Place it a single space below and aligned under the office address. See Figure C5.F1.

Figure C5.F1. Attention Line

MEMORANDUM FOR GENERAL COUNSEL (ATTN: LTC BROWN)
or
MEMORANDUM FOR DEPARTMENT OF ENERGY (ATTN: DIRECTOR, SOLAR ENERGY DIVISION)

C5.3.5. Through line. Do not address memos to the Secretary or Deputy Secretary of Defense through another office or person.

C5.3.6. Subject lines

C5.3.6.1. A double space below the last line of the address line, type "SUBJECT:"

C5.3.6.2. Briefly describe the memo's content two spaces following the colon, capitalizing the first word and all principal words. See Figure C5.F2. for an example.

C5.3.6.3. If more than one line is required, begin succeeding lines aligned below the first word in the subject line.

C5.F2. Subject Line

SUBJECT: Standards and Specifications for Unit Positions Within the Department of Defense
--

C5.3.7. References

C5.3.7.1. Do not use reference listings in Secretary and Deputy Secretary of Defense memoranda.

C5.3.7.2. In other memos, you may refer to references in the text if you list them as follows:

C5.3.7.2.1. Type "Reference(s):" at the left margin, a double space below the subject line.

C5.3.7.2.2. List references block style two spaces after the colon in the order they appear in the text identified as (a), (b), (c), etc. Do not letter a reference when you have only one, as Figure C5.F3. shows.

Figure C5.F3. Listing References

Reference: Report on Saudi Arabia

or

References: (a) Report on Saudi Arabia
(b) AR 605-1

C5.3.7.3. When you have attached a reference, state this in parenthesis after the reference title according to Figure C5.F4.

Figure C5.F4. Listing Attached References

References: (a) AR 605-1
(b) AFR 380-6 (copy attached)

C5.3.7.4. When preparing classified correspondence, indicate the classification of all references in parenthesis at the end of the reference title. If a classified reference is an attachment, indicate the classification at the end of the reference title. See Figure C5.F5.

Figure C5.F5. Listing Classified References

References: (a) Court Record, May 1, 1993 (S)
(b) Decree, May 2, 1993 (U) (copy attached)

C5.3.8. Salutation. Do not use a salutation in a memo.

C5.3.9. Body

C5.3.9.1. Speak directly to the reader. Use the active voice and clear conversational language.

C5.3.9.2. Convey your message in complete, but succinct paragraphs; try to restrict them to ten or 15 lines.

C5.3.9.3. Organize your information by presenting the most important first, unless background is necessary for the reader to understand the main point. Supporting detail should follow.

C5.3.9.4. Keep the tone polite and professional – even if the message is bad news.

C5.3.10. Complimentary close. Do not use in memos.

C5.3.11. Signature block

C5.3.11.1. Leave out the signature block on correspondence that the Secretary or Deputy Secretary of Defense shall sign.

C5.3.11.2. For other correspondence, type the name of the signer leaving four blank lines below the last line of text, beginning at the center of the page. Type the signer's title on the next line, aligned with the name. Indent a run-over line two spaces. The title of the person signing is not necessary if it is identified in the letterhead.

C5.3.11.3. You may stamp rather than type the signer's name and title below the written signature.

C5.3.11.4. Dual Signature Items⁶

C5.3.11.4.1. When the Secretary or Deputy Secretary of Defense and the head of another agency signs correspondence, place the signature blocks side by side, leaving four blank lines below the last line of text. Type the names in upper and lower case type with that of the non-DoD official aligned at the left margin and the Secretary or Deputy Secretary of Defense beginning at the center of the page. Type titles of both officials in upper and lower case type aligned under their names as Figure C5.F6. shows.

C5.3.11.4.2. When officials from two or more offices shall sign correspondence, place the signature block of the official from the originating office on the right side of the page. Place additional signature blocks to the left and below that of the originator following the format in Figure C5.F6.

Figure C5.F6. Dual Signature Blocks

Robert B. Doe Secretary of Commerce	John Q. Smith Secretary of Defense
Jane B. Preserve Secretary of the Interior	Loyal T. Moneman Secretary of the Treasury

C5.3.12. Attachments

⁶ When the Secretary or Deputy Secretary of Defense signs with another agency head, the correspondence is normally prepared on plain paper without letterhead.

C5.3.12.1. When identified in the text. Type "Attachment(s):" aligned with the left margin, a double space below the last line of the signer's title and "As stated" at the left margin on the line below.

C5.3.12.2. When not identified in the text. While you shall usually identify attachments in the text, if you do not, number and list each attachment on a separate line, beginning on the next line below "Attachment(s):" and aligned with the left margin. When you mention some, but not all, attachments in the text, list all in the order they appear in the text. Describe each attachment by title or in as few words as needed to identify the material, as in Figure C5.F7.

Figure C5.F7. Listing Attachments

Attachments:	or	Attachment(s):
1. Seating Chart		As stated
2. List of Attendees		

C5.3.12.3. When sending material under separate cover. Type "Separate Cover:" aligned with the left margin, a double space below the title of the signer or any "Attachment" notation. List the material, even though you identified it in the text. Send a copy of the letter with the material. See Figure C5.F8.

Figure C5.F8. Notation When Sending Material Under Separate Cover

Separate Cover: Annual Defense Department Report

C5.3.13. Security Classification Markings

C5.3.13.1. Stamp the highest level of classification of the material at the top and bottom of each page.

C5.3.13.2. Stamp the first page of the document with the highest overall classification of the contents of the total document.

C5.3.13.3. Apply paragraph markings, classification authority, and declassification instructions to classified material according to Executive Order 12958, April 1995 (reference (d)), and other DoD Directives and Instructions.

C5.3.13.4. Place classification and declassification information in the lower left corner of the front page of any classified document according to reference (c). See Figures C5.F9. and C5.F10. for the required information.

C5.3.13.5. The Secretary or Deputy Secretary of Defense shall rarely be the classifying authority for a document he signs. The classification will normally be derived from another

source. A source document or someone in the originating office shall normally be listed as the classifying authority, not the Secretary or Deputy Secretary of Defense.

Figure C5.F9. Notation for Originally Classified Information

Classified By:	(Name or Personal Identifier and Position Title)
Reason:	(Cite Category from E. O. 12958, paragraph 1.5)
Declassify On:	(1) A date/event less than 10 years; (2) 10 years from original classification decision; or, (3) Exemption category from E. O. 12958, paragraph 1. 6.(d)

Figure C5.F10. Notation for Derivatively Classified Information

Derived From:	(1) Cite identity of source document or Classification Guide; or, (2) Enter: "Multiple Sources"
Declassify On:	(1) Carry forward instructions from source document or from Classification Guide; or, (2) More than one source, enter the longest duration of any of its sources; or, (3) If source document(s) declassification instructions are OADR, enter: "Source Marked 'OADR,' Date of source: ___ ___ ___" (use date of most recent source, i.e., whichever date provides for the longest period to remain classified).

C5.3.14. Courtesy copies. Show that you are sending the correspondence to people other than the addressee by typing "cc:" aligned with the left margin and a double space below the signer's title or any other notation. Below "cc:" list the recipients, one below the other. You may use alphabetical listings rather than protocol rank orders. See Figure C5.F11.

Figure C5.F11. Listing Courtesy Copies

cc: Director for Budget Director for Personnel
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Figure C5.F12. Sample Standard Memo

	<p>OFFICE OF THE SECRETARY OF DEFENSE 1000 DEFENSE PENTAGON WASHINGTON DC 20301-1000</p>
<p>February 13, 2002</p>	
<p>MEMORANDUM FOR DIRECTOR OF ADMINISTRATION AND MANAGEMENT THE EXECUTIVE SECRETARY</p>	
<p>SUBJECT: Preparing A Memorandum</p>	
<p>Use memoranda for correspondence within the Department of Defense, to the President and White House staff, and to send routine correspondence to other Federal Agencies. Memos may be sent to multiple addressees, but do not address them to someone through another office or person.</p>	
<p>Prepare memos on letterhead appropriate to the signing official. Set a two-inch top margin and one-inch side and bottom margins on first pages. Use plain paper for succeeding pages with one-inch margins on all sides.</p>	
<p>Single-space paragraphs and double-space between them. Indent paragraphs a half-inch from the left margin. Indent subparagraphs an additional half-inch and identify them with bullets, numbers, or lower case letters. Double-space between subparagraphs.</p>	
<p>Do not date memos the Secretary or Deputy Secretary of Defense will sign. The date will be added when signed. Also omit the signature block on memos the Secretary or Deputy Secretary of Defense will sign. For other officials, the signature block may be typed or stamped leaving four blank lines below the text, beginning at the center of the page. Run-over lines should be indented two spaces. The signature block may be omitted if the signer's position is reflected in the letterhead.</p>	
<p>Normally, attachments will be identified in the text of the memo. When this is the case the notation "Attachments: As stated" will be typed at the left margin a double space below the signature block. When not all attachments are identified, list all of them in the order they appear in the text.</p>	
<p>L. M. Enope Special Assistant to the Secretary of Defense for Change Management</p>	
<p>Attachments: 1. Goals and Objectives 2. Long Range Plan</p>	

C5.F13. Sample Classified Memo



CLASSIFICATION

OFFICE OF THE SECRETARY OF DEFENSE
1000 DEFENSE PENTAGON
WASHINGTON DC 20301-1000

March 20, 2002

MEMORANDUM FOR THE SPECIAL ASSISTANT TO THE SECRETARY OF DEFENSE

SUBJECT: Preparation of a Classified Memorandum (U)

- () This memorandum provides guidance on the preparation of a classified memorandum.
- () Set a two-inch top margin, and one-inch side and bottom margins. Use Times New Roman, 13 point font. Do not justify the right margin.
- () Indent paragraphs one-half inch. If you need to use subparagraphs, indent them an additional half inch and distinguish them with bullets, lower case letters or numbers.
 - () a. Security classification, paragraph/subject markings, classification authority and declassification instructions will be in accordance with Executive Order 12958, April 1995, and other supplemental DoD Directives and Instructions. Reflect classification level in parenthesis at the beginning of each paragraph and subparagraph.
 - () b. If the memorandum is unclassified when separate from classified attachments, be sure that statement appears on the first page along with classification and declassification information. Someone in the originating office should be listed as the classification authority; not the Secretary or Deputy Secretary of Defense.
- () Be sure attachments are tabbed and the package is fastened using a two-inch paperclip, not with clam clips or stapled. The coversheet should reflect the highest classification of material in the package.

John B. Staffman
Special Assistant
to the Secretary of Defense
for Technology Adaptation

Classified by:
Reason: or
Declassify On:

Derived From:
Declassify On:

Unclassified when
separated from
attachment

CLASSIFICATION

C5.4. Action Memos

C5.4.1. How to prepare Action Memos

C5.4.1.1. Use the general guidelines for standard memos except as noted below. See Figure C5.F14. for an example.

C5.4.1.2. Organize and format Action Memos as follows.

C5.4.1.2.1. Header. A double space below the last line of the letterhead or organizational seal, type "ACTION MEMO," all caps, centered, and in boldface type.

C5.4.1.2.2. Date. A double space below the header, type the date, using month, day, year format with day and year in numerals and ending at the right margin. Include the time the memo was prepared at the end of the date line.

C5.4.1.2.3. Address line. A double space below the date line, beginning at the left margin, type "FOR:" followed by the addressee's title. When the Action Memo is for the Secretary of Defense, type "DepSec Action _____" on the address line, aligned with the right margin. (The Executive Secretary shall annotate here if the package is to be forwarded to the Deputy Secretary of Defense for action.)

C5.4.1.2.4. From line. A double space below the address line, type "FROM:" followed by the title of the sender. Note that the sending official signs and dates on the "FROM" line; an Action Memo has no signature block.⁷

C5.4.1.2.5. Subject line. A double space below the "FROM" line, type "SUBJECT:" followed by a brief description of the memo's content with the first and all principal words capitalized. If more than one line is required for the subject, begin succeeding lines aligned below the first word in the subject.

C5.4.1.2.6. Body. A double space below the subject line, type succinct bullet statements that tell the recipient what he or she needs to know about the subject and why it is OK to do what you are recommending. Double-space between bullets. Do not use the paragraph format for the standard memo. See paragraph C.4.1.5. for guidance on structuring bullet statements.

C5.4.1.2.7. Recommendation. A double space below the bullet statements, type "RECOMMENDATION:" followed by a statement describing what you intend the recipient to do.

C5.4.1.2.7.1. If you are providing a letter for signature, the statement may read: "That Secretary of Defense sign letter at TAB A."

⁷ If someone other than a Component Head or Principal Deputy signs an Action Memo, at least one of them shall be listed on the coordination page.

C5.4.1.2.7.2. If you do not provide a document for signature, indicate what action the recipient should take, e.g., “RECOMMENDATION: That Secretary of Defense approve release of funds by initialing: Approve _____ Disapprove _____.”

C5.4.1.2.8. Coordination. A double space below the recommendation, type “COORDINATION:” and specify the tab with the list of coordinating officials (always placed at the last tab in the package), or if appropriate, type “NONE.”

C5.4.1.2.9. Signature block. Do not include a signature block in an Action Memo.

C5.4.1.2.10. Attachments. List as in a standard memo.

C5.4.1.2.11. Classification markings. Mark as in a standard memo.

C5.4.1.2.12. Prepared by line. One inch from the bottom of the page and aligned with the left margin, type “Prepared by:” followed by the name and telephone number of the action officer who prepared the memo.

