Department of the Army
Headquarters, United States Army
Training and Doctrine Command
Fort Monroe, Virginia 23651-1047

***TRADOC Regulation 1-11**

17 July 2006

Administration

STAFF PROCEDURES

Summary. This regulation prescribes policy and procedures for preparing and coordinating correspondence and other administrative actions for Headquarters, U.S. Army Training and Doctrine Command (TRADOC). It also provides responsibilities and procedures for scheduling conferences and briefings.

Applicability. This regulation applies to all TRADOC agencies that prepare correspondence for HQ TRADOC.

Forms. The forms at the back of this regulation are available on the TRADOC homepage at http://www.tradoc.army.mil

Suggested improvements. The proponent of this regulation is the Office of the Secretary of the General Staff (OSGS). Send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) through channels, to Commander, TRADOC (ATCS-XS), 33 Ingalls Road, Fort Monroe, VA 23651-1067. Suggested improvements may also be submitted using DA Form 1045 (Army Ideas for Excellence Program (AIEP) Proposal).

Availability. This publication is available on the TRADOC Homepage at http://www.tradoc.army.mil

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***This regulation supersedes TRADOC Memorandum 1-11, 11 January 2005.**

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Chapter 1
Introduction

1-1. Purpose. This regulation prescribes administrative policy and staff procedures for Headquarters (HQ), U.S. Army Training and Doctrine Command (TRADOC) and agencies that prepare correspondence for HQ TRADOC.

1-2. References. Appendix A lists required and related publications and prescribed and referenced forms.

1-3. Explanation of abbreviations. The glossary contains abbreviations used in this regulation.

1-4. Responsibilities.

a. **Deputy Chiefs of General and Chiefs of Special Staff will—**

(1) Encourage incoming personnel to review Deputy Commanding General/Chief of Staff (DCG/CofS) web site (http://www.tradoc.army.mil/cofs/) in their welcome/sponsorship letters.

(2) Ensure newly assigned personnel (military and civilian) attend the first available Staff Officer Orientation Briefing (SOOB) within 2 months of arrival.

b. **Staff Actions Division (SAD), Office of the Secretary of the General Staff (OSGS)**—

(1) Designates action office lead, tasks, and tracks all official mail addressed to the Command Group and actions the Command Group generates (see para 2-8).

(2) Manages the Command Action Tracking System (CATS) (see para 2-3b(3)).

(3) Assigns staff responsibility for key recurring events at Fort Monroe (see para 3-1).

(4) Maintains and updates the Secretary of the General Staff (SGS) web site (http://www.tradoc.army.mil/sgs/).

c. **Executive Services Division (ESD), OSGS—**

(1) Plans, coordinates, and supervises the execution of visit plans for distinguished visitors, ceremonies, and social functions the Commanding General (CG), TRADOC; Commander, U.S. Army Accessions Command; or Director, Army Capabilities Integration Center host; monitors other visits the TRADOC staff hosts; and provides advice and information to the HQ TRADOC staff and subordinate activities.

(2) Schedules and manages the TRADOC Command Conference Room (CCR) and Morelli Auditorium (see para 8-1a).

(3) Assists subordinate activities in support of official events on behalf of the CG and DCGs.

(4) Sends written invitations for key recurring events (see para 3-2c).

(5) Reviews event plan the responsible activity submits for key recurring events (see para 3-3e).

d. **Congressional Activities Office (CAO)** provides assistance on all congressional actions (see paras 2-8g and B-4c). The CAO web site provides additional guidance and information (http://www.tradoc.army.mil/cong/).

e. **Deputy Chief of Staff for Operations and Training (DCSOPS&T), Operations, Mobilization, and Readiness Directorate (OMRD)—**

(1) Serves as primary tasking authority for TRADOC (see para 2-3c) per TRADOC Regulation 10-5, chapter 12 (http://www.tradoc.army.mil/tpubs/regs/r10-5.htm#Ch_12).

(2) Receives all requests for military aircraft (milair) travel (see para 5-1a).

(3) Designates a primary and alternate courier to transport the HQ TRADOC Priority Mail Pouch (see para 5-2).

f. **Deputy Chief of Staff for Intelligence (DCSINT) Special Security Office (SSO)** provides guidance on and stores Eyes Only messages (see para 7-4b).

g. **Fort Monroe Director of Information Management (DOIM)** manages and controls the Automated Message Handling System (AMHS) portal site, which provides the capability to compose, coordinate, and release Defense Messaging System (DMS)/AMHS messages (see para 7-4).

h. **Fort Monroe Directorate of Human Resources (Military)—**

(1) Controls and processes incoming/outgoing classified mail/correspondence (see para 4-1).

(2) Distributes incoming/outgoing mail/correspondence (see para 4-2a).

i. **Staff Executive Officers (XOs) and subordinate SGSs** ensure all staff products (for example, decision memorandums, Executive Summaries (EXSUMs), readaheads (RAs), etc.) forwarded to the Command Group are properly coordinated and follow the formats in chapter 7 and appropriate appendices.

Chapter 2
Staff Policy and Procedures

2-1. Correspondence.

a. Army Regulation (AR) 25-50 is the Army guide for preparing and managing Army correspondence. It is available in portable document format on the Army Publishing Directorate (APD) web site (http://www.apd.army.mil/pdffiles/r25_50.pdf) and APD's Army Knowledge Online (AKO) web site (https://akocomm.us.army.mil/usapa/epubs/).

b. Provide Command Group the second and third order effects and the implications to TRADOC and the Army. Think at the strategic level. Before preparing correspondence, consider the meaning and why the CG is involved, the issues requiring four-star attention, staff recommendations, implications for accepting or rejecting the staff recommendations, and assessment of the issues.

c. Prepare correspondence for the DCG/CofS to sign, unless the staff section, SGS, or Assistant CofS (ACofS) directs otherwise. Prepare correspondence for CG and/or DCG/CofS signature in final form. (See para 2-3a(15) for exceptions).

d. Use TRADOC letterhead stationery and proponent's office symbol for all formal memorandums for Command Group signature. For letters, use CG and DCG/CofS letterhead stationery. Use office titles in lieu of office symbols for DCG/CofS letters. Do not use office titles on letters for CG signature; leave "Reply to the Attention Of" blank. Electronic letterhead templates are available on the TRADOC Homepage (http://www.tradoc.army.mil/Publications.htm).

e. Present the authorized slogan **Victory Starts Here!** as the last paragraph in letters, memoranda, or messages of a complimentary, positive nature going to individuals and/or higher or subordinate commands. Use of the slogan is not mandatory; omit if it adds a second page to the correspondence.

f. As a general rule, respond in like form; for example, memorandum to respond to a memorandum; personal letter with a personal letter, etc.

g. Address Memorandums of Commendation THRU the chain of command and FOR the recipient by name.

h. All correspondence going to the Command Group for signature must be routed through the SGS. Actions received at the Command Group without SGS approval will be returned to the SGS without action. In instances where an action must be presented to the CG or DCG/CofS for signature during a briefing, provide the SGS an advance copy of the correspondence for proofing, editing, assigning of CATS control number, and approval prior to presentation during the briefing. Following the briefing, return a copy of HQ TRADOC Form 30 or 31 and signed correspondence to OSGS for official files.

i. If not dated at time of signature, the Command Group Actions Center (CGAC) will date correspondence the Command Group signed and return the correspondence to the appropriate staff agency for mailing/dispatch.

j. Use E-mail, as directed, to provide EXSUMs and/or tasker updates to the Command Group. Forward staff actions providing proposed E-mail responses with a HQ TRADOC Form 30 or 31 and a disk, through the SGS, requesting approval and dispatch.

2-2. Commanding General actions.

a. Actions requiring CG approval and/or signature take precedence over routine actions. Ensure staff principals handle in a priority manner.

b. CG actions with the "Expedite" cover sheet actions require staff section response (concurrence/nonconcurrence) within 24 hours.

c. A HQ TRADOC Form 31 (Transmittal, Action and Control (TRADOC CG)) will accompany all CG correspondence, whether for information, signature, or approval (see para 7-3).

d. Unless otherwise indicated, items for CG approval, information, review, or signature are assigned a suspense of 5 working days and a CG CATS Control Number (see para 2-8b).

e. Requests for information/actions the CG generates require feedback within 5 working days. Detailed actions still require initial feedback, via E-mail to the CG, with a courtesy copy (CC) to DCG/CofS and SGS within 5 working days. Follow up with weekly updates until complete (see para 2-8c).

(1) Staff principals and/or their deputies will submit responses to simple questions and interim responses in EXSUM format. Forward via E-mail to the CG, and CC the DCG/CofS and SGS.

(2) For detailed actions requiring more than 5 working days to complete, submit an EXSUM via E-mail to the CG, with CC to DCG/CofS and SGS. Provide current status and way ahead with milestones to complete the tasking. Final deliverable is hard copy, unless an E-mail response is specified.

f. To provide CG proposed draft E-mail responses for dispatch:

(1) Submit draft E-mail, along with E-mail address of recipient, on plain bond paper. Use Courier or Courier New 14. Double-space the text and indent paragraphs 1/2-inch. Left margin is 1.25-inch, with 1-inch margin on the right, top, and bottom.

(2) Use the following guidelines when preparing draft E-mail for the CG:

(a) Short, personal introduction to the addressee. Example: "Sir, appreciate you taking the time to visit Fort Victory yesterday. The Soldiers and instructors enjoyed your talk, and I understand the question and answer session was very well received. Amos Halftrack indicated that you had some questions about the classroom renovation, and I would like to take a few moments to outline what TRADOC is doing to address your concerns."

(b) Bottom Line Up Front (BLUF). State the answer as TRADOC sees it, up front, to prevent wasting the addressee's time. Example: "The classrooms you saw are the last scheduled for renovation and completion is contingent upon HQDA releasing $15M currently withheld."

(c) Analysis. This key piece is not simply a history lesson, but explains why the CG should become personally involved. As applicable, address the implications for the Army of accepting or rejecting the TRADOC position. Example: "Release of $15M by 1 May 06 is essential to fully realize our vision of 21st century classrooms throughout

TRADOC. Of the $50M invested in classroom renovation since 2005, $7.5M was provided from within TRADOC's already limited budget. We absorbed this level of funding in the past, with some painful tradeoffs in the length and content of the officer basic course, as well as ANCOC. Funding the final $15M from within the TRADOC budget will force us to either further reduce instructor contact hours in both courses, or eliminate the field training exercise from OBC. Either option is unacceptable, since it will provide the field inadequately trained graduates."

(d) Restate the answer, elicit addressee's support (if applicable), and end with a short, personal close. Example: "In conclusion, the key to resolving classroom renovation issues at Fort Victory is HQDA release of $15M by 1 May 06. I stand ready to discuss this further with you as you desire."

g. When forwarding responses to CG actions, maintain continuous control throughout the routing process. This will expedite delivery to SGS within the designated suspense date.

h. Expedite and return to SGS all CG actions that the Command Group returns for rewrite, corrections, questions, etc. The CG Correspondence Expedite coversheet indicates the suspense time and date. Maximum turnaround time is 24 hours. At times, the suspense may require turnaround in less than 24 hours due to the CG's travel schedule.

2-3. Staff action process.

a. Action officers (AOs) will—

(1) Become familiar with AR 25-50, TRADOC Reg 10-5, and the other 10-5 series regulations. Prior to attending the SOOB, peruse documents on the Chief of Staff web site that provide a quick introduction to TRADOC (https://tradocfs.monroe.army.mil/cofsdocs/).

(2) Follow guidance in this regulation to determine action required, level of approval, and appropriate signature for the action. Contact the SGS with questions on signature/approval authority of External Suspense (ES) (self-generated) taskers prior to working actions.

(3) Execute a thorough staff analysis of the action (see para 2-1b).

(4) Provide maximum help to subordinate commands/activities. Ensure instructions to subordinate commanders are clear, concise, and leave no doubt of the objectives. Act on subordinate commanders' requests or recommendations promptly. If review of the subcommand request or recommendation results in disapproval, discuss the decision with the affected school/installation before forwarding to the Command Group for final action/signature. This gives the field opportunity to understand the forthcoming response and ensures consideration of the most critical data points from the school's perspective. Explain action fully and in a positive manner, pointing out

alternatives, if available. Disapprovals/negative responses to subordinate activities and/or other commands outside of TRADOC require CG and/or DCG/CofS approval.

(5) Ensure subordinate commanders receive copies of their requests that HQ TRADOC endorses to Headquarters, Department of the Army (HQDA) for consideration. Until actions are complete, provide periodic updates, through their SGS, on status of the requests.

(6) Ensure content of action is consistent with other similar staff actions and states only approved policies.

(7) Carefully review the final product to ensure proper format, administrative correctness, and use of appropriate letterhead prior to forwarding to the SGS.

(8) Complete coordination with staff, subordinate commands, and other Army Commands, as appropriate (see para 2-11). Ensure coordinating office is commensurate with level of signature; for example, if TRADOC CG signs correspondence requiring coordination with U.S. Army Forces Command (FORSCOM), FORSCOM CG is the coordinating authority.

(9) Comply with applicable security regulation (AR 380-5).

(10) Ensure the distribution is appropriate (see para 2-12).

(11) Ensure staff action includes a complete HQ TRADOC Form 30 or 31, as appropriate (see para 7-3).

(12) Obtain approval of the proper authority (paras 2-5 and 2-6).