C5.4.2. How to assemble Action Memo packages

C5.4.2.1. Assemble packages with the Action Memo as the cover/forwarding document, using:

C5.4.2.1.1. TAB A for the action item (e.g. for signature or approval). If sending a similar letter or memo to multiple addressees, place all at TAB A. If including different items for the Secretary or Deputy Secretary of Defense to sign or approve, separate them at TAB A-1, A-2, etc.

C5.4.2.1.2. TAB B for incoming correspondence, if applicable.

C5.4.2.1.3. TAB C for background material. If you need to use more than one tab, tab sequentially. If forwarding substantive or lengthy background information, provide a one-page executive summary of the information.

C5.4.2.1.4. TAB D (or last tab in package) to list the coordinating offices/activities on one page. See Figure C5.F15. for an example. Make sure you:

C5.4.2.1.4.1. Include the name and position of each coordinating official, as well as his or her organization and coordination date.

C5.4.2.1.4.2. Include concurrences from the Heads of the DoD Components, or, in their absence, the principal deputies.

C5.4.2.1.4.3. List “nonconcur” and place their comments at the coordination tab. Be sure to address their issues in a memorandum or an attached supplement. Be sure to include:

C5.4.2.1.4.3.1. All interested parties’ views and reasonable options.

C5.4.2.1.4.3.2. The coordinators' comments, modifications, or rewrites.

C5.4.2.1.4.4. State coordinations you attempted to obtain but did not receive, as well as the time you allotted that coordinating office.

C5.4.2.2. Attach package elements with two-inch paper clips; do not staple or use clam clips.

C5.4.3. How to submit Action Memos. Submit Action Memos to the Correspondence Control Division, Room 3A948. Provide:

C5.4.3.1. The original plus one complete copy of the memo with tabs and attachments. The copy should be of the same quality as the original, e.g. if attachments are printed in color for the original, the copy should have color attachments as well.⁸

C5.4.3.2. Mailing envelopes if unclassified, or two address labels per signature item if classified, when the correspondence shall be mailed after the Secretary or Deputy Secretary of Defense approves it. You may use a rubber stamp for the return address but do not use a rubber stamp or hand print the to address on envelopes for outgoing official mail.

C5.4.3.3. A SARAH-Lite formatted message and release form, both a paper copy and electronic version on diskette, to accompany any letter the Secretary or Deputy Secretary of Defense will sign to a foreign dignitary.

⁸ For multiple addressee letters or those with cc: listings, enclosures consisting of published reports in excess of 25 pages must be provided to CCB when the signature package is submitted.

Figure C5.F14. Sample Action Memo.

	<p>OFFICE OF THE SECRETARY OF DEFENSE 1000 DEFENSE PENTAGON WASHINGTON DC 20301-1000</p>
<p>ACTION MEMO</p>	
<p>February 13, 2002, 1100</p>	
<p>FOR: SECRETARY OF DEFENSE</p>	<p>DepSec Action _____</p>
<p>FROM: T. J. Jones, Special Assistant to the Secretary of Defense for Special Programs (Note: The originator signs on this line.)</p>	
<p>SUBJECT: Sample Action Memorandum</p>	
<ul style="list-style-type: none">• State what the addressee should do using succinct bullet paragraphs. Double space between bullets.• Explain why it is OK for the recipient to take the recommended action. See Chapter 4 for suggested methods for organizing key points.• Attach a signature item at TAB A, the incoming correspondence at TAB B, and background or supplemental information at TAB C, and continue sequentially as needed. Coordination should be provided at the last tab in the package.	
<p>RECOMMENDATION: Secretary of Defense sign correspondence at TAB A.</p>	
<p>NOTE: If no document for signature use: RECOMMENDATION: That Secretary of Defense approve subject matter, e.g. course of action, release of funds, etc., by initialing: Approve_____ Disapprove_____</p>	
<p>COORDINATION: TAB D (or last tab in package) (or NONE)</p>	
<p>Attachments: As stated</p>	
<p>Classification Authority and Declassification Instructions</p>	
<p>Prepared By: Jane Smith, 703-697-8261</p>	

C5.F15. Sample Coordination Page

Coordination:		
Under Secretary of Defense (AT&L)	Mr. Johnson	March 20, 2002
Assistant Secretary of Defense (LA)	Mr. Smith	March 18, 2002
General Counsel	Mr. Jones	March 15, 2002
Director for Strategic Review	None obtained	Delivered March 10 – No response as of March 20

C5.5. Info Memos

C5.5.1. How to prepare Info Memos

C5.5.1.1. See Figure C5.F16. for an example.

C5.5.1.2. Organize and format Info Memos as follows.

C5.5.1.2.1. Header. A double space below the last line of the letterhead or organizational seal, type “INFO MEMO” all caps, centered, in boldface type.

C5.5.1.2.2. Date. A double space below the header, type the date, using month, day, year format with day and year in numerals and ending at the right margin. At the end of the date line, include the time the memo was prepared.

C5.5.1.2.3. Address line. A double space below the date line, type “FOR:” followed by the title of the addressee.

C5.5.1.2.4. From line. A double space below the address line, type “FROM:” followed by the title of the sender. Note that the sending official signs and dates on the “FROM” line; there is no signature block on an Info Memo⁹.

C5.5.1.2.5. Subject line. A double space below the “FROM” line, type “SUBJECT:” followed by a brief description of the memo’s content with the first and all principal words capitalized. If more than one line is required, begin succeeding lines aligned below the first word in the subject.

C5.5.1.2.6. Body. A double-space below the subject line, type succinct bullet statements that tell the recipient what he or she needs to know about the subject. Double space between bullets. Do not use the paragraph format for the standard memo.

⁹ If someone other than a Component Head or Principal Deputy signs an Info Memo, at least one of them shall be listed on the coordination page.

C5.5.1.2.7. Coordination. A double space below the recommendation, type “COORDINATION:” and specify the tab with the list of coordinating officials (always at the last tab in the package), or if appropriate, type “NONE”.

C5.5.1.2.8. Signature block. Do not include a signature block in an Info Memo.

C5.5.1.2.9. Attachments. List as in a standard memo.

C5.5.1.2.10. Classification markings. Mark as in a standard memo.

C5.5.1.2.11. Prepared by line. One inch from the bottom of the page and aligned with the left margin, type “Prepared by:” followed by the name and telephone number of the action officer who prepared the memo.

C5.5.2. How to assemble Info Memo packages

C5.5.2.1. Assemble Info Memo packages with the memo as the cover, including supplemental or background information at tabs beginning with “A” and continuing sequentially. If the supplemental information is lengthy, include a one-page executive summary.

C5.5.2.2. At the last tab in the package, list the coordinating offices/activities on one page. Make sure you:

C5.5.2.2.1. Include the name and position of each coordinating official, as well as his or her organization and coordination date.

C5.5.2.2.2. Include concurrences from the Heads of the DoD Components or, in their absence, the principal deputies.

C5.5.2.2.3. List “nonconcurs” and place their comments at the coordination tab. Be sure you address any differences in the memorandum or in a supplement attached. Be sure to include:

C5.5.2.2.3.1. All interested parties’ views.

C5.5.2.2.3.2. The coordinators’ comments, modifications, or rewrites.

C5.5.2.2.4. State those coordinations you attempted to obtain but did not receive, as well as the time you allotted the coordinating office.

C5.5.2.3. Attach package elements with two-inch paper clips; do not staple or use clam clips.

C5.5.3. How to submit Info Memos

C5.5.3.1. Submit Info Memos to the Correspondence Control Division, Room 3A948.

C5.5.3.2. Provide the original plus two complete copies of the memo with tabs and attachments. The copy should be of the same quality as the original, e.g. if attachments are printed in color for the original, the copy should have color attachments as well.

Figure C5.F16. Sample Information Memo

	<p>OFFICE OF THE SECRETARY OF DEFENSE 1000 DEFENSE PENTAGON WASHINGTON DC 20301-1000</p>
<p>INFO MEMO</p>	
<p>February 13, 2002, 1100</p>	
<p>FOR: DEPUTY SECRETARY OF DEFENSE</p>	
<p>FROM: T. J. Jones, Special Assistant to the Secretary of Defense for Strategy Review (Note: The originator signs on this line.)</p>	
<p>SUBJECT: Sample Information Memorandum</p>	
<ul style="list-style-type: none">• State what the addressee needs to know using succinct bullet paragraphs. Double space between bullets.• Explain why it is important for the recipient to have this information. See Chapter 4 for suggested methods of organizing key points.• Attach background or supplemental information at TABs as needed. If the material is lengthy, include an executive summary. Coordination should be provided at the last TAB in the package.	
<p>COORDINATION: TAB A (or last tab in package) (or NONE)</p>	
<p>Attachments: As stated</p>	
<p>Classification/Declassification Authority and Instructions</p>	
<p>Prepared By: Jane Smith, 703-697-8261</p>	

C5.6. Multi-Addressed Memos

C5.6.1. Distribution/reproduction of multi-memos. CCD distributes Secretary of Defense, Deputy Secretary of Defense, Department of Defense Executive Secretary, and Director for Administration and Management multi-addressed memos via e-mail in a PDF Format. The DoD Components have provided CCD with at least three e-mail addressees that include the Senior Military Assistant/Executive Assistant and the organization's administrative point of contact responsible for the receipt, control, and re-transmission of official correspondence. The DoD Components shall review their e-mail listings every six months and provide updates to CCD at (703) 695-3133. When multi-addressed memos contain multiple enclosures, and cannot be processed via e-mail, the originating DoD Component shall provide adequate enclosures to make hard copy distribution.

C5.6.2. How to prepare multi-memos. Use the general guidelines and set up for the standard memo with multiple addressees. See paragraph C5.3. for details.

C5.6.3. How to address multi-memos

C5.6.3.1. The addressee section of Figure C5.F17. shows the correct format and order for a multiple-addressee memorandum. The following officials are included in the titles indicated:

C5.6.3.1.1. Under Secretaries of Defense: Under Secretary of Defense for Acquisition, Technology and Logistics; Under Secretary of Defense for Policy; Under Secretary of Defense (Comptroller)/Chief Financial Officer; and Under Secretary of Defense for Personnel and Readiness.

C5.6.3.1.2. Assistant Secretaries of Defense: Command, Control, Communications and Intelligence; Force Management Policy; Health Affairs; International Security Affairs; International Security Policy; Legislative Affairs; Public Affairs; Reserve Affairs; and Special Operations/Low Intensity Conflict.

C5.6.3.1.3. Assistants to the Secretary of Defense: Special Assistants to the Secretary and Deputy Secretary of Defense; Executive Secretary of the Department of Defense; Assistant to the Secretary of Defense (Intelligence Oversight); Assistant to the Secretary of Defense for Nuclear and Chemical and Biological Defense Programs; Defense Advisor, U.S. Mission to NATO; and Director, Small and Disadvantaged Business Utilization, as well as other assistants designated by the Secretary or Deputy Secretary of Defense.

C5.6.3.1.4. Directors of the Defense Agencies: Directors of the Defense Advanced Research Projects Agency, Defense Commissary Agency, Defense Contract Audit Agency, Defense Contract Management Agency, Defense Finance and Accounting Service, Defense Information Systems Agency, Defense Intelligence Agency, Defense Legal Services Agency, Defense Logistics Agency, Defense Security Cooperation Agency, Defense Security Service, Defense Threat Reduction Agency, Missile Defense Agency, National Imagery and Mapping Agency, National Security Agency/Central Security Service, and Pentagon Force Protection Agency.

C5.6.3.1.5. Department of Defense Field Activities: Directors of the American Forces Information Service, Defense Prisoner of War/Missing Personnel Office, Defense Technology Security Administration, Department of Defense Counterintelligence Field Activity, Department of Defense Education Activity, Department of Defense Human Resources Activity, Office of Economic Adjustment, TRICARE Management Activity, and Washington Headquarters Services.

C5.6.3.2. When addressing memoranda to:

C5.6.3.2.1. Only two of the Secretaries of the Military Departments, list the individual Secretaries in the following order: (1) Secretary of the Army; (2) Secretary of the Navy; (3) Secretary of the Air Force.

C5.6.3.2.2. Two or more, but not all, of the Under Secretaries of Defense, list the individual Under Secretaries in the following order: (1) Under Secretary of Defense for Acquisition Technology and Logistics; (2) Under Secretary of Defense for Policy; (3) Under Secretary of Defense (Comptroller)(Chief Financial Officer); and (4) Under Secretary of Defense for Personnel and Readiness.

C5.6.3.2.3. Two or more, but not all, Assistant Secretaries of Defense, Directors of the Defense Agencies, and the Directors of Department of Defense Field Activities, list them by title in alphabetical order.

C5.6.3.3. When appropriate, list the Commanders of the Combatant Commands after the Director, Operational Test and Evaluation and before the Assistants to the Secretary of Defense.

C5.6.3.4. List all:

C5.6.3.4.1. Action addressees in the address line, or as a "MEMORANDUM FOR: SEE DISTRIBUTION" if you have more than 15 addressees.

C5.6.3.4.2. Information addresses as courtesy copy (" cc:") recipients.

C5.6.5. How to submit multiple addressee memos

C5.6.5.1. Forward multiple addressee memos for Secretary or Deputy Secretary of Defense signature using an Action Memo.

C5.6.5.2. Submit to the Correspondence Control Division, Room 3A948.

C5.6.5.3. You should provide:

C5.6.5.3.1. The original plus one complete copy of the memo with tabs and attachments.

C5.6.5.3.2. Mailing envelopes if unclassified, or two address labels per signature item if classified, when the correspondence shall be mailed after the Secretary or Deputy Secretary of Defense approves it. Envelopes are not required for multiple addressee memos to the DoD Components because CCD makes internal distribution electronically.

C5.6.5.3.2.1. Type the mailing address aligned left and entered on the envelope. Use the standard two-letter state abbreviation with the ZIP +4 Code.

C5.6.5.3.2.1. You may use a rubber stamp for the return address but do not use a rubber stamp or hand print the to address on envelopes for outgoing official mail.

Figure C5.F17. Multi-Addressed Memo

	<p style="text-align: center;">DEPARTMENT OF DEFENSE WASHINGTON HEADQUARTERS SERVICES 1155 DEFENSE PENTAGON WASHINGTON, DC 20301-1155</p>	
<p>September 4, 2002</p>		
<p>MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS CHAIRMAN OF THE JOINT CHIEFS OF STAFF UNDER SECRETARIES OF DEFENSE DIRECTOR, DEFENSE RESEARCH AND ENGINEERING 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, ADMINISTRATION AND MANAGEMENT DIRECTOR, FORCE TRANSFORMATION DIRECTOR, NET ASSESSMENT DIRECTOR, PROGRAM ANALYSIS AND EVALUATION DIRECTORS OF THE DEFENSE AGENCIES DIRECTORS OF THE DOD FIELD ACTIVITIES</p>		
<p>SUBJECT: Listing of Addressees and Addressing DoD Memorandums</p>		
<p>The addressee section of this memorandum shows the correct format for organizational titles and the complete order of listing for multiple-addressee memorandums. Normally, a complete listing will not be necessary, but the titles should be used in the order shown for any memorandum directed to two or more addressees.</p>		
<p>For multiple-addressee and distribution purposes, the following officials are included within the title indicated above:</p>		
<p>(1) <u>Under Secretaries of Defense</u> include: The Under Secretary of Defense for Acquisition, Technology and Logistics; Under Secretary of Defense for Policy; Under Secretary of Defense (Comptroller)/Chief Financial Officer; and Under Secretary of Defense for Personnel and Readiness.</p>		
<p>(2) <u>Assistant Secretaries of Defense</u> include: Command, Control, Communications and Intelligence; Force Management Policy; Health Affairs; International Security Affairs; International Security Policy; Legislative Affairs; Public Affairs; Reserve Affairs; and Special Operations/Low Intensity Conflict.</p>		
<p>(3) <u>Assistants to the Secretary of Defense</u> include: Special Assistants to the Secretary and Deputy Secretary of Defense; The Executive Secretary of the Department of Defense; the Assistant to the Secretary of Defense (Intelligence Oversight); the Assistant to the Secretary of Defense for Nuclear and Chemical and Biological Defense Programs;</p>		
<p>U14313-02</p>		

Figure C5.F17. Multi-Addressed Memo, continued

the Defense Advisor, U.S. Mission to NATO; and the Director, Small and Disadvantaged Business Utilization, as well as such other assistants as may be designated from time to time by the Secretary or Deputy Secretary of Defense.

(4) Directors of the Defense Agencies include the Directors of the: Defense Advanced Research Projects Agency; Defense Commissary Agency; Defense Contract Audit Agency; Defense Contract Management Agency; Defense Finance and Accounting Service; Defense Information Systems Agency; Defense Intelligence Agency; Defense Legal Services Agency; Defense Logistics Agency; Defense Security Cooperation Agency; Defense Security Service; Defense Threat Reduction Agency; Missile Defense Agency; National Imagery and Mapping Agency; National Security Agency/Central Security Service; and Pentagon Force Protection Agency.

(5) Department of Defense Field Activities include the Directors of the: American Forces Information Service; Defense Prisoner of War/Missing Personnel Office; Defense Technology Security Administration; Department of Defense Counterintelligence Field Activity; Department of Defense Education Activity; Department of Defense Human Resources Activity; Office of Economic Adjustment; TRICARE Management Activity; and Washington Headquarters Services.

When addressing memorandums to only two of the Secretaries of the Military Departments, list the individual Secretaries in the following order: (1) Secretary of the Army; (2) Secretary of the Navy; and (3) Secretary of the Air Force.

When addressing memorandums to two or more but not all Under Secretaries of Defense, list the individual Under Secretaries in the following order: (1) Under Secretary of Defense for Acquisition, Technology and Logistics; (2) Under Secretary of Defense for Policy; (3) Under Secretary of Defense (Comptroller)/Chief Financial Officer; and (4) Under Secretary of Defense for Personnel and Readiness.

When addressing memorandums to two or more but not all Assistant Secretaries of Defense, Directors of the Defense Agencies, and the Directors of Department of Defense Field Activities, they should be listed separately, by title, in alphabetical order.

When appropriate, the Commanders of the Combatant Commands will be listed after the Director, Operational Test and Evaluation and before the Assistants to the Secretary of Defense.

This supersedes Director, Administration and Management memorandum dated May 16, 2002.


Howard G. Becker
Acting Director

C6. CHAPTER 6

LETTERS

C6.1. General Guidelines For Preparing Letters

C6.1.1. Use letters for correspondence with individuals outside the U.S. Government and for formal correspondence with officials of other Federal Agencies.¹⁰

C6.1.1.1. Prepare formal letters on 8½” by 11” stationery with letterhead appropriate to the signing official.

C6.1.1.1.1. When preparing letters that the Secretary of Defense shall sign, use Secretary of Defense letterhead.

C6.1.1.1.2. When preparing letters that the Deputy Secretary of Defense shall sign, use Deputy Secretary of Defense letterhead.

C6.1.1.1.3. When preparing letters that the Executive Secretary or Special Assistants to the Secretary or Deputy Secretary of Defense shall sign, use Office of the Secretary of Defense letterhead.

C6.1.1.1.4. When preparing letters for Component Heads, use component letterhead.

C6.1.1.2. Use bond paper for second and succeeding pages.

C6.1.1.3. Use the Secretary of Defense’s 6¾” x 9¼” or Deputy Secretary of Defense’s 6¼” x 8” letterhead stationery for personal/informal notes.

C6.1.2. Format letters as follows:

C6.1.2.1. Margins.

C6.1.2.1.1. For 8½” by 11” letterhead stationery, use a two-inch top margin and one-inch side and bottom margins. For succeeding pages, use one-inch margins on all sides. If the letter contains less than 11 lines, you may increase side margins to two inches. Do not justify right margins.

C6.1.2.1.2. For 6¾” x 9¼” or 6¼” x 8” stationery, use a 2½” top margin and 1¼” side margins.

C6.1.2.2. Font. Use Times New Roman, 13-point font.

¹⁰ Secretary and Deputy Secretary of Defense communications with foreign government officials require both a letter and a message for electronic transmission. See Chapter 7 for guidelines on preparing electronic communications.

C6.1.2.3. Spacing

C6.1.2.3.1. For the body of a letter:

C6.1.2.3.1.1. Begin the body of a letter a double space below the salutation.

C6.1.2.3.1.2. Indent each paragraph one half inch from the left-margin.

C6.1.2.3.1.3. Single-space the body of a letter; double space between paragraphs and subparagraphs. Do not justify right margins.

C6.1.2.3.1.4. Double space between lines in letters of one paragraph when it consists of eight lines or less.

C6.1.2.3.1.5. Single-space any letter with two paragraphs regardless of length.

C6.1.2.3.2. Within paragraphs:

C6.1.2.3.2.1. Use bullets, numbers, or lower case letters for subparagraphs.

C6.1.2.3.2.2. Indent subparagraphs an additional one half inch.

C6.1.2.3.2.3. Only begin a paragraph near the end of a page when you have room for at least two lines on that page.

C6.1.2.3.2.4. Only carry a paragraph over to the next page if you have at least two lines on that page.

C6.1.2.3.2.5. Do not use one-sentence paragraphs in letters.

C6.1.2.4. Page numbering

C6.1.2.4.1. Do not number first pages.

C6.1.2.4.2. For second and succeeding pages, you may place the page number(s) either:

C6.1.2.4.2.1. One inch from the top of the page at the right margin, with the text continuing a triple space below the page number line.

C6.1.2.4.2.2. At the bottom center of the page allowing at least a double space below the last line of text and one-inch from the bottom of the page.

C6.1.2.5. Security classification

C6.1.2.5.1. For content that requires safeguarding, stamp:

C6.1.2.5.1.1. The highest level of classification of the material at the top and bottom of each page.

C6.1.2.5.1.2. The first page of the document with the highest overall classification of the contents of the total document.

C6.1.2.5.2. Apply paragraph markings, classification authority, and declassification instructions to classified material according to Executive Order 12958, April 1995 (reference (d)), and other supplemental DoD Directives and Instructions.

C6.1.2.5.3. The Secretary or Deputy Secretary of Defense will rarely be the classifying authority for a document he signs. The classification will normally be derived from another source. A source document or someone in the originating office should normally be listed as the classifying authority, not the Secretary or Deputy Secretary of Defense.

C6.1.2.5.4. Place the following basic classification and declassification guidance (Figures C6.F1 and C6.F2.) in the lower left corner of the front page of any classified document according to reference (c).

C6.F1. Notation for Originally Classified Information

<i>Classified By:</i>	<i>(Name or Personal Identifier and Position Title)</i>
Reason:	(Cite Category from E. O. 12958, paragraph 1.5)
Declassify On:	(1) A date/event less than 10 years; (2) 10 years from original classification decision; or, (3) Exemption category from E. O. 12958, paragraph 1. 6.(d)

C6.F2. Notation for Derivatively Classified Information

Derived From:	(1) Cite identity of source document or Classification Guide; or, (2) Enter: "Multiple Sources"
Declassify On:	(1) Carry forward instructions from source document or from Classification Guide; or, (2) More than one source, enter the longest duration of any of its sources; or, (3) If source document(s) declassification instructions are OADR, enter: "Source Marked 'OADR,' Date of source: ___ ___ ___" (use date of most recent source, i.e., whichever date provides for the longest period to remain classified).

C6.2. How To Set Up Letters

C6.2.1. Date

C6.2.1.1. Place a double space below the last line in the letterhead or the Department shield, ending at the right margin. Use month, day, year, showing day and year in numerals.

C6.2.1.2. Do not date letters the Secretary of Defense, Deputy Secretary of Defense, or DoD Executive Secretary shall sign.

C6.2.2. Address. Place the to address a double space below the date, aligned with the left margin. See Appendix 4 for proper forms of address for officials in the public and private sectors and military service members.

C6.2.2.1. ZIP Code. Use ZIP+4 Codes when available. Place ZIP+4 Codes two spaces after the two-letter state identifier. See Appendix 2 for a list of ZIP+4 Codes for Pentagon addresses.

C6.2.2.2. State names. Use the two letter abbreviations with no punctuation for states. See Appendix 3 for a list of state abbreviations.

C6.2.2.3. Envelope address. Type the mailing address aligned left and centered on the envelope. You may use a rubber stamp for the return address but do not handprint or use a rubber stamp for the to address on envelopes for outgoing official mail. Use the standard two-letter state abbreviation with the ZIP +4 Code.

C6.2.3. Attention line. When you use an attention line, type "Attention:" on the line above the street or box number as Figure C6.F3. illustrates.

Figure C6.F3. Attention Line

Raleigh Clothing Company Attention: Mr. A. B. Moon 23 Wood Haven Drive Palm Coast, FL 32164-1000

C6.2.4. Salutation

C6.2.4.1. Use formal salutations on correspondence the Secretary or Deputy Secretary of Defense signs unless precedent or known personal relationships make a more familiar greeting more appropriate. See Appendix 4 for appropriate salutations for public and private officials and military service members. See the Military Assistant and Executive Officer Handbook (reference

(e))¹¹ for Secretary of Defense preferred salutations for Members of Congress.

C6.2.4.2. Follow formal salutations with a colon and informal or familiar ones with a comma.

C6.2.5. Body of letter

C6.2.5.1. Introduction

C6.2.5.1.1. Begin your introduction a double space below the salutation. Remember to be brief: no more than a quarter of the page or five lines.

C6.2.5.1.2. Provide a framework for your reader by referencing their correspondence or your last contact.

C6.2.5.1.3. Address the reader's top one or two concerns.

C6.2.5.2. Body

C6.2.5.2.1. Try to restrict your subsequent paragraphs to ten or 15 lines.

C6.2.5.2.2. Provide details about the reader's most important concerns or address secondary ones. Be concise and targeted, stating realistic deadline dates where applicable.

C6.2.5.2.3. Use problem-solution, compare and contrast, chronological, or most-to-least important order, depending on your message.

C6.2.5.3. Quotes

C6.2.5.3.1. Short quotations. Run direct quotations of less than two lines into the text, using both double and single quotation marks, as necessary. For example: The regulation clearly states, "...ambiguous references such as 'herein,' 'above,' 'below,' and the like shall not be used."

C6.2.5.3.2. Long quotations. Block quotations of more than two lines, one-half inch from the left and right margins of the text, omitting quotation marks.

C6.2.6. Complimentary close

C6.2.6.1. Type the complimentary close, followed by a comma, a double space below the last paragraph, beginning at the center of the page.

C6.2.6.2. Use the closing "Respectfully yours," for the President and "Sincerely," for all

¹¹ The Military Assistant and Executive Officer Handbook is available at <https://ca.dtic.mil/execsec/handbook/index.html>

others. See the examples in Appendix 4.

C6.2.7. Signature and title

C6.2.7.1. All letters

C6.2.7.1.1. Leave out the signature block on correspondence that the Secretary or Deputy Secretary of Defense shall sign.