(13) Ensure SGS Staff Action Control Officers (SACOs) are aware of time-sensitive actions to facilitate quick turnaround and tracking. Highlight on the HQ TRADOC Form 30/31 or attach a note that clearly states the reason action is time sensitive.

(14) Include a diskette or compact disk (CD) with all correspondence forwarded to SGS for Command Group signature. Ensure CD is rewritable (CD RW) and not read only (CD-R). The SACO will make minor corrections that do not change the intent of the correspondence, time permitting.

(15) Prepare letters of appreciation/commendation expeditiously (normally within 30 days of the event). For actions that require sending a number of different letters or invitations, the following guidelines will expedite the process.

(a) When sending the same letter to multiple recipients, submit one letter or memorandum through the SGS to the Command Group for signature. Include a complete list of addressees in mailing format, with proposed salutations for approval. Once approved, the action is returned to the staff agency to complete the remaining

letters/memorandums. The entire package is returned to SGS for signatures on the remaining correspondence.

(b) Prepare Command Group invitations to major events in a timely manner (normally mailed 30 days prior to the event). Submit one letter or memorandum along with a list of the names of all individuals invited. Present the names in categories (for example, retirees, former commanders, civilian contractors, etc.), along with mailing address, in correct format, and proposed salutation for approval. If situation is such that CG may want to personally deliver or pen a personal note to some of the invitees, so indicate and provide CG with recommendation on breakout of proposed invitees. Include addressee's first name or nickname so the CG can line through the salutation and write in the name, if desired.

(16) Determine method of delivery, based on sensitivity of contents, suspense dates, etc., to ensure expeditious receipt of correspondence (see para 4-3, below). Options include scanning and E-mailing, faxing, regular mail, express mail, and courier (to the Pentagon).

(a) If scanning and E-mailing to HQ TRADOC subordinate commands and/or schools and activities, send to the **SGS - TRADOC** distribution list for appropriate tracking and delivery to the respective Command Group. If counterparts at subordinate activities are working the action, inform the SGSs and CC the counterparts. On actions requiring Chiefs of Staff attention due to subject matter/sensitivity, CC the **Chiefs - TRADOC** distribution list.

(b) Forward critical and/or strategic-level actions to the Deputy Chief of Staff (DCS) front office and/or Assistant DCS (ADCS) or Chief of Special Staff Office to dispatch via E-mail directly to **Commanders - TRADOC** or **Chiefs - TRADOC** distribution lists, with CC to the **SGS - TRADOC** distribution list. AOs are responsible to follow up and ensure receipt.

(c) When forwarding requests for information/taskers to the **TRADOC Staff Principals** distribution list, CC the **XO - TRADOC** list for tracking purposes.

(d) When CG or DCG/CofS signs correspondence with a command-directed deadline for subordinate activities, an implied task for the DCS is to follow through with an EXSUM, via E-mail, informing the CG or DCG/CofS of status or that the deadline was met and mission is complete.

(e) Request read/delivery receipt. Responsibility does not end upon dispatch; follow up to ensure receipt/understanding of the requirement.

(17) Provide SAD, OSGS a copy of final response when the AO receives a direct reply. For example, actions addressed to a HQDA agency that result in a direct reply from the HQDA agency to the TRADOC staff office.

b. The Chief, SAD, OSGS—

(1) Acts as liaison between the Command Group and action offices concerning correspondence preparation and administrative procedures.

(2) Conducts monthly SOOB to familiarize newly assigned AOs with staff procedures and maintains essential information related to the headquarters' organization on the DCG/CofS SOOB web site for AO review and reference.

(3) Assigns actions to appropriate offices and monitors suspense dates using CATS (see fig 2-1 for a flow chart of the Command Group tasking process).

(a) Upon receipt in the CGAC, assigns an ES CATS number to self-generated actions requiring TRADOC CG or DCG/CofS approval.

(b) Assigns staff lead/assists, and immediately dispatches CG taskers/requests for information to respective XOs, via E-mail, with a CC to AO (if known).

(4) Sends electronic notices to subordinate commanders/commandants and their SGS, which acknowledges receipt of action and provides the CATS control number, the headquarters action agency tasked, and initial suspense date. The SACO will send updated acknowledgments to installation SGS if extending suspenses.

(5) Reviews all correspondence sent to the Command Group for administrative completeness and correctness, appropriate coordination, proper level of signature, and compliance with established policies.

(6) Monitors correspondence within the Command Group to ensure appropriate actions are taken.

(7) Dates all correspondence the Command Group signs before returning to action agency for dispatch.

(8) For all completed actions, keeps appropriate file copies (electronic and hard copy), updates CATS to close action, and returns original to AO for dispatch.

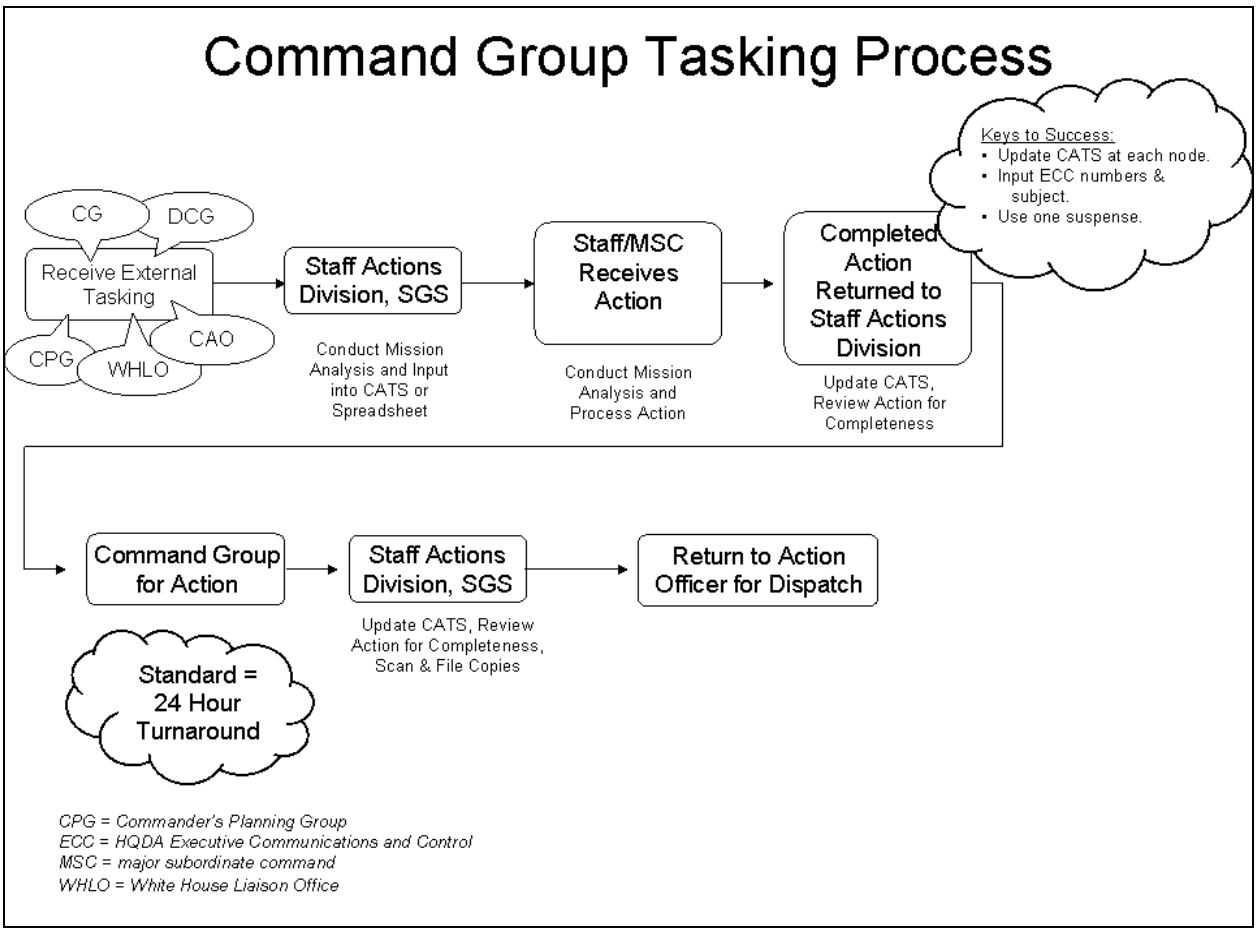

Figure 2-1. Command Group tasking process

c. DCSOPS&T OMRD—

(1) Processes and tracks to completion all operational and organizational taskings, to include:

(a) External taskings originating outside TRADOC to elements within TRADOC, except for White House and Congressional inquiries.

(b) Internal taskings—

- Originating from within TRADOC, except TRADOC CG, DCG/CofS, or Commander's Planning Group (CPG) actions.

- External to originator's organization that require significant resources, involve changes in policy, generate new policy, or require formal concurrence/comment. Examples: one TRADOC major subordinate command (MSC) tasking another; a TRADOC MSC tasking the HQ TRADOC staff; a TRADOC MSC/HQ TRADOC tasking a special activity; or a HQ TRADOC staff office tasking another HQ TRADOC staff office.

(2) Tasking process.

(a) The TRADOC tasking agency (Central Tasking Office (CTO), Emergency Operations Center (EOC), or originating office) will construct the tasking following the current TRADOC Tasking Order (TASKORD) format.

(b) CTO scans, assigns staff lead/assists, and immediately dispatches taskings to respective XOs, staff principal, and AO (if known) via E-mail. CATS control number, lead and assist organizations, and initial suspense date is included.

(c) CTO will disseminate taskings within 1 working day of receipt.

(d) For quick-turn taskers (less than 1-week turnaround), CTO will follow up with a phone call to the tasked agency to confirm receipt and owner's acknowledgement of the short suspense.

(e) Once received, AOs will comply with staffing instructions in subparagraph a, above.

(f) CTO will monitor correspondence to ensure appropriate actions are taken.

(g) CTO will review all correspondence for administrative completeness and correctness, appropriate coordination, proper level of signature, and compliance with established policies.

(h) The originating office will coordinate and approve requests for extension and CC the CTO on all extension requests and status.

(i) For taskings requiring Command Group approval, CTO will ensure copies of TRADOC responses to HQDA Executive Communications and Control (ECC) taskers are faxed or scanned and E-mailed to the ECC, and original returned to originator for filing.

(j) For all completed actions, CTO will keep appropriate electronic file copies, update CATS to close action, and return original to AO for filing.

(k) Figures 2-2 and 2-3 are flow charts of the internal and external tasking process. See TRADOC Reg 10-5, paragraph 12-1b for additional information.

(3) Lead and assist responsibilities.

(a) Lead organizations will—

- Conduct a thorough mission analysis of the tasking (see para 2-1b) and take responsibility for the satisfactory completion of the tasker.

- Construct the tasking following the current TRADOC TASKORD format.

- Accomplish all required communications and coordination, both within the parent organization, with external and higher organizations, and across the command (see TRADOC Reg 10-5, chapter 12).

- Contact all assist organizations within 1 working day and identify the primary AO and contact information.

(b) Assist organizations will provide the lead organization, within 1 working day, assist AO and contact information and assist the lead, as directed/required, to complete the tasking.

(4) Procedures to request transfer of lead:

(a) Organizations assigned as task lead that believe the tasking is not within their area of responsibility will, within 2 working days, contact the XO of the organization they consider the subject matter expert (SME) and request transfer of lead, via E-mail, and CC the CTO. (See TRADOC Reg 10-5 for description of responsibilities). The gaining organization accepting the tasking lead will reply to the original organization, via E-mail, with their concurrence and CC the CTO. The CTO will then transfer responsibility for the tasking to the new lead. Transfer must occur within 3 working days of the initial assignment of the tasking.

(b) If the tasked organization fails to notify the CTO within 2 working days that the tasker is not in their area of responsibility, that organization will retain responsibility for completing the tasking.

(c) If the tasked organization cannot gain concurrence from the new organization within 3 working days, DCSOPS&T will make the final decision on organization that will assume lead for completing the tasker.