C6.2.7.1.2. For other signers, type the name of the signer in upper and lower case type leaving four blank lines below and aligning it with the complimentary close. Type the signer's title in upper and lower case type on the next line below and aligned with the name. Indent a run-over line two spaces. The title of the signer may be omitted if it is reflected in the letterhead.

C6.2.7.1.3. You may stamp the name and title below the written signature.

C6.2.7.2. Dual signature items

C6.2.7.2.1. When the Secretary or Deputy Secretary of Defense and the head of another agency shall sign correspondence, place the signature blocks side by side, leaving four blank lines below the last line of text¹². Type the names in upper and lower case type with that of the non-DoD official aligned at the left margin and the Secretary or Deputy Secretary of Defense beginning at the center of the page. Type titles of both officials in upper and lower case type aligned under their names as Figure C6.F4. shows.

C6.2.7.2.2. When officials from two or more offices shall sign correspondence, the signature block of the official from the originating office shall be placed on the right side of the page. Additional signature blocks shall be placed to the left and below that of the originator following the format in Figure C6.F4.

Figure C6.F4. Signature Line

Robert B. Riches Secretary of the Treasury	John Q. Smith Secretary of Defense
James B. Light Secretary of Energy	Jane I. Diggs Secretary of the Interior

¹² When the Secretary or Deputy Secretary of Defense signs with another agency head, the correspondence is normally prepared on plain paper without letterhead.

C6.2.7. Enclosures

C6.2.7.1. When identified in the text. Type “Enclosure(s): As stated” aligned with the left margin, a double space below the last line of the signer's title, as Figure C6.F5. shows.

C6.2.7.2. When not identified in the text. While you usually identify enclosures in the text, if you do not, list each enclosure on a separate line, beginning on the line below "Enclosure(s):" and aligned with the left margin. When you mention some, but not all, enclosures in the text, list all in the order they appear in the text. Describe each enclosure by title or in as few words as needed to identify the material, as in Figure C6.F5.

Figure C6.F5. Listing Enclosures

Enclosures:	or	Enclosure(s):
1. Seating Chart		As stated
2. List of Attendees		

C6.2.7.3. When sending material under separate cover. Type “Separate Cover:” aligned with the left margin, two lines below the title of the signer or any “Enclosure” notation. List the material, even though you identified it in the text. Send a copy of the letter with the material. See Figure C6.F6.

Figure C6.F6. Notation When Sending Material Under Separate Cover

Separate Cover: Annual Defense Department Report

C6.2.8. Courtesy copies. Show that you are sending the correspondence to people other than the addressee by typing “cc:” aligned with the left margin and a double space below the signer's title or any other notation. Below “cc:” list the recipients, one below the other. You may use alphabetical listings rather than protocol rank orders. See Figure C6.F7.

Figure C6.F7. Listing Courtesy Copies

cc: Director for Budget Director for Personnel
--

C6.3. How To Package Letters

C6.3.1. Prepare packages to forward letters for Secretary or Deputy Secretary of Defense signature using an Action Memo as the cover/forwarding document. See Chapter 5 for details on preparing Action Memos.

C6.3.2. See Chapter 3 for details on preparing and packaging White House and Congressional Correspondence.

C6.4. How To Submit Letters. Submit letter packages to the Correspondence Control Division of the Directorate for Communications and Directives, Room 3A948, for control and forwarding through the Executive Secretary to either the Secretary or Deputy Secretary of Defense.

Figure C6.F8. Sample Letter



THE SECRETARY OF DEFENSE
1000 DEFENSE PENTAGON
WASHINGTON DC 20301-1000

The Honorable Jean-Pierre Poisson
Minister of Defense
Ministry of National Defense
Chateau sur-Mer, Atlantis

Dear Mr. Minister:

Use letters for correspondence with individuals outside the U.S. Government and for formal correspondence with officials of other Federal Agencies. Prepare formal letters on letterhead stationery appropriate to the signing official. Use plain paper for second and succeeding pages. Set a two inch-top margin and one-inch side and bottom margins for the first page. For succeeding pages use one-inch margins on all sides.

Single space paragraphs and do not justify right margins. Indent paragraphs one half inch from the left margin. Double-space between paragraphs.

- Use bullets, numbers or lower case letters for subparagraphs.
- Double-space between subparagraphs and indent them an additional one half inch.

Never use a one-sentence paragraph in a letter. Only begin a paragraph near the end of a page when you have room for at least two lines on that page, and only carry a paragraph over to the next page if you have at least two lines on that page.

Do not include the date or a signature block on letters that the Secretary or Deputy Secretary of Defense will sign. For other officials, the signature block may be typed or stamped. The signer's title may be omitted if the position is reflected in the letterhead.

Sincerely,

Enclosure:
Photo

C7. CHAPTER 7

ELECTRONIC COMMUNICATIONS

C7.1. Policy. Secretary of Defense and Deputy Secretary of Defense communications with foreign government officials require both a letter and a message for electronic transmission.

C7.2. How To Prepare and Submit Electronic Messages

C7.2.1. The responsible office shall:

C7.2.1.1. Prepare messages using SARAH-Lite for Windows software and according to the “SARAH-Lite for Windows Message Preparation and Users Guide.” For information or assistance with SARAH-Lite, contact the Network Infrastructure Services Agency at 703-695-2668/4923. See figures C7.F1. and C7.F2. for a properly prepared electronic message and release document.

C7.2.1.2. Include a paper copy and electronic version on diskette, of both the message and the message release form in the signature package, and submit it to the Correspondence Control Division (CCD) for signature/release.

C7.2.1.3. Provide updated information to the CCD, when changes occur during the approval process, by calling 703-695-3133 for unclassified cases, 703-697-6131 for classified cases, or delivering a diskette with the revised version to Room 3A948.

C7.2.2. CCD shall:

C7.2.2.1. Hold the diskette while the Secretary or Deputy Secretary of Defense approves the signature package.

C7.2.2.2. Ensure the contents of the message and paper copy are identical prior to dispatch.

C7.2.2.3. Process the letter version to the addressee(s) via State Department Pouch System, APO/FPO, or facsimile and dispatch the electronic message.

C7.3. How to Address Electronic Messages

C7.3.1. Use the plain language address (PLA) “SECDEF WASHINGTON DC” or “DEPSECDEF WASHINGTON DC” only on outgoing messages that are personally from the Secretary or Deputy Secretary of Defense. These messages may only be released by the Secretary of Defense, the Deputy Secretary of Defense, the Special Assistants to the Secretary and Deputy Secretary of Defense, the Department of Defense Executive Secretary, or the Military Assistants to the Secretary and Deputy Secretary of Defense.

C7.3.2. Add the Office of the Secretary of Defense official or originating office to the FM SECDEF indicator for messages signed and released by other officials or offices so the identity of the originating official or office is immediately clear to the recipient. For example, a message from the Assistant Secretary of Defense for International Security Policy shall begin with “SECDEF WASHDC//USDP:ISP//”

C7.3.3. Ensure the internal distribution/local routing block includes “SECDEF-N/SECDEF-C.”

C7.3.4. Include the originating office as an INFO address on the message to ensure it receives a copy of the dispatched version.

C7.3.5. Only the Secretary of Defense uses “All DoD Activities” (ALDODACT) messages to disseminate information to all DoD installations and activities. Examples of ALDODACT message use include holiday greetings, safety messages and directives, notifications to display the national flag at half-staff, etc.

Figure C7.F1. Electronic Message Release Form

S A R A H D I S K E T T E T A B L E O F C O N T E N T S
R E L E A S I N G D O C U M E N T

CREATION DATE: 170401
CREATION TIME: 15190000
SARAH VERSION NUMBER: 3.03
MAXIMUM CLASSIFICATION OF THIS DISKETTE: UUUU
HIGHEST CLASSIFICATION ON THIS DISKETTE: UUUU
DISKETTE RELEASING OFFICIAL'S NAME: DONALD H. RUMSFELD
ORG: OFFICE: SECDEF PHONE:

TOC FILE CRC: 9648

FILENAME	MSG TYPE	PREC CLASS	ACTION GROUP	DATE/TIME	FILETIME SSN	TOT/ TOR	SPECAT CIC	CRC
SAMPLE	DD173	RR	UU	REDY 020858ZAUG01			ZYTJW N	7474

SECDEF
ORGANIZATION/OFFICE SYMBOL | PHONE NUMBER


DONALD H. RUMSFELD

UNCLASSIFIED

Figure C7.F2. Sample Electronic Message

DTG: 020858Z AUG 01

PAGE 01 of 01

Drafter's Name : JOHN Q. SMITH, REGIONAL DIR
Office/Phone : ISP/RUE, 703 692-1111
Releaser's Info : DONALD H. RUMSFELD, SECDEF
Action Prec : ROUTINE
Info Prec : ROUTINE
Specat :

From: SECDEF WASHINGTON DC
To: USDAO [CITY]
Info: AMEMBASSY [CITY]
SECSTATE WASHDC//
SECDEF WASHDC//OUSDP/STR/RUE//
JOINT STAFF WASHDC//J5/RUE//
DIA WASHINGTON DC//DHO2//
SECDEF WASHINGTON DC//USDP//ADMIN//
SECDEF WASHINGTON DC//CHAIRS//

TEXT FOLLOWS

UNCLASSIFIED

SUBJECT: SECDEF LETTER TO [COUNTRY] MINISTER OF DEFENSE

1. SECRETARY RUMSFELD HAS SIGNED THE FOLLOWING LETTER TO MOD [NAME]. REQUEST THAT THE TEXT OF THE LETTER BE PROVIDED TO MINISTER [NAME] AS SOON AS POSSIBLE. ORIGINAL SIGNED LETTER WILL BE FORWARDED VIA DIPLOMATIC POUCH.
2. BEGIN TEXT:

[NAME]
MINISTER OF DEFENSE
[CITY, COUNTRY]

DEAR MR. MINISTER:

(PARA) SARA-LITE WINDOWS VERSION SOFTWARE MUST BE USED TO PREPARE MESSAGES. IN THE FROM LINE, USE SECDEF WASHINGTON DC OR DEPSECDEF WASHINGTON DC. NO OTHER OFFICE DESIGNATORS SHOULD BE USED FOR SECRETARY OR DEPUTY SECRETARY OF DEFENSE MESSAGES.

(PARA) IN ADDITION TO THE APPROPRIATE DOD INFORMATION DISTRIBUTION, ALWAYS LIST THE SECRETARY OF STATE WHEN DIRECTING A MESSAGE TO AN AMERICAN EMBASSY OR USDAO.

(PARA) INDICATE THE BEGINNING OF EACH NEW PARAGRAPH. THE MESSAGE TEXT MUST BE IDENTICAL TO THE LETTER VERSION, TO INCLUDE THE ADDRESS AND SALUTATION LINES.

SINCERELY,

(SIGNED) DONALD H. RUMSFELD

3. END OF TEXT.

4. AT THE END OF THE MESSAGE, YOU MAY ADD OTHER PERTINENT INFORMATION, TO INCLUDE THE NAME AND PHONE NUMBER OF THE PERSON WHO DRAFTED THE MESSAGE, OR ADDITIONAL GUIDANCE OR INFORMATION TO THE AMERICAN EMBASSY.

AP1. APPENDIX 1

FORMS

AP1.F1. SD Form 391, "Secretary of Defense Correspondence Action Report"¹³

SECRETARY OF DEFENSE CORRESPONDENCE ACTION REPORT			
This form must be completed and forwarded to the Correspondence Control Division (CCD), WHS Room 3A948. Suspense Desk: (703) 697-9287 FAX Number: (703) 695-1219 Email: suspense_desk@osd.pentagon.mil		Action Agency <input type="text"/>	Suspense Date <input type="text"/>
1. ACTION TAKEN (Check one)			
<input type="checkbox"/>	a. ACTION HAS BEEN COMPLETED (Copy attached)		
<input type="checkbox"/>	b. REQUEST EXTENSION OF SUSPENSE DATE TO <input type="text"/> (Justify below)		
<input type="checkbox"/>	c. INTERIM REPLY HAS BEEN SENT (Copy attached) Extend suspense to <input type="text"/> (Justify below)		
<input type="checkbox"/>	d. REQUEST CANCELLATION (Justify below)		
<input type="checkbox"/>	e. REQUEST TRANSFER TO <input type="text"/> (Justify below/Include POC Name & Phone Number)		
<input type="checkbox"/>	f. REQUEST DOWNGRADE TO <input type="text"/> (Justify below)		
2. JUSTIFICATION			
<div style="border: 1px solid black; width: 100%; height: 100%;"></div>			
3. REPORTING AGENCY			
a. ACTION AGENCY <input type="text" value="C&D"/>		e. APPROVING AUTHORITY (Service Secretary/Under Secretary/ASD/Military/Executive Assistant Level)	
b. NAME OF ACTION OFFICER <input type="text" value="J. Sheerod"/>		Signature (Click below to sign) <input style="background-color: yellow;" type="text"/>	Date Signed <input type="text"/>
c. TELEPHONE NO. <input type="text" value="697-9261"/>		5. ACTION TAKEN (For ESSECC/Correspondence Control Division Use Only)	
d. DATE <input type="text"/>		a. EXT <input type="checkbox"/> Approved <input type="checkbox"/> Disapproved	b. CANX <input type="checkbox"/> Approved <input type="checkbox"/> Disapproved
4. CCD CONTROL # <input type="text"/>		c. DWNGRD <input type="checkbox"/> Approved <input type="checkbox"/> Disapproved	d. TRANSFER <input type="checkbox"/> Approved <input type="checkbox"/> Disapproved
		e. OTHER (Specify) <input type="text"/>	
		Signature (Click below to sign) <input style="background-color: gray;" type="text"/>	Date Signed <input type="text"/>
Suspense Desk Attachments: <input type="button" value="Add"/> <input type="button" value="View"/> <input type="button" value="Remove"/> <input type="button" value="Extract"/>			

SD FORM 391, JAN 2000

¹³ To obtain an electronic version of the SD 391, contact the CCD suspense control desk at 703-697-9287, room 3A948.

AP1.F2. Secretary of Defense Correspondence Routing Slip

SECRETARY OF DEFENSE CORRESPONDENCE ROUTING SLIP		
Action Agency: UNDER SECRETARY FOR POLICY		
Action Required: PREPARE REPLY FOR DEPUTY SECRETARY OF DEFENSE SIGNATURE		
Coordinate With: LA GC UPR		
Remarks:		
Special Instructions:		
Suspense Date: January/15/2002	Routing Date: January/9/2002	OSD CONTROL #: U00390-02
<u>INFORMATION DISTRIBUTION</u>		
<u>OFFICE</u>		
DEPUTY SECRETARY OF DEFENSE		
EXECUTIVE SECRETARY		
UNDER SECRETARY FOR PERSONNEL & READINESS		
ASD (LEGISLATIVE AFFAIRS)		
ASD (PUBLIC AFFAIRS)		
GENERAL COUNSEL		
SECRETARY OF THE AIR FORCE		
CHAIRMAN, JOINT CHIEFS OF STAFF		
EXECUTIVE SECRETARY REAR		
C&D		

API.F3. Overdue Action Report

OVERDUE PRS/PRD ACTIONS ¹							6/4/2003 ²	
OSD CN ³	DOC ⁴	DOR ⁵	DAYS OPEN ⁶	SUSPENSE ⁷	AGENCY ⁸	ACTION ⁹	FROM ¹⁰	TO ¹¹
U03807-02	2/28/02	3/ 1/02	7	3/ 7/02	ABC	PRS	STRATEGY	SECDEF
SUBJECT: THE QUADRENNIAL DEFENSE REVIEW ¹²								
SUSPENSE STATUS: ¹³								
U11613-01	6/25/01	6/28/01	253	8/23/01	XY	PRD	JAPAN AMB	DEPSEC
SUBJECT: OPPOSITION TO H.R. 1198 - THE JUSTICE FOR U.S. PRISONERS OF WAR ACT OF 2001								
SUSPENSE STATUS: ACTION TRANSFERRED FROM DE TO XY ON 08/02/01								
X00597-02	2/20/02	2/21/02	15	2/27/02	LS	PRS	CENTCOM	SECDEF
SUBJECT: REVIEW OF MISSION								
SUSPENSE STATUS:								
NOTES:								
1. Title of attachment								
2. Date of report								
3. OSD CN = control number assigned by Correspondence Control Division (CCD); U = unclassified case; X = classified case; and W = White House case (unclassified)								
4. DOC = date of incoming document								
5. DOR = date of receipt in CCD								
6. DAYS OPEN = number of calendar days since DOR as of date of the report								
7. SUSPENSE = date tasking was due; if an extension has been granted, the adjusted date will be reflected, with a note about the extension in the SUSPENSE STATUS section								
8. AGENCY = trigraph indicates lead OSD component responsible for accomplishing the tasking								
9. ACTION = type tasking; PRS = Prepare Reply for Secretary's Signature; PRD = Prepare Reply for Deputy Secretary's signature; RDC = Reply Direct - Component Head; RD = Reply Direct (signed at appropriate level); FAA = For Appropriate Action								
10. FROM = sender of document								
11. TO = addressee of document								
12. SUBJECT = topic of incoming document								
13. SUSPENSE STATUS contains notes such as requests for extension, cancellation or transfer of responsibility								

Official Digraphs/Trigraphs

For Action/Information Agency Assigned

The Correspondence Control Division (CCD) uses the following Digraphs/Trigraphs on the Correspondence Control Tracking system, suspense reports, the Secretary of Defense Correspondence Routing Slip, and the SD Form 391. Questions regarding the list may be directed to CCD, Room 3A948 Pentagon, (703) 695-3133.

Office of the Secretary of Defense

SD	Secretary of Defense
DSD	Deputy Secretary of Defense
COS	Chief of Staff
TSA	The Special Assistant
ES	Executive Secretary
ESR	Executive Secretary (Rear)
ATD	Assistant to Dep Sec Def
PRO	Protocol
CSR	Counselor
TNT	Transition Team
PRM	Pentagon Renovation Managers Office
SWT	Secretary of Defense Writing Team
HLS	Homeland Security
FTD	Force Transformation Directorate
USA	Under Secretary of Defense for Acquisition, Technology & Logistics
USP	Under Secretary of Defense for Policy
ISA	ASD (International Security Affairs)
ISP	ASD (International Security Policy)
SOL	ASD (Special Operations & Low-Intensity Conflict)
USC	Under Secretary of Defense (Comptroller)
PAE	Director, Program Analysis And Evaluation
UPR	Under Secretary of Defense for Personnel & Readiness
FMP	ASD (Force Management Policy)
HA	ASD (Health Affairs)
RA	ASD (Reserve Affairs)
RPB	Reserve Forces Policy Board
C3I	ASD (Command, Control, Communications & Intelligence)
LA	ASD (Legislative Affairs)
PA	ASD (Public Affairs)
IO	ATSD (Intelligence Oversight)
OTE	Dir Operational Test & Evaluation
GC	General Counsel
IG	Inspector General
ADM	Director Administration & Management
NA	Director Net Assessment

Military Departments

SA	Secretary of the Army
SN	Secretary of the Navy
SAF	Secretary of the Air Force

Joint Chiefs of Staff

JCS	Chairman, Joint Chiefs of Staff
DJS	Director, Joint Staff

Defense Agencies

ARP	Defense Advanced Research Projects Agency
DCM	Defense Commissary Agency
CAA	Defense Contract Audit Agency
CMA	Defense Contract Management Agency
DFS	Defense Finance & Accounting Service
DSA	Defense Information Systems Agency
DIA	Defense Intelligence Agency
DLS	Defense Legal Service Agency
DLA	Defense Logistics Agency
DSC	Defense Security Cooperation Agency
DSS	Defense Security Service
DTR	Defense Threat Reduction Agency
MDA	Missile Defense Agency
NIM	National Imagery and Mapping Agency
NSA	NSA/Central Security Service
NRO	National Reconnaissance Office
PPA	Pentagon Force Protection Agency

Other Activities

AAE	Army-Air Force Exchange Service
DPR	Defense Performance Review
WHL	White House Liaison
WHS	Washington Headquarters Services

Official Digraphs/Trigraphs

The Correspondence Control Division (CCD) uses the following Digraphs/Trigraphs on the correspondence control tracking system, suspense reports, the Secretary of Defense Correspondence Routing Slip, and the SD Form 391. Questions regarding the list may be directed to Room 3A948 Pentagon, (703) 695-3133.

PRS	Prepare Reply for Secretary of Defense Signature
PRD	Prepare Reply for Deputy Secretary of Defense Signature
PRE	Prepare Reply for Executive Secretary Signature
RDC	Reply Direct by Component Head
RD	Reply Direct – at the appropriate level within the DoD Component
I&R	For Information and Retention
C&R	Provide Comments & Recommendations to the Secretary or Deputy Secretary of Defense
ADN	Answer Note from the Deputy Secretary of Defense
AMN	Answer Note from the Military Assistant to Secretary or Deputy Secretary of Defense
ASN	Answer Note from the Secretary of Defense
PDP	Prepare Draft Reply for President's Signature
PDV	Prepare Draft Reply for Vice President's Signature
PDW	Prepare Draft Reply for White House Staff
PFP	Prepare Reply for President's Signature
PFV	Prepare Reply for Vice President's Signature
PFW	Prepare Reply for White House Staff

AP2. APPENDIX 2

Office of the Secretary of Defense
Authorized ZIP+4 Codes and Compatible Street Addresses

20301-1000	SECRETARY OF DEFENSE 1000 DEFENSE PENTAGON WASHINGTON DC 20301-1000
20301-1000	SPECIAL ASSISTANT TO SECRETARY OF DEFENSE 1000 DEFENSE PENTAGON WASHINGTON DC 20301-1000
20301-1010	DEPUTY SECRETARY OF DEFENSE 1010 DEFENSE PENTAGON WASHINGTON DC 20301-1010
20301-1020	SPECIAL ASSISTANT TO SEC AND DEP SEC OF DEF 1020 DEFENSE PENTAGON WASHINGTON DC 20301-1020
20301-1030	EXECUTIVE SECRETARY FOR DOD 1030 DEFENSE PENTAGON WASHINGTON DC 20301-1030
20301-1040	NATIONAL RECONNAISSANCE OFFICE 1040 DEFENSE PENTAGON WASHINGTON DC 20301-1040
20301-1100	UNDER SEC DEF FOR COMPTROLLER 1100 DEFENSE PENTAGON WASHINGTON DC 20301-1100
20301-1155	WASHINGTON HEADQUARTERS SERVICES 1155 DEFENSE PENTAGON WASHINGTON DC 20301-1155
20301-1200	ASST SEC DEF HEALTH AFFAIRS 1200 DEFENSE PENTAGON WASHINGTON DC 20301-1200
20301-1300	ASST SEC DEF LEGISLATIVE AFFAIRS 1300 DEFENSE PENTAGON WASHINGTON DC 20301-1300
20301-1400	ASST SEC DEF PUBLIC AFFAIRS 1400 DEFENSE PENTAGON WASHINGTON DC 20301-1400
20301-1500	ASST SEC DEF RESERVE AFFAIRS 1500 DEFENSE PENTAGON WASHINGTON DC 20301-1500