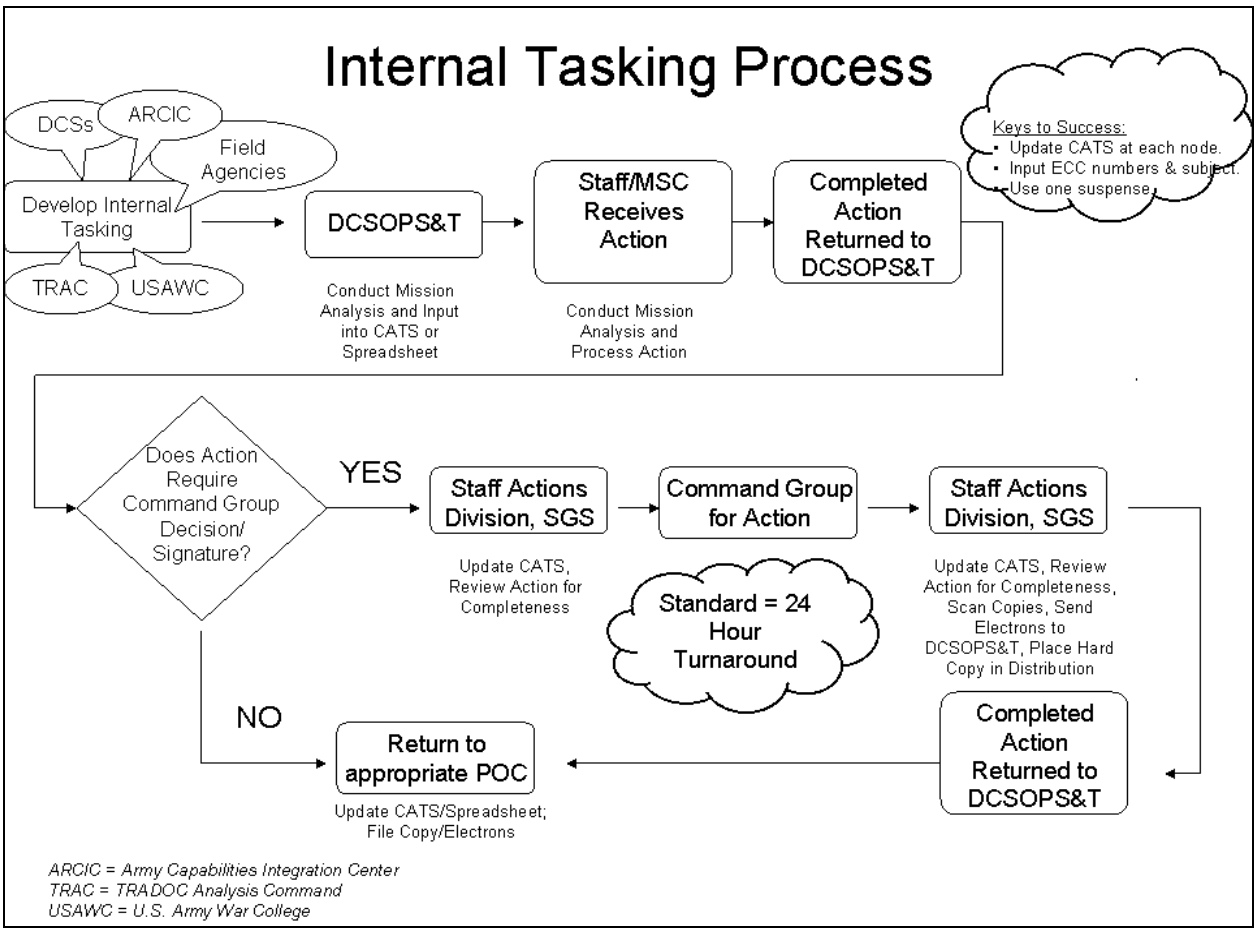

Figure 2-2. DCSOPS&T internal tasking process

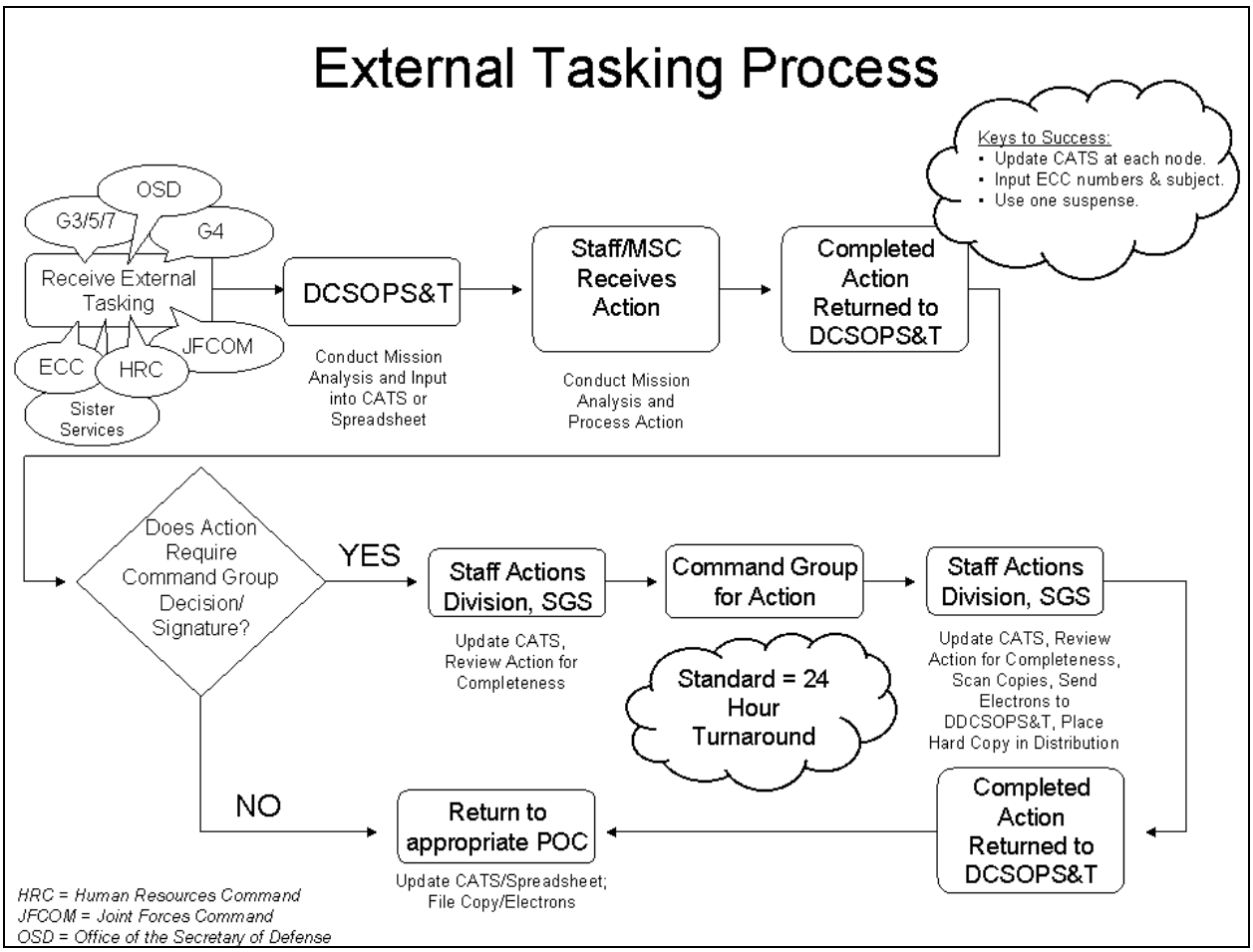

Figure 2-3. DCSOPS&T external tasking process

2-4. Readaheads. RAs are a special type of staff action forwarded with the HQ TRADOC Forms 30 and 31 (see para 7-3, below), tasked on short notice (less than 10 working days), and requiring immediate action. The RAs prepare the CG for trips, visits of civilian or military dignitaries, or briefings. The completeness of a RA is critical to the success of each of the CG's calendar events. RAs MUST FOCUS THE CG'S THOUGHTS--NOT JUST COVER BACKGROUND INFORMATION. Include only essential items, using key points the CG should know before the meeting. The CG has limited time to review a RA. Ensure all pertinent issues are covered succinctly and to the point in the Executive Overview. See appendix C on procedures for preparing RAs.

2-5. Command Group notification, review, or approval. Specific items of Command Group interest requiring Command Group notification, review, approval, and/or signature include:

a. Urgent requests for information that impose a shorter (less than 30-day) TRADOC "suspense" to subordinate commanders. All require DCG/CofS approval (except those higher headquarters directs).

b. Any meetings involving subordinate commanders/school commandants, that provide less than 30 days notification, must have DCG/CofS approval.

c. Outgoing correspondence making personal reference to CG (CG or DCG/CofS SENDS, PERSONAL FOR messages, or any correspondence using first person in reference to CG or DCG/CofS). Only the CG or DCG/CofS may release such correspondence.

d. Responses to incoming communications addressed personally to CG, DCG/CofS, or DCG Initial Military Training (IMT), unless directed otherwise.

e. Correspondence to and from—

(1) The President, Vice President, members of Congress, national and state governments, and other important civilian officials.

(2) Any Army Command commander or deputy commander; Chief of Staff, U.S. Army (CSA); or Vice CSA (VCSA).

(3) Department of the Army staff principals (for example, Corps of Engineers; Deputy Chief of Staff, G-1; Deputy Chief of Staff, G-2; Deputy Chief of Staff, G-3).

(4) The CG, DCG, or CofS of other Services.

(5) TRADOC commanders or school commandants.

f. Nonconcurrences and disapprovals.

(1) Nonconcurrence with actions higher headquarters or other Army Commands propose.

(2) Disapproval of actions subordinate commands propose (see para 2-3a(4)).

g. TRADOC administrative publications that establish new policy, revise existing policy, delegate authority, or assign responsibility require DCG/CofS approval (that is, TRADOC supplements to ARs, regulations, circulars, and memorandums). See TRADOC Reg 25-35 for additional instructions on preparing publications. Publish new policies, or a major change to existing policies, in the appropriate publications medium:

(1) TRADOC Supplements contain policies, responsibilities, and administrative procedures required to implement ARs. They are the only medium authorized to provide subordinate commanders additional instructions to implement an AR. Supplements do not supersede, change, or rescind any portion of an AR. Most proponents of ARs require approval before supplements may be promulgated.

(2) TRADOC Regulations establish policy or assign mission responsibilities TRADOC-wide. They are confined to a single subject and are the only authority to prescribe mandatory use of command forms.

(3) TRADOC Circulars are directive or informational and are applicable TRADOC-wide. Circulars normally expire 2 years after date of issue or earlier.

(4) TRADOC Memorandums (Memos) establish policy, responsibilities, or administrative procedures pertaining only to HQ TRADOC.

(5) TRADOC Pamphlets are instructional or informational and apply TRADOC-wide. (NOTE: DCS-level approval is sufficient on pamphlets since they only provide guidelines and procedures.)

h. Communications that affect the good name or reputation of an officer or organization.

i. Communications that convey even a suggestion of censure, including errors, deficiencies, or irregularities higher headquarters or other Army Commands allege.

j. Reports of significant financial or property irregularities.

k. Serious accidents or incidents involving members of the command or occurring at TRADOC subordinate commands and/or activities.

l. Communications of exceptional information or importance that require prompt command attention or that existing policy does not cover (as the DCS/staff office chiefs determine).

m. Assignment, reassignment, or relief-for-cause actions involving senior officers or noncommissioned officers (NCOs).

n. Requests for other than permanent change of station travel on milair by family members of military personnel, government civilian employees, U.S. civilians without federal employment status, or foreign dignitaries and their entourage.

o. Requests for approval of outside continental United States (OCONUS) or conference travel. See Department of Defense (DOD) 4500.54-G, Department of Defense Foreign Clearance Guide, and AR 55-46, chapter 8, for guidance on submitting requests for OCONUS or conference travel. Submit requests to Deputy Chief of Staff for Personnel, Infrastructure, and Logistics (DCSPIL), ATBO-BPS, on TRADOC Form 712-R at least 60 days prior to travel. Provide all information indicated on form to avoid delay in processing. Also include detailed itinerary, purpose, and point of contact (POC) for each location/facility visited. Requests for travel based on invitations, previously approved clearances, or those other Army Commands initiate will include copies of such documentation with the request. Staff principals will notify CG, TRADOC, of reason and

intent for all OCONUS temporary duty travel (TDY). The CG or DCG/CofS may want to meet with staff principals prior to their departure on these TDYs.

p. Reports of Annual General Inspections of TRADOC subordinate activities.

q. Recommended decorations and awards.

2-6. Authority line.

a. When a person other than the commander signs military correspondence expressing the will of the commander, an authority line is necessary.

b. Command correspondence is military correspondence that the CG does not sign, containing command decisions, policy, official recommendations, suspense dates, taskings directed to subordinate commands, or addressed outside TRADOC. Such correspondence will bear a "FOR THE COMMANDER" authority line with the DCG/CofS signature block.

c. Omit the authority line when there is a phrase in the text such as "The Commanding General received your 2 Jan 06 memorandum, and asked that I respond on his behalf."

d. Deputy Chiefs of General and Chiefs of Special Staff Offices may sign technical correspondence totally within their area of responsibility. Technical correspondence cannot establish policy or impose suspenses, and remains within TRADOC. Deputy Chiefs of General and Chiefs of Special Staff Offices may delegate signature authority for technical correspondence within their organization. When delegated, use an authority line to show for whom the person is signing; for example, FOR THE DEPUTY CHIEF OF STAFF FOR OPERATIONS AND TRAINING. NOTE: In most instances, technical channel correspondence is "informational in nature" between counterparts.

2-7. Signature blocks/complimentary closings.

a. AR 25-50, chapter 6, section II, provides guidelines on signature blocks. Signature blocks begin at the center of the page, on the fifth line below the authority line or last line of text. See figure 2-4, below, for CG and DCG/CofS signature blocks.

b. Use "Sincerely" as the complimentary closing on all letters addressed to military and civilian equivalents or subordinates that the CG and DCG/CofS signs. Use "Very respectfully" when addressing the VCSA, CSA, congressmen, senators, or higher authorities, as well as retired four-stars. For additional guidance on forms of address, salutations, and complimentary closings, see AR 25-50, appendix D.

c. The CG begins PERSONAL FOR messages to the CSA with "Sir, . . ." and uses "Very respectfully" as the complimentary closing. The CG generally does not use a complimentary closing on VCSA or counterpart PERSONAL FOR messages.