20301-1510 DOD COORD FOR DRUG ENFORCEMENT POLICY & SPT
1510 DEFENSE PENTAGON
WASHINGTON DC 20301-1510

20301-1600 GENERAL COUNSEL
1600 DEFENSE PENTAGON
WASHINGTON DC 20301-1600

20301-1700 DIR OPERATIONAL TEST AND EVALUATION
1700 DEFENSE PENTAGON
WASHINGTON DC 20301-1700

20301-1800 DIR PROGRAM ANALYSIS AND EVAL
1800 DEFENSE PENTAGON
WASHINGTON DC 20301-1800

20301-1900 DEFENSE HOTLINE
1900 DEFENSE PENTAGON
WASHINGTON DC 20301-1900

20301-1920 DIR NET ASSESSMENT
1920 DEFENSE PENTAGON
WASHINGTON DC 20301-1920

20301-1950 DIR ADMINISTRATION AND MANAGEMENT
1950 DEFENSE PENTAGON
WASHINGTON DC 20301-1950

20301-2000 UNDER SEC DEF FOR POLICY
2000 DEFENSE PENTAGON
WASHINGTON DC 20301-2000

20301-2100 PRIN DEP UNDER SEC DEF FOR POLICY
2100 DEFENSE PENTAGON
WASHINGTON DC 20301-2100

20301-2200 DEP UNDER SEC DEF FOR POLICY SUPPORT
2200 DEFENSE PENTAGON
WASHINGTON DC 20301-2200

20301-2400 ASST SEC DEF INTERNATIONAL SECURITY AFFAIRS
2400 DEFENSE PENTAGON
WASHINGTON DC 20301-2400

20301-2500 ASST SEC DEF SPC OPS AND LOW INTENSITY CONFLICT
2500 DEFENSE PENTAGON
WASHINGTON DC 20301-2500

20301-2800 DEFENSE SECURITY COOPERATION AGENCY
2800 DEFENSE PENTAGON
WASHINGTON DC 20301-2800

20301-2900 ASST SEC DEF FOR INTERNATIONAL SECURITY POLICY
2900 DEFENSE PENTAGON
WASHINGTON DC 20301-2900

20301-3000 OFFICE UNDER SEC DEF FOR ACQ TECH & LOG
3000 DEFENSE PENTAGON
WASHINGTON DC 20301-3000

20301-3010 UNDER SEC DEF FOR ACQ TECH & LOG
3010 DEFENSE PENTAGON
WASHINGTON DC 20301-3010

20301-3015 PRIN DEP UNDER SEC DEF ACQ TECH & LOG
3015 DEFENSE PENTAGON
WASHINGTON DC 20301-3015

20301-3020 DIR ACQUISITION RESOURCES & ANALYSIS
3020 DEFENSE PENTAGON
WASHINGTON DC 20301-3020

20301-3030 DIR DEF RESEARCH AND ENGINEERING
3030 DEFENSE PENTAGON
WASHINGTON DC 20301-3030

20301-3040 OFFICE DIR DEF RESEARCH AND ENGINEERING
3040 DEFENSE PENTAGON
WASHINGTON DC 20301-3040

20301-3050 ASST TO SEC DEF NUCLEAR CHEMICAL & BIOLOGICAL
3050 DEFENSE PENTAGON
WASHINGTON DC 20301-3050

20301-3060 DIR DEFENSE PROCUREMENT
3060 DEFENSE PENTAGON
WASHINGTON DC 20301-3060

20301-3061 DIR SMALL AND DISADVANTAGED BUS UTILIZATION
3061 DEFENSE PENTAGON
WASHINGTON DC 20301-3061

20301-3062 DEFENSE ACQUISITION REGULATORY SYSTEM
3062 DEFENSE PENTAGON
WASHINGTON DC 20301-3062

20301-3070 DIR INTERNATIONAL COOPERATION
3070 DEFENSE PENTAGON
WASHINGTON DC 20301-3070

20301-3080 DUSD SCIENCE AND TECHNOLOGY
3080 DEFENSE PENTAGON
WASHINGTON DC 20301-3080

20301-3090 DIR STRATEGIC AND TACTICAL SYSTEMS
3090 DEFENSE PENTAGON
WASHINGTON DC 20301-3090

20301-3110 DEP DIR, DEVELOPMENT TEST AND EVALUATION
3110 DEFENSE PENTAGON
WASHINGTON DC 20301-3110

20301-3140 DEFENSE SCIENCE BOARD
3140 DEFENSE PENTAGON
WASHINGTON DC 20301-3140

20301-3150 DIR ADMINISTRATION (AT&L)
3150 DEFENSE PENTAGON
WASHINGTON DC 20301-3150

20301-3200 DIR SPECIAL PROGRAMS
3200 DEFENSE PENTAGON
WASHINGTON DC 20301-3200

20301-3320 OFFICE OF ECONOMIC ADJUSTMENT
3320 DEFENSE PENTAGON
WASHINGTON DC 20301-3320

20301-3330 DUSD INDUSTRIAL AFFAIRS
3330 DEFENSE PENTAGON
WASHINGTON DC 20301-3330

20301-3340 DUSD INSTALLATIONS
3340 DEFENSE PENTAGON
WASHINGTON DC 20301-3340

20301-3400 DUSD ENVIRONMENTAL SECURITY
3400 DEFENSE PENTAGON
WASHINGTON DC 20301-3400

20301-3500 DUSD LOGISTICS AND MATERIEL READINESS
3500 DEFENSE PENTAGON
WASHINGTON DC 20301-3500

20301-3600 DIR ACQUISITION INITIATIVES
3600 DEFENSE PENTAGON
WASHINGTON DC 20301-3600

20301-3700 DUSD ADVANCED SYSTEMS & CONCEPTS
3700 DEFENSE PENTAGON
WASHINGTON DC 20301-3700

20301-4000 UNDER SEC DEF FOR PERSONNEL AND READINESS
4000 DEFENSE PENTAGON
WASHINGTON DC 20301-4000

20301-4100 DEFENSE COMMISARY AGENCY
4100 DEFENSE PENTAGON
WASHINGTON, DC 20301-4100

20301-6000 ASST SEC DEF CMND CONTRL COMM AND INTEL
6000 DEFENSE PENTAGON
WASHINGTON DC 20301-6000

20301-6100 US NUCLEAR CMND AND CNTRL SYST SUPPORT STAFF
6100 DEFENSE PENTAGON
WASHINGTON DC 20301-6100

20301-7000 NATIONAL IMAGERY AND MAPPING AGENCY
7000 DEFENSE PENTAGON
WASHINGTON DC 20301-7000

20301-7010 DEFENSE INFORMATION SYSTEMS AGENCY
7010 DEFENSE PENTAGON
WASHINGTON DC 20301-7010

20301-7100 BALLISTIC MISSILE DEFENSE ORGANIZATION
7100 DEFENSE PENTAGON
WASHINGTON DC 20301-7100

20301-7200 ASST TO SEC DEF INTELLIGENCE OVERSIGHT
7200 DEFENSE PENTAGON
WASHINGTON DC 20301-7200

20301-7300 RESERVE FORCES POLICY BOARD
7300 DEFENSE PENTAGON
WASHINGTON DC 20301-7300

20301-7400 DEFENSE INTELLIGENCE AGENCY
7400 DEFENSE PENTAGON
WASHINGTON DC 20301-7400

20301-7401 DEFENSE INTELLIGENCE AGENCY
7401 DEFENSE PENTAGON
WASHINGTON DC 20301-7401

20301-7500 CURRENT NEWS ANALYSIS & RES SRVC (AFIS)
7500 DEFENSE PENTAGON
WASHINGTON DC 20301-7500

20301-8000 DEFENSE GLOBAL INFORMATION GROUP
8000 DEFENSE PENTAGON
WASHINGTON DC 20301-8000

20301-9000 PENTAGON FORCE PROTECTION AGENCY
9000 DEFENSE PENTAGON
WASHINGTON DC 20301-9000

AP3. APPENDIX 3

TWO-LETTER STATE AND PROVINCE POSTAL, DIRECTIONAL, & STREET ABBREVIATIONS

United States

State	Abbreviation	State	Abbreviation
Alabama	AL	New Mexico	NM
Alaska	AK	New York	NY
Arizona	AZ	North Carolina	NC
Arkansas	AR	North Dakota	ND
California	CA	Ohio	OH
Colorado	CO	Oklahoma	OK
Connecticut	CT	Oregon	OR
Delaware	DE	Pennsylvania	PA
Florida	FL	Rhode Island	RI
Georgia	GA	South Carolina	SC
Hawaii	HI	South Dakota	SD
Idaho	ID	Tennessee	TN
Illinois	IL	Texas	TX
Indiana	IN	Utah	UT
Iowa	IA	Vermont	VT
Kansas	KS	Virginia	VA
Kentucky	KY	Washington	WA
Louisiana	LA	West Virginia	WV
Maine	ME	Wisconsin	WI
Maryland	MD	Wyoming	WY
Massachusetts	MA	District of Columbia	DC
Michigan	MI	Canal Zone	CZ
Minnesota	MN	Guam	GU
Mississippi	MS	Virgin Islands	VI
Missouri	MO	American Samoa	AS
Montana	MT	Federated States of Micronesia	FM
Nebraska	NE	Marshall Islands	MH
Nevada	NV	Northern Mariana Islands	MP
New Hampshire	NH	Palau	PW
New Jersey	NJ		

Canada

Province	Abbreviation	Province	Abbreviation
Alberta	AB	Ontario	ON
British Columbia	BC	Prince Edward Island	PE
Manitoba	MB	Quebec	PQ
New Brunswick	NB	Saskatchewan	SK
Newfoundland	NF	Yukon Territory	YT
Northwest Territories	NT	Labrador	LB

Directional Abbreviations

North	N	Northeast	NE
East	E	Southeast	SE
South	S	Southwest	SW
West	W	Northwest	NW

Frequently Used Street Designators

Avenue	AVE	Parkway	PKY
Boulevard	BLVD	Pike	PIKE
Bypass	BYP	Plaza	PLZ
Causeway	CSWY	Road	RD
Court	CT	Street	ST
Drive	DR	Terrace	TER
Expressway	EXPY	Turnpike	TPKE

Secondary Address Unit Indicators

Apartment	APT
Building	BLDG
Floor	FL
Suite	STE
Department	DEPT

AP4. APPENDIX 4

FORMS OF ADDRESS, SALUTATION, AND
COMPLIMENTARY CLOSE

In salutation to persons in positions that may be held by men or women, only the title "Mr." is shown in the examples given here. When a woman occupies the position, the title "Madam" is substituted for "Mr." before such formal terms as "President," "Vice President," "Chairman," "Secretary," "Ambassador," and "Minister." The title "Miss" or "Mrs." is substituted for "Mr." when the surname rather than a formal title follows. The title "Ms." may be substituted for "Miss" or "Mrs." when an incumbent or correspondent has indicated this preference or when her marital status is unknown. Use the following for Department of Defense correspondence:

The White House

Addressee	Address On Letter And Envelope	Salutation And Complimentary Close
The President	The President The White House Washington, DC 20500	Dear Mr. President: Respectfully yours,
Wife of the President	Mrs. (full name) The White House Washington, DC 20500	Dear Mrs. (surname): Sincerely,
Assistant or Special Assistant to the President	The Honorable (full name) Assistant (Special Assistant) to the President for (title) The White House Washington, DC 20500	Dear Mr. (surname): Sincerely,
Director, Office of Management and Budget	The Honorable (full name) Director, Office of Management and Budget Washington, DC 20503	Dear Mr. (surname): Sincerely,
The Vice President	The Vice President The White House Washington, DC 20500	Dear Mr. Vice President: Sincerely,
The Vice President As President of the Senate	The Honorable (full name) President of the Senate Washington, DC 20510	Dear Mr. President: Sincerely,

The Federal Judiciary

Addressee	Address On Letter And Envelope	Salutation And Complimentary Close
The Chief Justice	The Chief Justice The Supreme Court Washington, DC 20543	Dear Mr. Chief Justice: Sincerely,
Associate Justice	The Honorable (full name) The Supreme Court Washington, DC 20543	Dear Mr. Justice: Sincerely,
Retired Justice	The Honorable (full name) (address)	Dear Justice (surname): Sincerely,
Judge of a Federal, State, or Local Court	The Honorable (full name) Judge of the (name of court) (address)	Dear Judge (surname): Sincerely,
Clerk of a Court	Mr. (full name) Clerk of the (name of court) (address)	Dear Mr. (surname): Sincerely,

The Congress¹⁴

Addressee	Address On Letter And Envelope	Salutation And Complimentary Close
President pro tempore of the Senate	The Honorable (full name) President pro tempore of the Senate United States Senate Washington, DC 20510-(+4 Code)	Dear Senator (surname): Sincerely,
Majority Leader, Senate	The Honorable (full name) Senate Majority Leader United States Senate Washington, DC 20510-(+4 Code)	Dear Mr. Majority Leader: Sincerely,
Committee Chairman, Senate	The Honorable (full name) Chairman Committee on (name of committee) United States Senate Washington, DC 20510-(+4 Code)	Dear Mr. Chairman: Sincerely,
Committee Ranking Member, Senate	The Honorable (full name) Ranking Member Committee on (name of committee) United States Senate Washington, DC 20510-(+4 Code)	Dear Senator (surname): Sincerely,
Committee Chairwoman, Senate	The Honorable (full name) Chairwoman Committee on (name of committee) United States Senate Washington, DC 20510-(+4 Code)	Dear Madam Chairwoman: Sincerely,
Subcommittee Chairman, Senate	The Honorable (full name) Chairman Subcommittee on (name of committee) (name of full committee) United States Senate Washington, DC 20510-(+4 Code)	Dear Senator (surname): Sincerely, or Dear Mr. Chairman: ¹⁵ Sincerely,
Senator (Washington office)	The Honorable (full name) United States Senate Washington, DC 20510-(+4 Code)	Dear Senator (surname): Sincerely,
Senator (home state office)	The Honorable (full name) United States Senate (address)	Dear Senator (surname): Sincerely,
Senator-elect	The Honorable (full name) Senator-elect (address)	Dear Mr. (surname): Sincerely,
Office of a deceased senator	Office of the late Senator (full name) United States Senate Washington, DC 20510-(+4 Code)	Sirs: or Dear Mr./Ms. (name of contact): Sincerely,
Speaker of the House of Representatives	The Honorable (full name) Speaker of the House of Representatives U.S. House of Representatives Washington, DC 20515-(+4 Code)	Dear Mr. Speaker: Sincerely,

¹⁴ Members of Congress have individual ZIP +4 Codes. They are included in the *Congressional Staff Directory*.

¹⁵ When incoming correspondence pertains to subcommittee business.

Committee Chairman, House of Representatives	The Honorable (full name) Chairman Committee on (name of committee) U.S. House of Representatives Washington, DC 20515-(+4 Code)	Dear Mr. Chairman: Sincerely,
Committee Chairwoman, House of Representatives	The Honorable (full name) Chairwoman Committee on (name of committee) U.S. House of Representatives Washington, DC 20515-(+4 Code)	Dear Madam Chairwoman: Sincerely,
Subcommittee Chairman, House of Representatives	The Honorable (full name) Chairman Subcommittee on (name of committee) (name of full committee) U.S. House of Representatives Washington, DC 20515-(+4 Code)	Dear Representative (surname): Sincerely, or Dear Mr. Chairman: ¹⁶ Sincerely,
Representative (Washington office)	The Honorable (full name) U.S. House of Representatives Washington, DC 20515-(+4 Code)	Dear Representative (surname): Sincerely,
Representative (home state office)	The Honorable (full name) U.S. House of Representatives Address	Dear Representative (surname): Sincerely,
Representative-elect	The Honorable (full name) Representative-elect (address)	Dear Mr. (surname): Sincerely,
Office of a deceased representative	Office of the late Representative (full name) U.S. House of Representatives Washington, DC 20515-(+4 Code)	Sirs: or Dear Mr./Ms. (name of contact): Sincerely,
Resident Commissioner	The Honorable (full name) Resident Commissioner from Puerto Rico U.S. House of Representatives Washington, DC 20515-(+4 Code)	Dear Mr. (surname): Sincerely,
Delegate	The Honorable (full name) Delegate from (location) U.S. House of Representatives Washington, DC 20515-(+4 Code)	Dear Mr. (surname): Sincerely,

Legislative Agencies

Addressee	Address On Letter And Envelope	Salutation And Complimentary Close
Comptroller General	The Honorable (full name) Comptroller General of the United States Washington, DC 20548	Dear Mr. (surname): Sincerely,
Public Printer	The Honorable (full name) Public Printer U.S. Government Printing Office Washington, DC 20401	Dear Mr. (surname): Sincerely,
Librarian of Congress	The Honorable (full name) Librarian of Congress Washington, DC 20540	Dear Mr. (surname): Sincerely,

¹⁶ When incoming correspondence pertains to subcommittee business.

Executive Departments¹⁷

Addressee	Address On Letter And Envelope	Salutation And Complimentary Close
Members of the Cabinet addressed as Secretary	The Honorable (full name) Secretary of (name of Department) ¹⁸ Washington, DC (ZIP+4 Code)	Dear Mr. Secretary: Sincerely,
Attorney General	The Honorable (full name) Attorney General Washington, DC 20530	Dear Mr. Attorney General: Sincerely,
Under Secretary of a Department	The Honorable (full name) Undersecretary of (name of Department) Washington, DC (ZIP+4 Code)	Dear Mr. (surname): Sincerely,
Deputy Secretary of a Department	The Honorable (full name) Deputy Secretary of (name of Department) Washington, DC (ZIP+4 Code)	Dear Mr. (surname): Sincerely,
Assistant Secretary of a Department	The Honorable (full name) Assistant Secretary of (name of Department) Washington, DC (ZIP+4 Code)	Dear Mr. (surname): Sincerely,

Military Departments

Addressee	Address On Letter And Envelope	Salutation And Complimentary Close
The Secretaries of the Military Departments	The Honorable (full name) Secretary of (Department) Washington DC (ZIP+4 Code)	Dear Mr. Secretary: Sincerely,
Under Secretary of a Department	The Honorable (full name) Under Secretary of (Department) Washington DC (ZIP+4 Code)	Dear Mr. Secretary: Sincerely,

Military Personnel - Army, Air Force, Marine Corps Officers

Addressee	Address On Letter And Envelope	Salutation And Complimentary Close
General, Lieutenant General, Major General, Brigadier General	(full rank)(full name), (svc. abbreviation) (address)	Dear General (surname): Sincerely,
Colonel, Lieutenant Colonel	(same as above)	Dear Colonel (surname): Sincerely,
Major	(same as above)	Dear Major (surname): Sincerely,
Captain	(same as above)	Dear Captain (surname): Sincerely,
First Lieutenant, Second Lieutenant	(same as above)	Dear Lieutenant (surname): Sincerely,
Chief Warrant Officer	(same as above)	Dear Mr./Miss/ Ms./Mrs. (surname): Sincerely,

¹⁷ Executive Department Zip+4 Codes may be found in the current edition of the *Federal Yellow Book*.

¹⁸ Titles for Cabinet Secretaries are: Secretary of Agriculture, Secretary of Commerce, Secretary of Defense, Secretary of Education, Secretary of Energy, Secretary of Health and Human Services, Secretary of Housing and Urban Development, Secretary of the Interior, Secretary of Labor, Secretary of State, Secretary of Transportation, Secretary of Treasury, and Secretary of Veteran Affairs.

Navy Officers

Addressee	Address On Letter And Envelope	Salutation And Complimentary Close
Admiral, Vice Admiral, Rear Admiral	(full rank) (full name), (service abbreviation) (address)	Dear Admiral (surname): Sincerely,
Captain	(same as above)	Dear Captain (surname): Sincerely,
Commander Lieutenant Commander	(same as above)	Dear Commander (surname): Sincerely,
Lieutenant	(same as above)	Dear Lieutenant (surname): Sincerely,
Lieutenant (Junior Grade)	(same as above)	Dear Lieutenant (Junior Grade): (surname) Sincerely,
Ensign	(same as above)	Dear Ensign (surname): Sincerely,
Chief Warrant Officer (Number)	(same as above)	Dear Chief Warrant Officer (surname): Sincerely,
Warrant Officer	(same as above)	Dear Warrant Officer (surname): Sincerely,

Academy Members

Addressee	Address On Letter And Envelope	Salutation And Complimentary Close
Cadet, Midshipman, Air Cadet	Cadet/Midshipman/Air Cadet (full name) (address)	Dear Cadet/Midshipman/Air Cadet (surname): Sincerely,

Army Enlisted Personnel

Addressee	Address On Letter And Envelope	Salutation And Complimentary Close
Sergeant Major of the Army, Command Sergeant Major, Sergeant Major	(full rank) (full name), (service. abbreviation) (address)	Dear Sergeant Major (surname): Sincerely,
First Sergeant	(same as above)	Dear First Sergeant (surname): Sincerely,
Master Sergeant, Sergeant First Class, Staff Sergeant, Sergeant	(same as above)	Dear Sergeant (surname): Sincerely,
Corporal	(same as above)	Dear Corporal (surname): Sincerely,
Specialists (all grades)	(same as above)	Dear Specialist (surname): Sincerely,
Private First Class, Private	(same as above)	Dear Private (surname): Sincerely,

Navy Enlisted Personnel

Addressee	Address On Letter And Envelope	Salutation And Complimentary Close
Master Chief Petty Officer of the Navy	(full rank) (full name), (service abbreviation) (address)	Dear Master Chief Petty Officer (surname): Sincerely,
Senior Chief Petty Officer	(same as above)	Dear Senior Chief Petty Officer (surname): Sincerely,
Chief Petty Officer	(same as above)	Dear Chief Petty Officer (surname): Sincerely,
Petty Officer First Class, Second Class, Third Class	(same as above)	Dear Petty Officer (surname): Sincerely,
Seaman, Apprentice Seaman, Seaman Recruit	(same as above)	Dear Seaman (surname): Sincerely,
Fireman, Fireman Apprentice, Fireman Recruit	(same as above)	Dear Fireman (surname): Sincerely,
Airman, Airman Apprentice, Airman Recruit	(same as above)	Dear Airman (surname): Sincerely,

Marine Corps Enlisted Personnel

Addressee	Address On Letter And Envelope	Salutation And Complimentary Close
Sergeant Major of the Marine Corps, Sergeant Major	(full rank) (full name), (service abbreviation) (address)	Dear Sergeant Major (surname): Sincerely,
Master Gunnery Sergeant, First Sergeant, Gunnery Sergeant, Staff Sergeant, Sergeant	(same as above)	Dear Sergeant (surname): Sincerely,
Corporal, Lance Corporal	(same as above)	Dear Corporal (surname): Sincerely,
Private First Class, Private	(same as above)	Dear Private (surname): Sincerely,

Air Force Enlisted Personnel

Addressee	Address On Letter And Envelope	Salutation And Complimentary Close
Chief Master Sergeant of the Air Force, Senior Master Sergeant, Master Sergeant, Technical Sergeant, Staff Sergeant, Sergeant	(full rank) (full name), (service abbreviation) (address)	Dear Sergeant (surname): Sincerely,
Airman First Class, Airman, Basic Airman	(same as above)	Dear Airman (surname): Sincerely,

Retired Military Personnel

Addressee	Address On Letter And Envelope	Salutation And Complimentary Close
All retired military personnel	(rank) (full name), (svc abbreviation) (Ret) (address)	Dear (rank) (surname): Sincerely,

Independent Agencies

Addressee	Address On Letter And Envelope	Salutation And Complimentary Close
Head of a Federal Agency, Authority, or Board	The Honorable (full name) (title) (agency) Washington, DC (ZIP+4 Codes)	Dear Mr. (surname): Sincerely,
President of a Commission or Board	The Honorable (full name) President, (name of commission) Washington, DC (ZIP+4 Code)	Dear Mr. (surname): Sincerely,
Chairman of a Commission or Board	The Honorable (full name) Chairman, (name of commission) Washington, DC (ZIP+4 Code)	Dear Mr. Chairman: Sincerely,
Postmaster General	The Honorable (full name) Postmaster General 475 L'Enfant Plaza West, SW Washington, DC 20260	Dear Mr. Postmaster General: Sincerely,

American Missions

Addressee	Address On Letter And Envelope	Salutation And Complimentary Close
American Ambassador	The Honorable (full name) American Ambassador (city)	Dear Mr. Ambassador: Sincerely,
American Ambassador (with military rank)	(Full rank) (full name) American Ambassador (city) (city), (country)	Dear (rank) (surname): Sincerely,
Personal/Special Representative of the President	The Honorable (full name) Personal Representative of the President of the United States of America to (country) (address)	Dear Mr. (surname): Sincerely,
American Foreign Service Officer with personal rank of Minister	The Honorable (full name) (rank: Minister Counselor or Counselor) American Embassy (address)	Dear Mr. (surname): Sincerely,
American Minister (with military rank)	(full rank) (full name) (title) American Embassy (address)	Dear (rank) (surname): Sincerely,
American Consul General (Consul, Vice Consul)	Mr./Ms. (full name) American Consul General (Consul, Vice Consul) (address)	Dear Mr./Ms. (surname): Sincerely,
U.S. Political Advisor	The Honorable (full name) United States Political Advisor for (country) (address)	Dear Mr. (surname): Sincerely,

Foreign Diplomatic Missions to the United States

Foreign Ambassador in the United States	His Excellency (full name) Ambassador of (country) Washington, DC (ZIP+4 Code)	Dear Mr. Ambassador: Sincerely,
Foreign Minister in the United States (head of a delegation)	The Honorable (full name) Minister of (country) Washington, DC (ZIP +4 Code)	Dear Mr. Minister: Sincerely,
Foreign Minister Counselor in the United States	The Honorable (full name) Minister Counselor Embassy of (country) Washington, DC (ZIP +4 Code)	Dear Mr. Minister: Sincerely,
Foreign Chargé d'Affaires in the United States	Mr. (full name) Chargé d'Affaires of (country) (address)	Dear Mr. Chargé d'Affaires: Sincerely,
Foreign Royalty with Ambassadorial or Defense Titles	His Royal Highness Prince (name) Ambassador of (country) (address)	Your Royal Highness: or Dear Prince (name):

International Organizations

Address communications to the ranking officer of an international organization that has no full-time U.S. representative. Address officials as "The Honorable" unless otherwise entitled to "His/Her Excellency."

Addressee	Address On Letter And Envelope	Salutation And Complimentary Close
Organization with no U.S. Representative	The (title of officer) of the (organization name) (address)	Sir/Madam: Sincerely,
Secretary General of the Organization of American States	The Honorable (full name) Secretary General of the Organization of American States Washington, DC 20006	Dear Mr. Secretary General: Sincerely,
Assistant Secretary General of the Organization of American States	The Honorable (full name) Assistant Secretary General of the Organization of American States Washington, DC 20006	Dear Mr. (surname): Sincerely,
United States Representative on the Council of the Organization of American States	The Honorable (full name) United States Representative on the Council of the Organization of American States Washington, DC 20520	Dear Mr. (surname): Sincerely,

United Nations

Address communications for the United Nations to the United States Representative to the United Nations, through the Department of State. Direct communication with the United Nations is inappropriate. Send all notes for the United Nations through the United States Representative with a cover note with appropriate instruction. Address officials as "The Honorable," unless otherwise entitled to "His/Her Excellency."

Addressee	Address On Letter And Envelope	Salutation And Complimentary Close
Secretary General of the United Nations	The Honorable (full name) Secretary General of the United Nations New York, NY 10017	Dear Mr. Secretary General: Sincerely,
United States Representative to the United Nations	The Honorable (full name) United States Representative to the United Nations New York, NY 10017	Dear Mr. (surname): Sincerely,
Chairman, United States Delegation to the United Nations Military Staff Committee	The Honorable (full name) Chairman, United States Delegation United Nations Military Staff Committee United States Mission to the United Nations New York, NY 10017	Dear Mr. (surname): Sincerely,
Senior Representative of the United States to the General Assembly of the United Nations	The Honorable (full name) Senior Representative of the United States to the General Assembly of the United Nations New York, NY 10017	Dear Mr. (surname): Sincerely,
Senior Military Adviser to the United States Delegation to the United Nations General Assembly	(Full rank) (full name) Senior Military Adviser to the United States Delegation to the United Nations General Assembly New York, NY 10017	Dear (rank) (surname): Sincerely,
United States Representative on the Economic and Social Council	The Honorable (full name) United States Representative to the Economic and Social Council of the United Nations New York, NY 10017	Dear Mr. (surname): Sincerely,
United States Representative on the United Nations Disarmament Commission	The Honorable (full name) United States Representative on the Disarmament Commission of the United Nations United Nations New York, NY 10017	Dear Mr. (surname): Sincerely,
United States Representative to the Trusteeship Council of the United Nations	The Honorable (full name) United States Representative on the Trusteeship Council of the United Nations New York, NY 10017	Dear Mr. (surname): Sincerely,

State and Local Government

Addressee	Address On Letter And Envelope	Salutation And Complimentary Close
State Governor	The Honorable (full name) Governor of (state) (city), (state) (ZIP+4 Code)	Dear Governor (surname): Sincerely,
State Acting Governor	The Honorable (full name) Acting Governor of (state) (city), (state) (ZIP+4 Code)	Dear Mr. (surname): Sincerely,
State Lieutenant Governor	The Honorable (full name) Lieutenant Governor of (state) (city), (state) (ZIP+4 Code)	Dear Mr. (surname): Sincerely,
State Secretary of State	The Honorable (full name) Secretary of State of (state) (city), (state) (ZIP+4 Code)	Dear Mr. (surname): Sincerely,
Chief Justice of a State Supreme Court	The Honorable (full name) Chief Justice Supreme Court of the State of (state) (city), (state) (ZIP+4 Code)	Dear Mr. Chief Justice: Sincerely,
State Attorney General	The Honorable (full name) Attorney General State of (state) (city), (state) (ZIP+4 Code)	Dear Mr. Attorney General: Sincerely,
State Treasurer, Comptroller, or Auditor	The Honorable (full name) State Treasurer (Comptroller) (Auditor) State of (state) (city), (state) (ZIP+4 Code)	Dear Mr. (surname): Sincerely,
President, State Senate	The Honorable (full name) President of the Senate of the State of (state) (city), (state) (ZIP+4 Code)	Dear Mr. (surname): Sincerely,
State Senator	The Honorable (full name) (state) Senate (city), (state) (ZIP+4 Code)	Dear Mr. (surname): Sincerely,
Speaker, State House of Representatives, Assembly or House of Delegates ¹⁹	The Honorable (full name) Speaker of the House of Representatives (Assembly) (House of Delegates) of the State of (state) (city), (state) (ZIP+4 Code)	Dear Mr. (surname): Sincerely,
State Representative, Assemblyman, or Delegate	The Honorable (full name) (state) House of Representatives (Assembly) (House of Delegates) (city), (state) (ZIP+4 Code)	Dear Mr. (surname): Sincerely,
Mayor	The Honorable (full name) Mayor of (city) (city), (state) (ZIP+4 Code)	Dear Mayor (surname): Sincerely,
President of a Board of Commissioners	The Honorable (full name) President, Board of Commissioners of (city) (city), (state) (ZIP+4 Code)	Dear Mr. (surname): Sincerely,

¹⁹ In most states, the lower branch of the legislature is the House of Representatives. In some states, such as California and New York, the lower house is known as the Assembly. In others, such as Maryland, Virginia, and West Virginia, it is known as the House of Delegates. Nebraska has a one-house legislature; its members are classed as senators.