	Military Correspondence	Nonmilitary Correspondence
CG	WILLIAM S. WALLACE General, U.S. Army Commanding	William S. Wallace General, U.S. Army Commanding

CG (for Memorandum of Understanding)

_____
WILLIAM S. WALLACE
General, U.S. Army
Commanding General
U.S. Army Training and Doctrine
Command
_____
(Date)

DCG/CofS

THOMAS F. METZ Lieutenant General, U.S. Army Deputy Commanding General/ Chief of Staff	Thomas F. Metz Lieutenant General, U.S. Army Deputy Commanding General/ Chief of Staff

Figure 2-4. CG and DCG/CofS signature blocks

2-8. Suspenses.

a. The Chief, SAD, OSGS, designates the action office for all Command Group-generated taskings. DCSOPS&T processes, disseminates, and tracks operational and organizational taskings generated externally, as appropriate.

b. Unless otherwise indicated, items for CG approval, information, review, or signature are assigned a suspense of 5 working days and a CG CATS control number. Items for DCG/CofS approval, information, review, or signature are generally assigned a suspense of 10 working days and a Chief of Staff (CS) CATS control number.

c. Requests for information/actions the CG generates require feedback within 5 working days. If the action is detailed, initial feedback within 5 working days is still required via E-mail to the CG with CC to DCG/CofS and SGS.

(1) Staff Principals and/or their Deputies will submit responses to simple questions and interim responses in EXSUM format, via E-mail to the CG, with CC to DCG/CofS and SGS.

(2) For detailed actions requiring more than 5 working days to complete, submit an EXSUM to the CG, with CC to DCG/CofS and SGS, providing current status and way ahead with milestones to complete the tasking. The SGS will adjust the CATS suspense date based on milestones provided in the EXSUM and any additional guidance the CG provides. Final deliverable is hard copy, unless response is an E-mail EXSUM.

(3) When delivering responses to CG actions to SGS, maintain positive control to ensure expeditious processing through the DCG/CofS to the CG within the suspense date.

d. When staff offices cannot meet suspenses, staff XOs or designated representatives will submit control number, subject, and rationale for extension to their designated SGS SACO via E-mail. Base the rationale for requesting a suspense extension upon AO/SME analysis of the tasker and what is required to prepare response; for example, requesting data from field, coordination, availability of DCS/staff principal for approval, etc. For actions with an external suspense, XOs will ensure the external suspense is extended based upon coordination between the AO/SME and the external POC before requesting SGS extension. This early-on coordination between the HQ TRADOC AO/SME and the external POC facilitates clearer communication and understanding of the requirement, action required, and timeline.

e. Interim responses are encouraged and will contain acknowledgment of the requirement/request, plan of action/approach, milestones, and an estimated date of completion. See para c(2), above, for guidance on interim responses to TRADOC CG taskers.

f. If it appears an action was incorrectly tasked, the tasking office of the assigned lead will provide their recommendation(s), along with detailed justification for the lead transfer, to their respective SGS SACO via E-mail. The respective SGS SACO will coordinate the lead transfer with the recommended gaining organization. The gaining organization has 1 duty day to assess the lead change and provide comments. The SACO will not transfer the lead until the gaining organization notifies SAD, OSGS of their acceptance of the lead for the action. Once accepted, and with the approval of the Chief, SAD, the appropriate SACO will retask the action, update CATS, and notify all concerned. In isolated instances, when staff offices cannot reach agreement, the SGS/ACofS will direct staff lead as deemed appropriate.

g. Written congressional inquiries normally have a 5 working day suspense from the date of receipt.

(1) Delegate signature level for routine inquiries no further than one organizational level below the staff principal (for example, directors within DCSs). When circumstances clearly prevent a final or draft reply within the suspense date, provide an interim reply. The interim reply will acknowledge receipt of the inquiry, contain as much information that is available at the time, inform the Member of Congress of the reason

for the delay (if appropriate), and set a specific time period for a final response. All replies and interim replies are forwarded directly to CAO for review and approval.

(2) The SGS will task and track congressional inquiries in CATS.

(3) The CAO will send short-fused congressional inquiries directly to the designated staff lead legislative coordinator, XO, and SGS, via E-mail. The SGS will review short-fused E-mail congressional taskings from CAO to the staff, and provide comments, guidance, rebuttal, etc., if appropriate, within 24 hours. No additional guidance from the SGS on E-mailed congressional taskers constitutes agreement with the tasking.

(4) The CAO seeks extensions on Congressional taskers directly from HQDA, Office of the Chief, Legislative Liaison.

(5) For further guidance, see Congressional Handbooks on the TRADOC Homepage at http://www.tradoc.army.mil/publications.htm.

2-9. Note-taking and suspenses.

a. CG taskers. It is important to make note of any guidance, taskings, and/or observations the CG provides in various venues (for example, during meetings, video teleconferences (VTCs), visits, conferences, discussions en route, etc.). To ensure unity of effort and maintain visibility, responsible staff offices, in coordination with the CPG, will, within 2 working days, E-mail a summary of significant issues that arise to the SGS for dissemination, with CC to the CG XO, ACofS, and CPG. Highlight only significant CG guidance, decisions, and taskings and provide the 5Ws of the event (who, what, when, where, and why). Ensure you include type of deliverable (for example, EXSUM, briefing, memorandum, decision paper, etc.). See chapter 8 for guidance on conferences and taskings.

(1) A CG calendar event (office, Morelli, VTC, etc.). Staff lead, in coordination with CPG, submits E-mail summary of CG decisions, taskings, and/or guidance not later than (NLT) next duty day.

(2) A CG VTC with all commanders (when no staff lead). The CPG representative submits E-mail summary of decisions, taskings, and/or guidance NLT next duty day.

(3) A CG-directed conference. Staff lead submits summary NLT 5 duty days--memorandum format for DCG/CofS to send to all commanders/staff principals (see paras 8-4 and 8-5, below).

(4) CG installation visits. The CPG representative forwards E-mail summary of CG decisions, taskings, and/or guidance within 3 duty days.

(5) CG attendance at CSA conferences. Staff lead sends staff representative to take notes/capture taskings, unless relieved of responsibility prior to event. If only the CPG Chief is present, the CPG Chief will forward CG-directed taskers, decisions, and guidance to the SGS for dissemination, with copies furnished to the CG XO, ACofS, and CPG.

(6) CG discussions en route. Recipient of decisions, taskings, and/or guidance sends E-mail NLT next duty day.

b. DCG/CofS taskers. Responsible staff offices will serve as note-takers and, in coordination with the ACofS, will E-mail a summary of significant issues and taskings directed by the DCG/CofS during any venue (for example, meetings, VTCs, visits, conferences, discussions en route, etc.) to the SGS for dissemination within 2 working days.

2-10. Staff assistance. All taskers initiated through SGS or CTO will identify a headquarters staff lead, as well as staff sections and/or subordinate commands or activities that may need to provide assistance to the lead staff section. On occasion, the initial tasking may not identify all “assist” staff sections. A good staff requires a "one team" mindset when it comes to assisting others in completing taskers. Even if a DCS or special staff office is not identified on the original tasker, consider the request from the staff lead as a valid requirement. Resolve conflicts at the XO/Deputy Assistant level before bringing issue to CTO/SGS/ACofS level. Additionally, if staff lead needs further clarification on a major tasker, it is useful for the staff lead to publish a memorandum, with staff principal (FOR THE COMMANDER) or DCG/CofS signature, clearly delineating responsibilities, plan of action, and milestones.

2-11. Coordination.

a. Examine actions from the CG’s viewpoint and thoroughly coordinate to pull all pieces of the action together. Do not limit to horizontal staffing; for example, coordinate actions impacting Initial Military Training with the DCG(IMT), actions with legal ramifications with the Staff Judge Advocate (SJA), and actions impacting NCOs/Soldiers with the TRADOC Command Sergeant Major (CSM). Action may also require coordination with subordinate and higher headquarters. Ensure coordinating office is commensurate with level of signature; for example, Command Group correspondence requires DCS, ADCS, or special staff principal level coordination. For subordinate commands, coordinate action with the respective TRADOC counterpart POC(s) and include that coordination on the TRADOC Form 30 or 31 to reduce overall processing time at HQ TRADOC.

b. Staff coordination of actions requiring CG approval and/or signature require priority handling and take precedence over routine actions. Staff sections are given not more than 24 hours to provide their position (concurrence/nonconcurrence) on CG actions.

c. For routine actions, give activities a reasonable period of time (for example, 72 hours) to provide their position (concurrence/nonconcurrence), within the constraints of the suspense date. Request extensions to ensure necessary coordination, but do not utilize as a substitute for good staff work. If a coordinating activity fails to submit concurrence/nonconcurrence within a reasonable period and the action comes due, submit the action to the DCG/CofS with an explanation for not achieving/completing coordination.

d. Contact the SGS and/or ACofS with questions on signature/approval authority of ES (self-generated) Command Group actions prior to working.

e. Use telephone calls, E-mail, desktop video teleconferences (DVTC), and briefings to coordinate actions. To expedite coordination:

(1) Use TRADOC Regulation 10-5 to determine offices with which to coordinate (http://www.tradoc.army.mil/tpubs/regs/r10-5.htm). Coordinate thoroughly before submitting an action for approval or dispatch. Make every effort to resolve nonconcurrences.

(2) Establish and maintain early liaison with other AOs.

(3) Notify all interested staff offices of online document location for simultaneous staffing.

(4) Staff principals will initial and date HQ TRADOC Form 30 or 31 in the "Approval/Release" block prior to staffing (this block records each level of approval).

(5) The coordinating office chief or designated representative enters office, rank, last name, position, concur/nonconcur, and date on the HQ TRADOC Form 30 or 31 under "coordination" to indicate completed coordination/concurrence. Line through the word that does not apply (concur/nonconcur). For example, DCSOPS&T COL Sample, Chief of Operations, CONCUR/~~NONCONCUR,~~ 22 Sep 05. All staff actions going to the Command Group must either show coordination, or on the rare occasion requiring no coordination, include the statement "Coordination not required" on the Form 30 or 31.

(6) Deputy Chiefs of General and Chiefs of Special Staff Offices, or their deputies, who nonconcur with an action will prepare a statement of nonconcurrence, in memorandum format, listing all pertinent facts and attach as a tab to the HQ TRADOC Form 30 or 31. The chief or deputy who originated the staff action will personally contact the nonconcurring office chief and attempt to resolve the difference(s). If the nonconcurrence is not resolved, the originating action office will prepare a Consideration of Nonconcurrence in memorandum format and attach it as the last tab to the staff paper. The originating AO will address each nonconcurrence separately based on its own merit; however, prepare only one Consideration of Nonconcurrence. General and special staff office chiefs or their deputies will sign all nonconcurrences and Considerations of Nonconcurrence (see fig 2-5).

(7) Conditional concurrences are not authorized. Staff offices will work to satisfy conditions before sending action forward. If not resolved satisfactorily, the coordinating office will nonconcur.

(8) Concurrence with comment is only allowed to provide additional information, not to set conditions for concurrence.

f. Staff actions with Reserve Component (RC) and/or resource (manpower, dollars, or environmental) impact will have a separate paragraph under the summary on the HQ TRADOC Form 30 or 31 explaining impact. Coordinate staff actions with RC impact with Office, DCG, U.S. Army Reserve (USAR)/Office, DCG, Army National Guard (ARNG). Coordinate appropriate actions with resource impacts with the Deputy Chief of Staff for Resource Management (DCSRM). Coordinate actions with environmental impact with DCSPIL.

g. Coordinate all congressional actions with CAO and SJA prior to signature and dispatch. For further guidance, see Congressional Handbooks on the TRADOC Homepage at http://www.tradoc.army.mil/Publications.htm.

h. To preclude conflict of schedules and facilities, coordinate all major events, symposiums, conferences, seminars, etc., with OMRD for inclusion in the TRADOC Master Activities Calendar (TMAC).

i. Coordinate all actions impacting strategic communications with Strategic Communications (STRATCOM), Public Affairs Office (PAO), CPG, and CAO.

```
OFFICE SYMBOL                                   (DATE)

 MEMORANDUM FOR RECORD

SUBJECT:  CONSIDERATION OF NONCONCURRENCE


1.  The first sentence will read:  “I have person-
ally discussed this matter with XXXXXXX, and we
cannot reach agreement.”

2.  State the reasons for not accepting the non-
concurrence.  Be sure to address every point.
Address all nonconcurrences on one MFR.

3.  Send a copy furnished to the nonconcurring
office.

4.  The originating staff office chief must sign
the consideration of nonconcurrence.

5.  Place as last tab of the staff action.



                        PETER W. GREENE
                        Colonel, GS
                        Office Chief

CF:
Xxxxx
```

Figure 2-5. Consideration of nonconcurrence

2-12. Distribution.

a. If offices both external and internal to the headquarters will receive the correspondence, the AO will determine whether to show the internal distribution on the original. When CG signs correspondence going to higher headquarters, do not show copies furnished to subordinates. Internal distribution or "copies furnished" may be listed on the file copy.