Ecclesiastical Organizations

Addressee	Address On Letter And Envelope	Salutation And Complimentary Close
Catholic Archbishop	The Most Reverend (full name) Archbishop of (archdiocese) (address)	Your Excellency: Dear Archbishop (surname): Sincerely,
Episcopal Archdeacon	The Venerable (full name) Archdeacon of (place) (address)	Venerable Sir: Dear Archdeacon (surname): Sincerely,
Episcopal Bishop	The Right Reverend ²⁰ (full name) Bishop of (place) (Local address)	Dear Bishop (surname): Sincerely,
Methodist Bishop	The Reverend (full name) Bishop of (place) (address)	Reverend Sir: Dear Bishop (surname): Sincerely,
Mormon Bishop	Mr. (full name) The Church of Jesus Christ of Latter- Day Saints (address)	Dear Mr. (surname): Sincerely,
Catholic Bishop	The Most Reverend (full name) Bishop of (place) (address)	Your Excellency: Dear Bishop (surname): Sincerely,
Catholic Brother	Brother (full name), (initials of order) (organization) (address)	Dear Brother (given name): Sincerely,
Catholic Cardinal	His Eminence (Christian name) Cardinal (surname) (address)	Dear Cardinal (surname): Sincerely,
Army Chaplain	Chaplain (rank in parenthesis) (full name), USA	Dear Chaplain (surname): Sincerely,
Navy Chaplain	Rank (full name) CHC, USN	Dear Chaplain (surname): Sincerely,
Air Force Chaplain	Chaplain (rank) (full name), USAF	Dear Chaplain (surname): Sincerely,
Episcopal Dean	The Very Reverend (full name), (initials of degree) Dean of (place) (address)	Dear Dean (surname): Sincerely,
Minister, Pastor, or Rector (with doctoral degree)	The Reverend Dr. (full name) (address)	Dear Dr. (surname): Sincerely,
Minster, Pastor, or Rector (without doctoral degree)	The Reverend (full name) (address)	Dear Mr. (surname): Sincerely,
Catholic Monsignor	The Reverend Monsignor (full name) (address)	Dear Monsignor (surname): Sincerely,
Catholic Mother Superior of an Institution	Reverend Mother (name), (initials of order) (name of institution) (address)	Dear Reverend Mother: Sincerely,
Catholic Priest	The Reverend (full name), (initials of order) (address)	Reverend Father: (formal) Dear Father (surname): (informal) Sincerely,

²⁰ The Presiding Bishop is addressed as The Most Reverend

Rabbi (with doctoral degree)	Rabbi (full name), (initials of degree) (address)	Dear Dr. (surname): Sincerely,
Rabbi (without doctoral degree)	Rabbi (full name) (address)	Dear Rabbi (surname): Sincerely,
Catholic Sister	Sister (name), (initials of order) (name of organization) (address)	Dear Sister (full name): Sincerely,

Private Citizens

Addressee	Address On Letter And Envelope	Salutation And Complimentary Close
University or college president (with doctoral degree)	Dr. (full name) President, (name of institution) (address)	Dear Dr. (surname): Sincerely,
University or college president (without a doctoral degree)	Mr. (full name) President, (name of institution) (address)	Dear Mr. (surname): Sincerely,
Dean of a school (with doctoral degree)	Dr. (full name) Dean, School of (name) (name of institution) (address)	Dear Dr. (surname): Sincerely,
Dean of a school (without doctoral degree)	Dean (full name) Dean, School of (name) (name of institution) (address)	Dear Dean (surname): Sincerely,
Professor (with doctoral degree)	Professor (full name), (degree) Department of (name) (name of institution) (address)	Dear Dr. (surname): Sincerely,
Professor (without doctoral degree)	Professor (full name) Department (or Assistant) (name of institution) (address)	Dear Professor (surname): Sincerely,
Associate Professor or Assistant Professor	Mr. (full name) Associate (or Assistant) Professor Department of (name) (name of institution) (address)	Dear Professor (surname): Sincerely,
Physician	(Full name), M.D. (address)	Dear Dr. (surname): Sincerely,
Lawyer	Mr. (full name) (address)	Dear Mr. (surname): Sincerely,
One individual	Mr. (full name) ²¹ Mrs. (full name) ²² Miss (full name) Ms. (full name)	Dear Mr. (surname): Dear Mrs. (surname): Dear Miss (surname): Dear Ms. (surname): Sincerely,

²¹ Use the title Mr. when it is not known from the first name or initials whether the addressee is a man or woman.

²² Use the title Ms. rather than Mrs. in addressing a woman if there is uncertainty about her marital status.

Two or more individuals		Mr. And Mrs. (full name) (address)	Dear Mr. And Mrs. (surname): Sincerely,
		Mr. (full name) and Mr. (full name) (address)	Dear Mr. (surname) and Mr. (surname): Sincerely,
		Mrs. (full name) and Miss (full name) (address)	Dear Mrs. (surname) and Miss (surname): Sincerely,
		Ms. (full name) and Mr. (full name) (address)	Dear Ms. (surname) and Mr. (surname): Sincerely,
		Ms. (full name) and Ms. (full name) (address)	Dear Ms. (surname) and Ms. (surname): Sincerely,
	Men	Messrs. (full name) and (full name) (address)	Dear Messrs. (surname) and (surname): Sincerely,
	Married Women	Mmes. (full name) and (full name) (address)	Dear Mmes. (surname) and (surname): Sincerely,
	Unmarried Women	Mlles. (full name) and (full name) (address)	Dear Mlles. (surname) and (surname): Sincerely,
	Same Surname	Messrs. (Mmes.) (Mlles.) (given name) and (full name) (address)	Dear Messrs. (Mmes.) (Mlles.) (surname): Sincerely,
Married couple with same surname – husband has special title		Dr. and Mrs. (husband's full name) (address)	Dear Dr. and Mrs. (husband's surname): Sincerely,
Married couple with same surname – wife has special title		Senator (wife's full name) Mr. (husband's full name) (address)	Dear Senator and Mr. (surname): Sincerely,
Married couple with same surname – both have special titles		Captain (husband's full name) Professor (wife's full name) (address)	Dear Captain and Professor (surname): Sincerely,
Married couple with different surnames		Ms. (wife's full name) Mr. (husband's full name) (address)	Dear Ms. (wife's surname) and Mr. (husband's surname): Sincerely,
Married couple with hyphenated surname		Mr. and Mrs. (husband's first name and middle initial, plus wife's original surname followed by hyphen and husband's surname) (address)	Dear Mr. and Mrs. (wife's original surname followed by hyphen and husband's surname): Sincerely,
Organizations		Members (organization name) (address)	Dear Members: Sincerely,
Informal Groups		Mr. (full name) First Grade Jefferson Elementary School (address)	Dear Students: Sincerely,

Former Government Officials

Addressee	Address On Letter And Envelope	Salutation And Complimentary Close
Former President	The Honorable (full name) (no title) (address)	Dear Mr. (surname): Respectfully yours,
Former Vice President	The Honorable (full name) (no title) (address)	Dear Mr. (surname): Sincerely,
Former Member of the Cabinet addressed as "Secretary"	The Honorable (full name) (Address)	Dear Mr. Secretary: Sincerely,
Former Attorney General	The Honorable (full name) (address)	Dear Mr. Attorney General: Sincerely,
Former Secretary of a Military Department	The Honorable (full name) (address)	Dear Mr. (surname): Sincerely,
Former Postmaster General	The Honorable (full name) (address)	Dear Mr. Postmaster General: Sincerely,
Former Senator	The Honorable (full name) (address)	Dear Senator (surname): Sincerely,
Former Representative	The Honorable (full name) (address)	Dear Representative (surname): Sincerely,
Former Justice	The Honorable (full name) (address)	Dear Mr. Justice: Sincerely,
Former Judge	The Honorable (full name) (Local address)	Dear Judge (surname): Sincerely,

AP5. APPENDIX 5

MILITARY RANKS AND ABBREVIATIONS BY SERVICE AND PAY GRADE

Military Ranks and Abbreviations by Service and Pay Grade				
Pay Grade	Army		Navy	
O-10	General	GEN	Admiral	ADM
O-9	Lieutenant General	LTG	Vice Admiral	VADM
O-8	Major General	MG	Rear Admiral	RADM
O-7	Brigadier General	BG	Rear Admiral	RADM *
O-6	Colonel	COL	Captain	CAPT
O-5	Lieutenant Colonel	LTC	Commander	CDR
O-4	Major	MAJ	Lieutenant Commander	LCDR
O-3	Captain	CPT	Lieutenant	LT
O-2	First Lieutenant	1LT	Lieutenant Junior Grade	LTJG
O-1	Second Lieutenant	2LT	Ensign	ENS
W-5	Chief Warrant Officer	CW5**		
W-4	Chief Warrant Officer 4	CW4	Chief Warrant Officer 4	CWO4
W-3	Chief Warrant Officer 3	CW3	Chief Warrant Officer 3	CWO3
W-2	Chief Warrant Officer 2	CW2	Chief Warrant Officer 2	CWO2
W-1	Warrant Officer 1	WO1	Warrant Officer	WO1
E-9	Sergeant Major of the Army	SMA	Master Chief Petty Officer of the Navy	MCPO
	Command Sergeant Major	CSM	Master Chief Petty Officer	MCPO
	Sergeant Major	SGM		
E-8	First Sergeant	1SG	Senior Chief Petty Officer	SCPO
	Master Sergeant	MSG		
E-7	Sergeant First Class	SFC	Chief Petty Officer	CPO
E-6	Staff Sergeant	SSG	Petty Officer 1	PO1
E-5	Sergeant	SGT	Petty Officer 2	PO2
E-4	Corporal	CPL	Petty Officer 3	PO3
	Specialist	SPC		
E-3	Private First Class	PFC	Seaman	SN
E-2	Private	PV2	Seaman Apprentice	SA
E-1	Private	PVT	Seaman Recruit	SR

* The Navy Rear Admiral rank contains two levels: upper half, equal to a two-star flag officer, and lower half, equal to a one-star flag officer. The rank of Commodore was a commissioned one-star rank during time of war. The commander of a fleet of ships is sometimes referred to as "Commodore" as a courtesy title. The rank no longer exists and the title is never officially used.

**The Army used Master Warrant Officer at one time, "Master now indicates a transitional rank; all Army Warrant Officers are Chief Warrant Officers.

Military Ranks and Abbreviations by Service and Pay Grade

Pay Grade	Marine Corps		Air Force	
O-10	General	Gen	General	Gen
O-9	Lieutenant General	LtGen	Lieutenant General	Lt Gen
O-8	Major General	MajGen	Major General	Maj Gen
O-7	Brigadier General	BGen	Brigadier General	Brig Gen
O-6	Colonel	Col	Colonel	Col
O-5	Lieutenant Colonel	LtCol	Lieutenant Colonel	Lt Col
O-4	Major	Maj	Major	Maj
O-3	Captain	Capt	Captain	Capt
O-2	First Lieutenant	1 st Lt	First Lieutenant	1LT
O-1	Second Lieutenant	2 nd Lt	Second Lieutenant	2LT
W-5	Chief Warrant Officer 5	CWO-5		
W-4	Chief Warrant Officer 4	CWO-4		
W-3	Chief Warrant Officer 3	CWO-3		
W-2	Chief Warrant Officer 2	CWO-2		
W-1	Chief Warrant Officer 1	CWO-1		
E-9	Sergeant Major of the Marine Corps	SgtMajMC	Chief Master Sergeant of the Air Force	CMSAF
E-8	Sergeant Major	Sgt Maj	Chief Master Sergeant	CMSgt
	Master Gunnery Sergeant	MgySgt	Senior Master Sergeant	SMSgt
	Sergeant	1stSgt		
E-7	First Sergeant		Master Sergeant	MSgt
	Master Sergeant	MSgt		
	Gunnery Sergeant	GYSgt		
E-6	Staff Sergeant	SSgt	Technical Sergeant	TSgt
E-5	Sergeant	Sgt	Staff Sergeant	SSgt
E-4	Corporal	Cpl	Senior Airman	SrA
E-3	Lance Corporal	LCpl	Airman First Class	A1C
E-2	Private First Class	PFC	Airman	Amn
E-1	Private	Pvt	Airman Basic	AB

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