b. Figure 2-6 shows distribution when addressing correspondence to all TRADOC subordinate activities and HQ TRADOC DCS and special staff offices located at Fort Monroe.

```
Commander
U.S. Army Accessions Command
U.S. Army Combined Arms Center
U.S. Army Combined Arms Support Command

Commandants, TRADOC Schools

Director
Army Capabilities Integration Center
U.S. Army TRADOC Analysis Center
U.S. Army Aeronautical Services Agency

Deputy Chiefs of General and Chiefs of Special Staff
  Offices, HQ TRADOC
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Figure 2-6. Distribution for correspondence addressed to TRADOC subordinate activities, DCS, and special staff offices

c. The TRADOC Principal Commanders and Key Staff Officers Roster, which the SGS produces monthly, identifies TRADOC subordinate activities and key headquarters staff principals. It is distributed electronically to the XO-TRADOC and SGS-TRADOC distribution lists.

d. The following sources are useful in determining correct addresses:

(1) DA Pam 25-50 (http://www.apd.army.mil/pdffiles/p25_50.pdf) directs users to a hyperlink to the Records Management and Declassification Agency (RMDA) online U.S. Army Addresses and Office Symbols (https://www2.arims.army.mil/AAO/mainpage.asp).

(2) TRADOC Message Address and Mailing List (MAML). SGS distributes monthly updates to the MAML electronically through the XO-TRADOC and SGS-TRADOC distribution lists. It is also posted on the SGS web site (under Restricted Resources link).

2-13. Acronyms. Use military and civilian acronyms in correspondence, if appropriate. Do not, however, use military acronyms when writing to individuals or organizations not familiar with their use. If using an acronym more than once that is not well known or not listed on the RMDA online site (https://www.rmda.belvoir.army.mil/rmdaxml/help/abbreviations.asp), spell out the word or title the first time used, with the abbreviated form following in parentheses. Thereafter, use the acronym. See AR 25-52 for additional guidance.

2-14. Type fonts and sizes. Use the TRADOC standard font, Courier 12 or Courier New 12, in all correspondence. The only exception is proposed E-mail for the CG, EXSUM E-mails, and all items included in RAs, which use Courier or Courier New 14.

2-15. Identification of point of contact. Point of contact information is generally placed in the last paragraph of the correspondence--military rank or civilian prefix, name, telephone number, and if appropriate, facsimile (FAX) number and E-mail address. For example, "Point of contact is Major Sample, DSN 680-XXXX/757-788-XXXX, FAX 680-XXXX, samplem@us.army.mil." Do not include POC statements on correspondence going to CSA or higher.

2-16. Automated services.

a. E-mail is for official communications, incidental to government business only. Ensure all official E-mail correspondence is digitally signed. Dispatch sensitive information with digital signature and encryption (see the "CAC/PKI User's Guide" on the TRADOC homepage under miscellaneous publications (http://www.tradoc.army.mil/tpubs/misc/CACPKI/CACPKItoc.htm)).

b. AOs will use the Out of Office Assistant under Tools on Microsoft (MS) Outlook/Exchange to provide their status and alternate POC.

c. Use E-mail freely to exchange information. However, review all personal and public folders frequently and, if no longer required, delete from the system. Do not delete official records.

d. Use E-mail to expeditiously transmit time-sensitive information/documents to HQ TRADOC staff offices/subordinate activities. Organizational documents are those that document the conduct of the command's business. Copies of organizational documents that reflect the will of the commander (for example, formal taskings) require an authority line (FOR THE COMMANDER) (see para 2-6, above). Electronically sign and transmit documents. If the document is not signed, indicate that the document is "DRAFT" at the top and bottom of each page.

e. Use E-mail for both internal and external coordination and staff electronically as extensively and at the same level as staffing hard copy. Indicate on the HQ TRADOC Form 30 or 31, as appropriate, the office, rank, last name, position, concur/nonconcur, and date of coordination.

2-17. Privacy Act/Freedom of Information Act when using the Internet.

a. Staff section web masters will not post to homepages any document containing personal information the Privacy Act of 1974 covers. Personal information (Privacy Act data) is any PERSONAL identifier unique to the individual and includes (but is not limited to) social security numbers, home addresses, home telephone numbers, and date of birth. An individual may file a civil suit against the Army if Army personnel fail to comply with the Privacy Act (AR 340-21, para 4-9). Violators disclosing Privacy Act information to those not entitled may be found guilty of a misdemeanor and fined up to $5,000.

b. Do not place documents exempt from disclosure under the Freedom of Information Act on homepages. AR 25-55, para 3-200, lists the nine exemptions.

2-18. Distinguished visitors.

a. Visits to HQ TRADOC. Staff POCs request DCG/CofS approval for visits to HQ TRADOC and major events, through the OSGS, via E-mail. (See chapter 3, below, for policy on special/ethnic observances and recurring events.) The request will include the type of visit/event and the 5Ws (who, what, when, where, and why).

(1) Upon DCG/CofS approval—

(a) If there is Command Group involvement, the staff lead will prepare an Action Plan for DCG/CofS approval and a RA for the DCG/CofS and/or CG, as appropriate. TRADOC Memorandum 1-3 provides additional details.

(b) If no Command Group involvement, the staff lead will prepare an Action Plan for DCG/CofS approval.

(2) Upon DCG/CofS disapproval, staff POC will notify all concerned. (See fig 2-7 for flow chart of process.)

b. General officers (GOs), civilian equivalents, and/or foreign dignitaries' visits to subordinate commands and/or activities. Report initial notification of distinguished visitor, through installation protocol channels, to ESD, OSGS. After the visit, provide a follow-up E-mail EXSUM to HQ TRADOC Command Group addressing the 5Ws (see fig D-1). Include the SGS and appropriate SACO as CC addresses on the E-mail.

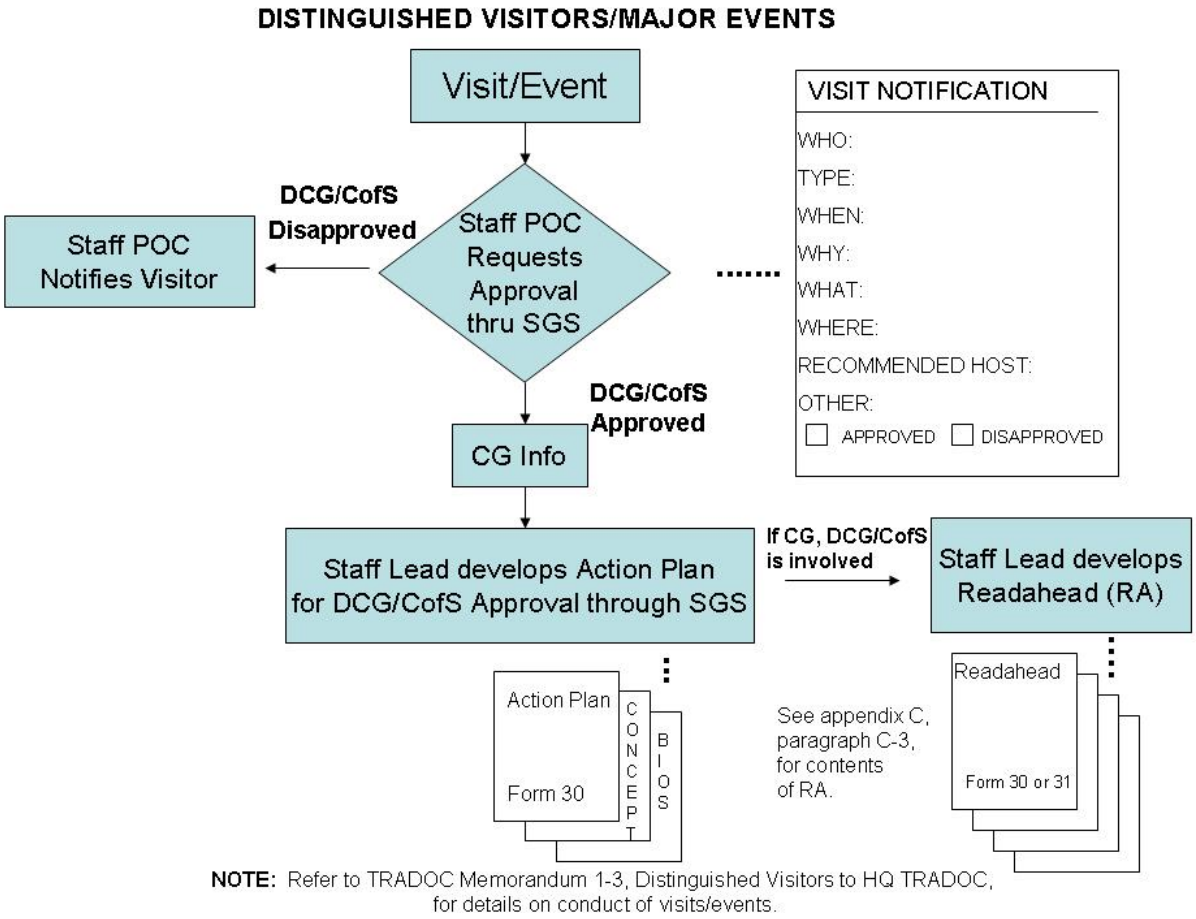


Figure 2-7. Distinguished visitors/major events

Chapter 3
HQ TRADOC and Fort Monroe Special/Ethnic Observances and Recurring Events

3-1. Tasking. The SGS is responsible for tasking staff responsibility for key recurring events at Fort Monroe (for example, special/ethnic observances, TRADOC Organization Day, and other official events). Appendix H contains the 2006-2009 schedule of special/ethnic observances and other recurring HQ TRADOC and Fort Monroe events and responsible staff office.

3-2. Special/ethnic observance committees.

a. Mandatory members of special/ethnic observance committees include a representative from the TRADOC/Installation Equal Opportunity (EO) Office, the Post Equal Employment Opportunity (EEO) Office, Post PAO, Post Plans and Training, and TRADOC ESD, OSGS.

b. AOs will provide In Process Review (IPR) minutes to the TRADOC/Installation EO Office NLT 7 working days following each meeting.

3-3. Administrative guidelines for special/ethnic observances.

a. To ensure timely Command Group awareness of event concepts and use of proper protocol procedures, responsible organization or special staff office will follow timelines in table 3-1:

Table 3-1
Tasking timelines for special/ethnic observances

DATE	RESPONSIBLE PROPONENT OFFICE:
120 days prior to observance	• Coordinate date of event (or keynote event, if a series of events) with their TMAC POC or the Office of the Commanding General (OCG) or DCG/CofS office to ensure no conflicts with the TMAC. • Assign an AO in the rank of field grade officer or GS-13 and above and provide the name of the AO to the TRADOC/Installation EO Office. The TRADOC/Installation EO Office will provide specific installation observance guidelines, and provide baseline funding and oversight for all special/ethnic observances.
90 days prior to observance	Submit a plan of action/milestones to the TRADOC/Installation EO Office.
70 days prior to primary event	Brief event concept plan to the first GO/Senior Executive Service (SES) in chain of command.
60 days prior to primary event	Send the DCG/CofS an information paper, along with the memorandum announcing scheduled events for approval/signature, under cover of a TRADOC Form 30. Coordinate concept with appropriate agencies but, as a minimum, with TRADOC/Installation EO Office and the TRADOC ESD, OSGS. **NOTE:** Distribute announcement memorandum to the staff immediately upon DCG/CofS signature.
At conclusion of observance	Provide a written After-Action Report (AAR) to the TRADOC/Installation Equal Opportunity (EO) and DCG/CofS Offices.

b. Staff principals or their deputies will personally host the event(s) (or keynote event if a series of events).

c. ESD, OSGS, will send written invitations of scheduled event(s) to all GOs/SES, Hampton City Officials, and any other special guests. Use XO distribution to send electronic invitations directly to all COL/GS-15s and below. Leadership should encourage attendance at all events and attend all functions or, at a minimum, the keynote event, if a series of events, to set the example.

d. When desiring Command Group participation, for example, to introduce guest speaker, present recognitions, etc., send request first to the CG, then the DCG/CofS. If neither is available, request the DCG/CofS designate a stand-in.

e. TRADOC/Installation EO Office and TRADOC ESD, OSGS, will review event plan (sequence of events, seating, program, flyers, posters, bulletins, etc.) to ensure compliance with accepted standards.

f. Coordinate CG remarks with designated CPG speechwriter. When requesting remarks from DCG/CofS or DCG, Futures, responsible organization or special staff office coordinates with their respective XO to prepare draft remarks and forwards remarks as part of RA, or separately, as directed. Brief Command Group participant(s) 1 week prior to the event(s), and forward RA at least 4 working days prior to IPR.

g. Additional responsibilities:

(1) Provide escorts for guest speakers/guests of honor.

(2) Coordinate honorariums/selected recognitions with the TRADOC/Installation EO Office; ESD, OSGS; and TRADOC SJA prior to planning and providing honorariums or the collection of or obligation of funds for the procurement of recognitions.

Chapter 4
Mail and Distribution

4-1. Mailroom information. Fort Monroe Directorate of Human Resources (Military) is responsible for processing incoming/outgoing correspondence. The Fort Monroe Mail and Distribution (M&D) Center and Classified Mailroom are located in Building 183, 102 McNair Drive. Hours of operation are 0800-1645, Monday through Friday. The M&D Center provides for proper processing of all unclassified incoming and outgoing official mail and correspondence, except DMS/AMHS message traffic. The Classified Mailroom handles all classified official mail and correspondence, both incoming and outgoing.

4-2. Incoming mail and correspondence.

a. Incoming mail and correspondence for distribution is dispensed through distribution bins accessed within the M&D Center. The Fort Monroe Official Mail Manager (OMM) provides newly assigned or created staff sections a distribution bin, located in Building 183.

b. Staff sections are required to pick up the mail and distribution at least twice a day, once in the morning and once in the afternoon. Mail is sorted and placed in the bins between 1200-1300 daily. Express Mail may arrive throughout the day.

c. Only authorized personnel may pick up incoming mail. Under no circumstances will M&D Center personnel surrender mail to unauthorized individuals. Contact the M&D Center at 788-4004 to receive instructions on requirements to have personnel authorized to pick up mail and distribution.

d. Established activities that are deactivated/transferred must provide the OMM with a memorandum of this action, with the signature of the agency chief.

e. The United States Postal Service (USPS) and M&D Center personnel will deliver all mail marked "FIRST CLASS - POSTMASTER: DO NOT FORWARD/ADDRESS CORRECTION REQUESTED" to the Classified Mailroom for processing.

4-3. Outgoing mail and correspondence.

a. Forward unclassified correspondence the staff directors/chiefs or their designated representatives sign to the M&D Center for dispatch.

b. The proponent staff agency is responsible for packaging outgoing correspondence and delivering mail to the M&D Center. Address labels must comply with street address/Zone Improvement Plan (ZIP)+4 standards (see app G).

c. All outgoing mail must indicate the preparing agency's mail accumulator code on the front, upper left corner of the envelope or mailing label (beneath the return address). The M&D Center will return outgoing mail to the originator for correction if received without properly annotated mail accumulator codes or typed address does not comply with street address/ZIP+4 standards.

d. To ensure fast and efficient delivery of mail sent to HQDA and all addresses in the Pentagon, properly address envelopes using HQ TRADOC Label 1001 (Pouch Mailing Label). The originating office must address and place all mail sent to HQDA and Pentagon addresses in an official envelope, including mass distribution (for example, orders, modification tables of organization and equipment, etc.), no later than 1400 daily. Per HQDA, under no circumstance is classified mail dispatched through HQ TRADOC pouch. For additional information on the courier service, see TRADOC Memo 1-2 (http://www.tradoc.army.mil/tpubs/memos/m1-2/m1-2.htm).

4-4. Special handling mail (classified material). Handcarry all HQ TRADOC special handling mail, incoming and outgoing, to the Classified Mailroom for appropriate processing. The Fort Monroe Directorate of Human Resources (Military) is responsible for proper control and processing of all incoming/outgoing classified mail and distribution.

a. Incoming classified correspondence. Individuals retrieving classified distribution from the Classified Mailroom must have a DD Form 285 (Appointment of Military Postal Clerk, Unit Mail Clerk, or Mail Orderly) and a memorandum on file at the M&D Center. The agency director, deputy chief of general and/or chief of special staff office signs the memorandum designating a primary and alternate(s) to retrieve classified distribution.

Designated individuals must possess at least a SECRET security clearance. In addition, each appointee must have a DD Form 2501 (Courier Authorization Card) with the unit security manager signature. The Classified Mailroom will distribute classified distribution only to the agency's designated courier. Agency administrative offices are responsible for distribution to their divisions.

b. Outgoing classified correspondence.

(1) The action agency delivers all outgoing SECRET correspondence to the Classified Mailroom with properly prepared DA Form 3964 (Classified Document Accountability Record), in triplicate per addressee, and completed plain white mailing label, two per addressee. Labels must include return address. Do not furnish envelopes or other mailing containers.

(2) Process all outgoing CONFIDENTIAL correspondence as above, with the exception of DA Form 3964, which is not required.

(3) The Classified Mailroom is responsible for initiating any required "TRACER" actions. The proponent agency will confer with the Classified Mailroom where late, lost, misplaced, or suspected compromise may exist.

(4) Handcarry all outgoing classified correspondence sent through the USPS (Registered Mail) to the Classified Mailroom for processing. The Classified Mailroom is the only HQ TRADOC agency authorized to dispatch classified material.

4-5. Express Mail (USPS Express).

a. Use express mail ONLY where next day delivery is absolutely essential to meet mission requirements. Because of the greater cost, do not use express mail for the sole purpose of meeting a suspense date.

b. Use informal memorandum to submit requests for express mail service to the Chief, M&D Center. The administrative or executive officer (on file with the OMM) must sign and submit the request to the M&D Center before 1400 to ensure next-day delivery. Acceptance of express mail on Friday requires special arrangements to have a person available on Saturday at the addressee's office to accept custody of the mail.

c. Deliver all outgoing express mail to the M&D Center unsealed to ensure contents are unclassified official government business.

Chapter 5
Military Aircraft

5-1. Use of military aircraft.

a. Mission requirements, scheduling constraints, or cost effectiveness may necessitate use of milair for travel. To satisfy DOD and Army regulatory requirements, submit DD Form 2768 to Flight Operations, OMRD, DCSOPS&T, as soon as travel details are available. For HQ TRADOC brigadier generals and above, or civilian equivalent, the approval authority for milair requests is the HQ TRADOC DCG/CofS. The senior federal traveler on the requested aircraft will sign all requests prior to forwarding to Flight Operations. Include commercial air itineraries and costs on the request, along with any additional information that assists in justifying the request for milair.

b. All passengers traveling to the Washington, D.C., area are required to sign in at the TRADOC Liaison Office at the Pentagon (enter Room 2A274, then proceed to Room 2B475). If time precludes personal sign-in, call the office (703-697-2552/2591 or DSN 227-2552/2591) for sign in.

c. Requests for OCONUS travel on CONUS-based aircraft must follow current Secretary of the Army (SA) travel policy. Submit all requests to Flight Operations, OMRD, DCSOPS&T, 30 days prior to departure date for processing.

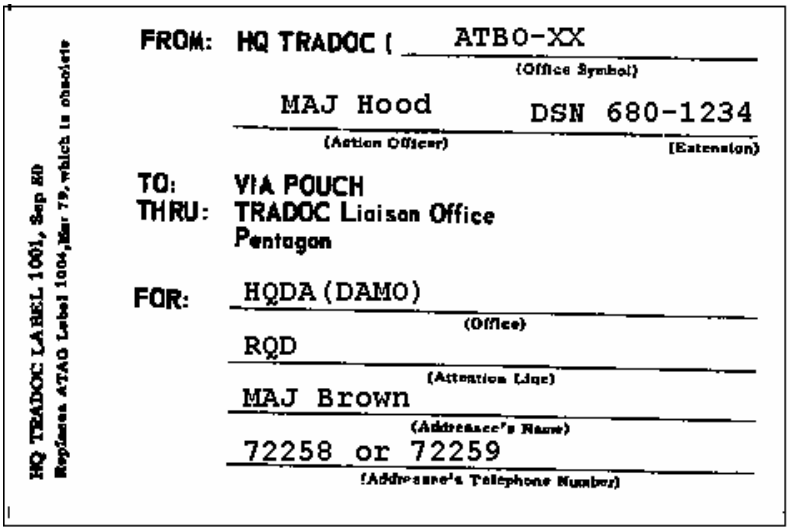
d. Commanders of Army Commands and heads of Army activities in the grade of major general or above are delegated authority to approve exceptions to travel on milair (accompanying spouse travel, non-DoD employees, and foreign nationals). Process all requests through Flight Operations, OMRD, DCSOPS&T. See TRADOC Reg 95-5 for additional information.

5-2. Courier pouch. Flight Operations, OMRD, DCSOPS&T, designates a primary and alternate courier to carry priority mail via pouch to and from the Pentagon. Primary and alternate couriers are round-trip Pentagon-only passengers selected based on grade/rank. These designated couriers are HQ TRADOC DOD personnel only. For additional instructions, see TRADOC Memo 1-2, paragraph 4.

a. Dispatch urgent unclassified material requiring handcarrying within Washington, D.C. via special pouch. Pouch is normally delivered to the TRADOC Liaison Officer at HQDA by 1000 the following workday. Use HQ TRADOC Label 1001 by pouch for dispatch (fig 5-1). Pouch mail must contain telephone number of addressee.

b. Obtain approval from the Classified Mailroom, 788-2121, to dispatch bulky material via courier prior to delivery.

c. The HQDA pouch is dispatched, as required, on the courier flight. Call 788-3187 for military shuttle schedule.


HQ TRADOC LABEL 1001, Sep 80
Replaces ATAG Label 1004, Mar 79, which is obsolete

FROM: HQ TRADOC (ATBO-XX
(Office Symbol)
MAJ Hood DSN 680-1234
(Action Officer) (Extension)

TO: VIA POUCH
THRU: TRADOC Liaison Office
Pentagon

FOR: HQDA (DAMO)
(Office)
RQD
(Attention Line)
MAJ Brown
(Addressee's Name)
72258 or 72259
(Addressee's Telephone Number)

Figure 5-1. HQ TRADOC Label 1001

Chapter 6
Awards

6-1. Military awards. Guidance for submitting military awards is found in AR 600-8-22. Submit recommendations to HQ TRADOC (ATBO-BP) prior to presentation date as follows: Meritorious Service Medal and below at least 30 days, Legion of Merit at least 60 days, all recommendations for allied Soldiers at least 120 days, and Distinguished Service Medal at least 90 days. All Distinguished Service Medal recommendations must have disk attached with narrative, proposed citation, and proposed memorandum for TRADOC CG signature. The Commander, Combined Arms Center, Combined Arms Support Command, or Accessions Command (as appropriate) must endorse all recommendations for the Distinguished Service Medal before forwarding to HQ TRADOC. Supervisors need to anticipate and plan to ensure awards are submitted in a timely manner. Nomination packages MUST include a statement regarding desired presentation date. Recommendations received within 14 days of presentation date must have memorandum of lateness addressed to DCG/CofS, TRADOC, stating specific reasons for late submission. Information packet on preparation of awards is available on the TRADOC Homepage http://www.tradoc.army.mil/tpubs/misc/Awards/seniorldr.doc.

6-2. Civilian and public service awards. AR 672-20 and DA Pamphlet 672-20 govern civilian and public service awards. See TRADOC Supplement 1 to AR 672-20 and the Civilian Personnel Advisory Center (CPAC) web site (http://fort.monroe.army.mil/cpac/Awards/awards.htm) for additional administrative instructions on policy and procedures used in processing civilian awards.

a. Submit nominations for the Decoration for Exceptional Civilian Service Award, Meritorious Civilian Service, Distinguished Civilian Service Award, and Secretary of the

Army Public Service Award to TRADOC Incentive Awards Review Board Executive Secretary electronically at atbo-awards@monroe.army.mil, for processing. Allow 60 days for processing awards the TRADOC CG and DCG/CofS approves; allow 90 days for processing awards the SA approves. All nominations must include a statement that award is being presented at retirement ceremony (if applicable) of (name) and presentation date; or (nominee) and (name of military spouse) are transferring and presentation date is (date). Nominations requiring less than the specific timeframe must have a Memorandum of Lateness addressed to Commander, TRADOC, stating specific reason for late submission.

b. Approval authority for the following awards applies to civilian personnel assigned to HQ TRADOC only; subordinate activities must follow guidance provided in TRADOC Supplement 1 to AR 672-20.

(1) Superior Civilian Service Award and Outstanding Civilian Service Award: Any DCS in the rank of Major General and above or SES equivalent may approve.

(2) Commander's Award for Civilian Service and Commander's Award for Public Service: Any DCS or Chief of Special Staff Office in the rank of colonel and above or civilian equivalent GS-15 and above may approve.

(3) Achievement Medal for Civilian Service and Certificate of Appreciation for Patriotic Civilian Service: Any DCS or Chief of Special Staff Office in the lieutenant colonel and above or civilian equivalent GS-14 and above may approve.

c. On all honorary awards, complete Part II of the DA Form 1256, in which the local EEO Officer (EEOO) or designated representative certifies for EEOO, and Civilian Personnel Officer or designated representative certifies for CPAC, verifying that there are no past/outstanding EEO complaints or adverse actions against the recommended individual. If a complaint exists, the commander/activity principal must include a statement along with the DA Form 1256 stating "the nomination is not inconsistent with attainment of EEO and affirmative action goals and/or disciplinary/adverse personnel action will not reflect adversely on the Department of the Army." AR 672-20, paragraph 2-2, provides additional guidance.

6-3. Nominations for competitive awards.

a. Solicitations for nominations are processed through the CTO to task out to installations. See paragraph 2-3c, above, for guidance on preparing the TASKORD that accompanies the package. Address correspondence and/or E-mail soliciting nominations from subordinate installations for Army Command-level competitive awards to installation commanders. Forward through installation SGSs to ensure Command Group awareness of the requirement and tracking of suspense for timely submission of nominees to higher headquarters and/or other affiliated organizations.

b. When preparing Command Group staff actions forwarding TRADOC nominations for award competitions, for example, Presidential Rank Awards, Federal Energy

Conservation Awards, Society of American Military Engineers Awards, Association of the United States Army Awards, etc., include the following information in the HQ TRADOC Form 30 or 31, as appropriate:

(1) The regulatory guidance (AR, TRADOC Regulation, or Letter of Instruction) covering the specific award. Excerpts from regulations may be included in the staff action for background or clarity purposes.

(2) Method used to obtain nominations.

(3) Method used to select the best-qualified nominee to represent TRADOC.

(4) Last year's TRADOC nominee/winner and how they finished in higher-level competition.

(5) Summary of nominations received (numeric) and relative strength of those nominations.

(6) TRADOC nominee and a synopsis of the nomination.

Chapter 7
HQ TRADOC Forms and Formats

7-1. General. Specific forms and formats for HQ TRADOC are provided below. Only correspondence formats prescribed in this chapter are authorized for use within HQ TRADOC. Do not change or modify electronic or printed letterhead stationery (AR 25-30, para 7-7). Use HQ TRADOC letterhead stationery for military correspondence, annotated with the proponent's office symbol. Use personal stationery for letters (for example, CG or DCG/CofS letterhead). The following general guidelines apply to all staff actions:

a. Always use editing and proofing tools available on MS Word (that is, spelling and grammar check) as an initial step in the proofing process. Review correspondence to ensure document is prepared following guidelines in AR 25-50, error-free, and ready for signature prior to submission to SGS for Command Group signature.

b. Use the correct font (see para 2-14, above), and ensure headers and footers are in the same font as the text.

c. In order to maintain appropriate tracking through CATS, route initial actions and those returned for corrections through CGAC/SGS. Do not take actions directly to Command Group offices.

d. Include a disk with action. SACO will make minor corrections, but return staff actions requiring substantive changes or containing inordinate amount of errors for

rewrite and/or corrections. Resubmit corrected documents to SGS with the marked-up copy folded over and included at the back of the package.

7-2. Assembling a staff action. Assemble all staff actions, except RAs, as shown in figure 7-1. Include signature post-it flags in packages requiring signature. Do not use plastic executive cover sheets. It is not mandatory to use "A" as the first tab, but ensure tabs are consecutive and explained in order on the HQ TRADOC Form 30 or 31, as appropriate. Refer to figure C-1 when assembling RAs.

a. First tab: Original paper requiring signature (or approval). If more than one page, assemble in normal sequence and place signature post-it flag to mark signature page. When transmitting more than one paper with HQ TRADOC Form 30 or 31, as appropriate, for signature or approval, attach the separate papers as TABs A-1, A-2, A-3, etc. When multiple letters similar in content require signature, forward the HQ TRADOC Form 30 or 31, as appropriate, with only one letter for signature and a listing of other addressees/proposed salutations that will receive similar letters. Once the CG or DCG/CofS approves the letter, the paper is returned to the originating staff office to prepare the remaining memorandums or letters. Entire package is returned to SGS for signatures on the remaining correspondence.

b. Second tab: Originating document (correspondence or tasker) which generated the action, if applicable. If Tab A is a response, Tab B contains the original correspondence that generated the action.

c. Subsequent tabs: Attach detailed background material required for complete understanding of the action or material that expands items discussed in the body of the HQ TRADOC Form 30 or 31. Use succeeding tabs in the order mentioned on the HQ TRADOC Form 30 or 31. Use pertinent extracts of lengthy publications and reference documents, including messages.

d. Assemble any enclosure printed in landscape mode (printed along the long axis of the paper) with the head of the document to the left so that when the entire package is rotated clockwise, the enclosure is right side up. Most common enclosures are paper copies of briefing slides.

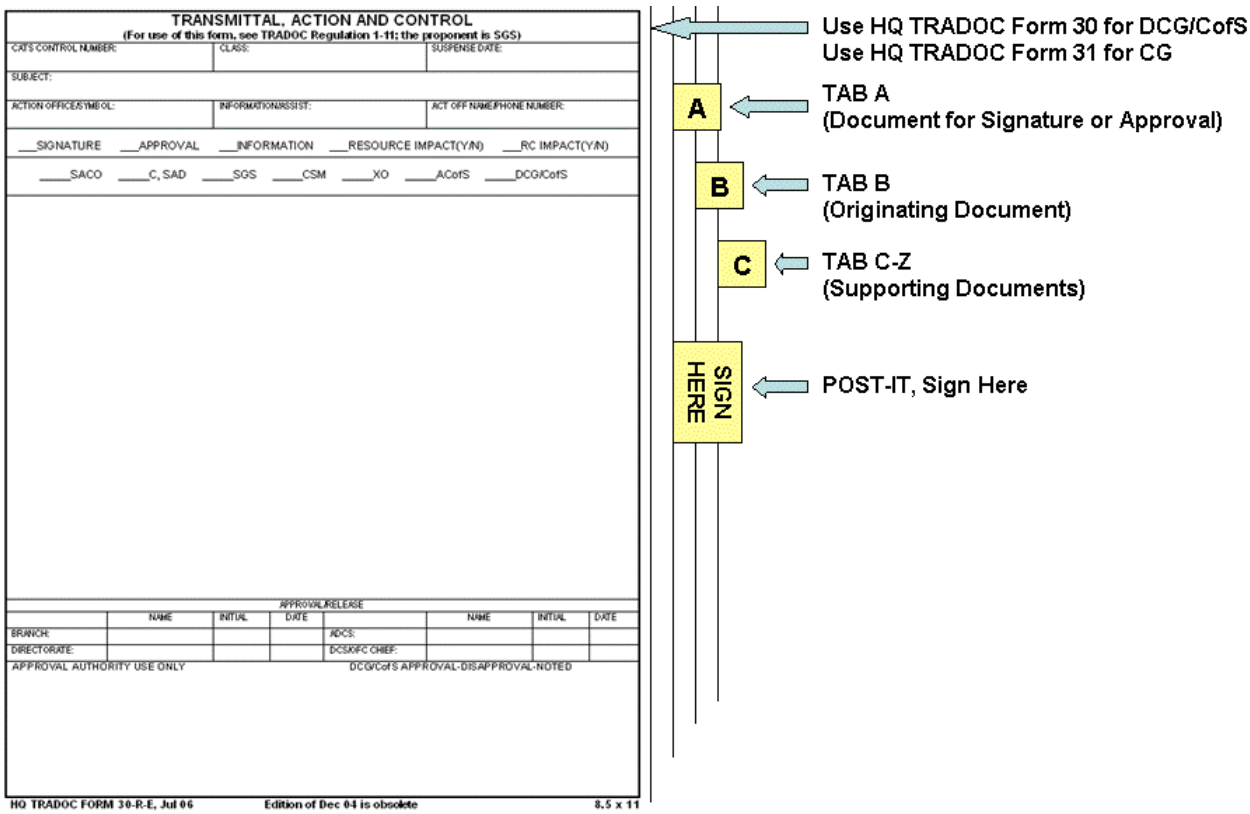


Figure 7-1. Assembling a staff action

7-3. HQ TRADOC Forms 30 and 31 (Transmittal, Action and Control). HQ TRADOC Forms 30 and/or 31 accompany staff actions processed for Command Group information, signature, or approval. Use HQ TRADOC Form 30 for DCG/CofS actions; and HQ TRADOC Form 31 for CG actions. Current versions of these forms are posted on the TRADOC homepage (http://www.tradoc.army.mil/tpubs/TRADOCforms.htm). These Transmittal, Action and Control forms ensure tracking of staff actions within CATS and provide an official record of approvals/disapprovals. The CGAC retains an official file copy. Pay special attention to the preparation of these documents; they are more than just an administrative tool to track, record, and file. Ensure the information on the Transmittal, Action and Control forms is well thought out and succinct to enable the CG and/or DCG/CofS to quickly review a summary of the details they need to know at their level before taking the requested action. A well-prepared Transmittal, Action and Control form eliminates the need to return the package for corrections and ensures the action is expeditiously processed through the Command Group and signed without questions. See appendix F for instructions on completing HQ TRADOC Forms 30 and 31.

7-4. Messages. The DMS is DOD's global messaging system. The Chief Information Officer (CIO) is the HQ TRADOC proponent for implementing DMS/AMHS. Follow procedures below when preparing DMS/AMHS traffic the HQ TRADOC Command Group will release:

a. Organizational messages.

(1) TRADOC organizational account users will prepare and release messages electronically via the AHMS web-based software. A step-by-step computer-based training guide can be downloaded from Fort Monroe DOIM's web page at http://helpdesk.monroe.army.mil.

(2) Follow guidance in paragraph 7-2, above, to package staff actions containing DMS messages for Command Group approval/release, and process the same as other actions. TRADOC Form 30 forwarding message for Command Group release will include "ADMINISTRATIVE INSTRUCTIONS" recommending mode to send message (for example, "Once approved, recommend sending message signed, but not encrypted (or signed and encrypted)"). Include the completed message on a disk (only one message per disk) with hardcopy of message at Tab A. Label disk with classification, file name of message, office symbol, and name/telephone extension of AO. The Command Group will return actions with major errors to the originator for corrections.

(3) Although DMS does not support individual accounts, to send "Personal For" organizational messages via DMS/AMHS, list addressees in the text of the message. List addressees in rank order, with names in alphabetical order within each rank. The only exception is if two addressees are grouped by the same organizational account (address). See TRADOC Message Address and Mailing List (MAML) found on the SGS web site (under Restricted Resources link).

(4) When it is important to emphasize releaser of message—in addition to the office symbol on the FROM line in the text--use "SIGNED" before beginning text of message (for example, SIGNED GEN SMITH). When preparing messages for the Command Group to release to subordinate activities that are directive in nature, use "SENDS" (for example, CG TRADOC SENDS). Always include the suspense in parentheses after the subject on messages containing suspense dates.

(5) The message releasing official is the Parent of the "FROM" addressee's organizational account. Once approved, a designated Sibling with release authority for the "FROM" organizational account is responsible for dispatching the message using DMS/AMHS software. Recommend designated releasers synchronize their Personal Address Books (PAB) prior to release/dispatch of message, and click on Release Date Time Group (DTG) under "Military" options, to ensure DTG is added when message is dispatched. To confirm delivery, recommend releasers select "Delivery Report for all Recipients." Once dispatched, a copy of the message is printed from the "Sent Items" and placed in the package behind Tab A. Then, the entire package, with Form 30 showing approval, is forwarded to the CGAC for clearing in CATS and returned to the appropriate staff section.

(6) The DTG is automatically placed at the beginning of the subject line when the message is dispatched. To receive a comeback copy with the dispatched DTG, action offices will include a return address in the 'blind courtesy copy' (BCC) field. When referencing messages, use the DTG at the beginning of the subject line.

b. Eyes Only messages.

(1) General. The Army Privacy Communications System, commonly referred to as the Eyes Only or Back Channel System, is not intended for routine correspondence. Only use Eyes Only messages for transmission of Sensitive Compartmented Information (SCI) from one recipient to another.

(2) Users. Only those personnel with appropriate security clearance may send or receive Eyes Only messages. Persons authorized to send Eyes Only messages are:

(a) U.S. general/flag officers and promotable colonels.

(b) DOD civilian officials (GO-equivalent SES).

(c) Others the CSA or the Director of the Army Staff specifically authorize.

(3) Only the DCSINT SSO Sensitive Compartmented Information Facility (SCIF), Room 210, Building 133, can prepare Eyes Only messages, due to their classification level. Ensure the following information is included:

(a) Name, rank, duty title, and location of originator and addressees.

(b) Delivery instructions; that is, Immediate or Next Duty Day, etc.

(4) Each general/flag officer authorized to send and receive Eyes Only messages will provide the SSO with a list of names and after-duty hours telephone numbers of their staff members with SCI access, approved to screen Eyes Only messages addressed to them with immediate delivery instructions. If the general/flag officer does not want their Eyes Only messages screened, then they may provide the SSO their personal after-duty hours number.

(5) Due to their classification level, the SSO must store all incoming and outgoing Eyes Only messages and drafts in the SCIF.

(6) Contact the DCSINT SSO (788-2315/3630) during duty hours and TRADOC EOC (788-2256) after duty hours for further guidance on Eyes Only messages.

7-5. Point Paper. Use Point Papers to provide assessment, recommendations, and discussion points in outline form. It avoids sentences, but instead features short, to the point, easy to read bullet phrases. Use Point Papers when the reader has an intimate knowledge of the subject. Figure 7-2 provides instructions for preparing a Point Paper. Minor variations in the Point Paper format are acceptable if needed to better present the information.

MAJ R. Sample
ATCS-XR/2513
8 Feb 03

POINT PAPER

SUBJECT: Point Paper Preparation

1. **Purpose:** To provide sample Point Paper format.

2. **Assessment:** Identify stakeholders and implications of their position on topic or issue. Consider impact to operations, organizations, resources, public opinion, etc.

3. **Recommendation(s):** Based on the assessment, provide the recommended position or course of action. NA (if not applicable).

4. **Discussion Points:**

- Font: Courier 14 or Courier New 14.

- Use bullet statements to outline discussion points supporting paragraphs 2 and 3 above. Short, to the point, easy to read.

- One page preferred. However, if two or more pages, place page number at bottom center beginning on the second page, 1 inch from edge.

- Margins: 1 inch for the top, bottom, and right; 1.25 inch on left to punch holes.

Figure 7-2. Sample Point Paper

7-6. Executive Summary. Use E-mail EXSUMs to provide information, updates, and interim responses to the Command Group. Although not intended to replace all other staff papers, the EXSUM provides important information to the Command Group in a timely manner. Whenever possible, use EXSUMs instead of Information Papers. See appendix D for procedures and format.

7-7. Decision Memorandum. Use the Decision Memorandum, when directed, to obtain decisions from Command Group or higher headquarters. Prepare this special-purpose action in informal memorandum format. Do not exceed two pages, excluding supporting documents. (See app E for preparation guidelines and sample format.)

7-8. Discussion Paper. Discussion Papers impart information and help the reader express or respond to viewpoints. Use the Discussion Paper for discussions, speeches, briefings, and conferences. These papers help readers remember key points, respond to opposing viewpoints, and guide discussion. Figure 7-3 provides format and instructions for preparing a Discussion Paper.

7-9. Information Paper. Use Information Papers to provide the reader pertinent facts in a clear and concise format. Figure 7-4 provides format and instructions for preparing an Information Paper.

7-10. Position Paper. Position Papers lay out an organization's position or policy on an issue and advance or defend a position. See figure 7-5 for format and preparation instructions.

7-11. Star Note. Only GOs use star notes, normally for brief personal replies or to convey congratulations, appreciation, welcome, regrets, etc. There is no prescribed format for star notes. Prepare the star note according to the personal preference of the GO signing the letter. Include addressee's first name or nickname so the GO can line through the salutation and write in the name, if desired. Include appropriate information in the HQ TRADOC Form 30 or 31, for example, "PURPOSE: To obtain CG signature on star note (Tab A) to Mr. Jonathan (John) E. Doe for his selection as TRADOC Employee of the Year." The preparer may also put first name/nickname on small Post-it notes on each letter within the package. If necessary, prepare additional pages on plain bond paper of the same stationery type and size. Place the page number at the top of the page in the same manner as a letter (that is, centered 1-inch from the top edge of the paper, typing a dash on each side of the page number). HELPFUL HINT: Cover the embossed print on the star stationery with a Post-it note before feeding the stationery through a laser printer to prevent reprinting of the embossed area. See figure 7-6 for a sample CG star note.

8 May 01

DISCUSSION PAPER

SUBJECT: Format for a Discussion Paper

1. **Issue.** How to prepare Discussion Papers for use in discussions. Font: Courier New 12 or Courier 12.

2. **Facts.**

a. A Discussion Paper is prepared for members of the Command Group. This is a specialized information paper for use whenever it best serves the recipient's purpose.

b. Use telegraphic writing style; points should "jump off the paper." Avoid complex paragraphs.

c. Ensure smooth, logical flow of facts; tailor paper for the user.

(1) Determine background that recipient needs.

(2) Avoid technical language and unexplained acronyms.

(3) Analyze target audience. Cite previous knowledge or discussions. Show how subject affects audience. If foreign national, state what sensitive material cannot be discussed.

d. Preferred length is one page; no more than two, avoid enclosures.

e. Paper should have directorate level approval.

3. **Key Points to Stress.**

a. Present key points drawn from paragraph 2.

b. Your opportunity to influence action.

MAJ Sample/ATTG-I/1234
APPROVED BY: _____

Figure 7-3. Sample Discussion Paper

8 May 01

INFORMATION PAPER

SUBJECT: Information Paper Format

1. **Purpose**. To provide guidance on the preparation and use of an Information Paper. Font: Courier New 12 or Courier 12.

2. **Facts**.

a. An Information Paper provides facts in a clear and concise format. The format may be altered to meet a specific need.

b. Include the subject and the purpose. Paragraphs will contain only essential facts concerning the subject.

c. Papers are self-explanatory and will not refer to enclosures, except for tabular data, charts, or photographs.

d. Papers should not exceed one page in length and do not require signature, but must include the action officer's name and telephone number in the lower right corner. Include an approval line below action officer’s name and number to indicate directorate approval by principal, deputy, or director.

e. Avoid using acronyms and abbreviations, except those that are familiar outside the Army.

f. Avoid using classified information when it does not contribute to understanding the issue.

MAJ Sample/ATTG-I/1234
APPROVED BY_____

Figure 7-4. Sample Information Paper

8 May 01

POSITION PAPER

Title (word, phrase, or question defining the issue)

1. **Background**. Short overview that does not overshadow the position paragraph below. If the sheet is one of many collected for a common purpose, consolidate the background in a single document and eliminate from the individual sheets. Font: Courier New 12 or Courier 12.

2. **Position**. Sentence or short paragraph stating organization's policy or position on the issue.

3. **For the Position**. Supporting facts and arguments sequenced, labeled, and subdivided.

4. **Against the Position**. Summary of each argument against the position. Be accurate when representing opposing views.

5. **Rebuttals**. Summary of rebuttals to opposing arguments. Ideally, rebuttals will reinforce the position.

6. **Sources**. List sources:

    a. Action officer (name, office, phone).

    b. Subject matter experts.

    c. Supporting documents.

    d. Related point or position papers.

If using only one source, label this paragraph specifically (for example, **Point of Contact**.)

MAJ Sample/ATTG-I/1234
APPROVED BY_____

Figure 7-5. Sample Position Paper

Commanding General
United States Army Training and Doctrine Command
Fort Monroe, Virginia 23651-5000

Lieutenant General John A. Doe
Commander
U.S. Army Combined Arms Center
415 Sherman Avenue
Fort Leavenworth, Kansas 66027-2300

Dear General Doe:

Use Courier 12 or Courier New 12 with at least 1-inch margins. Center text on the page for framing. Do not date the star note prior to signature. After signature, center civilian-style date two lines below printed return address (for example, April 3, 2006). Indent paragraphs four spaces and begin typing at the fifth space.

Do not use abbreviations in the address or signature blocks. Exceptions: D.C., U.S., P.O. Box, Mr., Mrs., Dr., Jr., Sr., 2d, II, III, Ret., and the points of the compass (NE, NW, SE, and SW). Always spell out state names. Fully identify enclosures in text.

Sincerely,

John C. Smith
General, U.S. Army

Enclosures

Figure 7-6. Sample CG star note

7-12. TRADOC Policy Letters.

a. TRADOC policy letters are statements the CG signs that apply to all subordinate activities, schools, and HQ staff offices. These letters express the commander's intent or position on selected topics of concern (such as prevention of sexual harassment and equal opportunity).

b. Staff elements will forward policy letters under cover of a TRADOC Form 31, coordinated through the SJA, for CG approval. Once the CG approves, SGS will consecutively number and maintain an index of the policy letters for publishing on the TRADOC homepage (see http://www.tradoc.army.mil/cofs/policyletters.htm).

c. Policy letters are effective for 2 years from the published date. The issuing staff element will then review the policy letter and ensure the information is still valid and current.

Chapter 8
Conferences and Briefings

8-1. Conference room locations and responsible staff offices.

a. ESD, OSGS, is responsible for scheduling conferences and briefings held in the CCR, Building 37, and the Morelli Auditorium, Building 133. For scheduled events involving the Command Group, ESD will—

(1) Prepare seating charts upon receipt of attendee information from lead agency coordinating the meeting/briefing.

(2) Establish costs; collect funds; and purchase, prepare, and serve food, as requested.

b. Deputy Chiefs of General and Chiefs of Special Staffs are responsible for scheduling conferences and briefings in their respective conference rooms (see table 8-1).

8-2. Procedures.

a. Deputy Chiefs of General and Chiefs of Special Staffs are responsible for notifying the CG of short-notice taskers from DA and other sources to provide briefings to senior officials. To obtain Command Group input as early in the process as possible, staff principals will forward details and outline via E-mail, preferably within 24 hours of receiving the mission. When possible, CG will attend CSA briefings.

b. Heads of staff offices will obtain DCG/CofS approval before conducting conferences or briefings requiring Command Group participation.

c. Meetings, conferences, or symposiums involving the Command Group will begin no earlier than 0830 to avoid conflicts with physical training schedules.

d. When arranging conferences and briefings, AOs will—

(1) Coordinate with Command Group schedulers and/or XOs to arrange the date, time, and location of conferences/briefings. Find the CG and DCG/CofS Calendar Event Request Forms on the SGS web site under the Restricted Resource link and the Staff Guidance folder under Public Folders in MS Outlook.

(2) Coordinate with DCSOPS&T OMRD to preclude scheduling conflicts with the TMAC.

(3) Coordinate with ESD, OSGS, to reserve the CCR or Morelli Auditorium. Provide names of attendees for preparation of seating charts and nameplates, audiovisual requirements, etc., NLT 24 hours prior to briefing.

(4) Submit a HQ TRADOC Form 30 for DCG/CofS approval of all conferences or briefings requiring expenditure of HQ TRADOC funds. This Form 30 will include:

(a) The date, time, and location of the conference or briefing.

(b) Attendance requirements.

(c) Name or title of chair.

(d) Purpose of conference or briefing.

(e) Security classification.

(f) Title, order of presentation, and time set aside for each part of the conference or briefing.

(g) Special instructions (for example, prebriefing requirements, attendee allocations, etc.).

(h) Uniform requirements.

(i) A request that names of attendees are provided to the AO.

(5) Prepare a message or memorandum for DCG/CofS signature to announce the conference or briefing when attendees include personnel from organizations outside HQ TRADOC.

e. Staff agencies making presentations during conferences and briefings will provide their own personnel to operate equipment and flip slides.

f. The lead general or special staff office for organizing a conference or briefing for the Command Group will provide a note taker to record taskings and issues that surface during the conference/briefing (see para 8-4, below).

g. Staff agencies will provide a seating chart for the CG when the CG holds a VTC or desk-side VTC. See figures 8-1 and 8-2 for examples of seating charts.

h. Payment of conference fees for locally hosted conferences:

(1) Each DCS will provide the conference host with a list of attendees prior to the conduct of the conference.

Table 8-1
HQ TRADOC/Fort Monroe tenants conference facilities

Facility	Location	Coord. Office	Seating Capacity	Facility Clearance	Equipment Capability
Morelli Auditorium	Bldg 133	Executive Services x4403	75	Secret	Dual screen rear projector viewgraph transparency (VGT), TV w/VCR & cable, multimedia, Proxima: VTC capability, two networked computers, laptop video and network connection.
Command Conference Room	Bldg 37 DePuy Hall	Executive Services x4901	20	Secret	Dual screen, DVD, conference telephone w/Proxima overhead projector, VCR & cable; unclas VTC capability, one networked computer, laptop video connection.
CIO Conference Room	Bldg 162 84 Patch Rd	CIO x2528	22	Unclas	Dual plasma screen, VTC with Internet access. Conference phone.
DCSPIL/NERO Conference Room	Bldg 5A 1st Flr	PIL/NERO x5011/x5014	30	Unclas	Double screen front double projector VTC, TV w/DVD, VCR & cable.
DCSRM Conference Room	Bldg 5G 1st Floor	DCSRM x4164	30	Unclas	Single screen, Polycom video tele-conference floor & cable.
*DCSINT Conference Room	Bldg 133 Room 210	SSO x3630/2315	15	TS/SCI	Dual monitor PC VGT, DVD & VCR, unclas single point-to-point VTC.
*To use conference room, attendees must have TS/SCI clearance.					
VTC Facility (STUDIO A)	Bldg 266 19 Tidball Road	DOIM x3744/ x3750	75	Secret	Rear projector wide screen video wall; 4 - 61" dual plasma screens; viewgraph transparency; VTC with Internet access; cable TV; STE conference phone; 7 cameras on front wall, 1 on rear wall; 3' x 5' mobile SMARTBOARD; and sympodium.
VTC Facility (STUDIO B)	Bldg 266 19 Tidball Road	DOIM x3744/ X3750	20	Secret	61" plasma screens; viewgraph transparency; VTC with Internet access; cable TV; STE conference phone; 1 camera on front wall, 2 on rear wall; 3' x 5' mobile SMARTBOARD; and sympodium.
ARCIC Conference Room	Bldg 133	ARCIC x4428	18	Unclas	Dual screen plasma displays, computer-driven Polycom iPower 9000 codec; DVD/VHS direct-replay, integrated tele-conference system.
IAPD Conference Room	Bldg 139 Rm 101	IAPD, ARCIC x3310	15	Unclas	Single screen, front projection VGT, DVD/VHS, Polycom VTC, cable TV.
Cadet Command Main Conference Room	Bldg 56	Cadet Cmd X4523	34**	Unclas	Full featured VTC, single screen & digital projector, dual flat panel monitors, TV/ VCR remote controlled environment, cable TV, and computer.
**14 seats at the table (horseshoe) and 20 seats around the perimeter of the room					

Table 8-1
HQ TRADOC/Fort Monroe tenants conference facilities (cont)

Facility	Location	Coord. Office	Seating Capacity	Facility Clearance	Equipment Capability
IG Main Conference Room	Bldg 10	OIG x5413	14	Unclas	Single screen front projector, TV w/VCR & cable. LAN connection. Printing, dri-erase board.
OCPA Conference Room	Bldg 27	OCPA x3333	10	Unclas	TV w/VCR & cable.
DCSOPS&T Conference Room	Bldg 161	DCSOPS&T x5710	24	Unclas	Single screen front projector VGT, TV w/VCR & cable, Picture Tel VTC.
DCSPIL Conference Room	Bldg 5E 3rd fl	DCSPIL x-5186/3287	22	Unclas	Single screen front projector, VCR & DVD, LAN connection.
DCSPIL Conference Room	Bldg 5G	DCSPIL x5186	23	Unclas	Single screen - front projection; no operational projection or other multimedia equipment.
SJA Conference Room	Bldg 10	OSJA x2302	6***	Unclas	Flat screen TV w/VCR/DVD & cable. LAN connection, electronic whiteboard, & conference phone.
***6 seats available around the table; additional 14 chairs around the perimeter of the room.					
ACA-NR Conference Room	Bldg 10 2nd Floor	ACA-NR x2305/x4008	20-25	Unclas	Picture Tel VTC capability; conference phone; portable projector.
Bay Breeze Community Center					
Main Ball Room	Bldg 185 490 Fenwick	FM MWR x5656	200	Unclas	Data lines, screens, microphone, podium available.
Chesapeake North	"	"	60-80****	Unclas	"
Chesapeake South	"	"	30-50****	Unclas	"
Casemate	"	"	50-70****	Unclas	"
****Capacity dependant on seating configuration.					
NOTE: No food or beverages from outside. Refreshment and meal options available (break, breakfast, lunch & dinner). Operating hours: 0800-1600.					
Fitness Center Classroom	Bldg 171	Fitness Ctr x3090	40	Unclas	Table top projector/pull-down wall mounted screen.
Coast Artillery Room	Bldg 77	Post HQ x3241	20	Unclas	None. (NOTE: No food or drink. Garrison Commander has priority.)
DRM Conference Room (formerly Post Conference Room)	Bldg 105	DRM x2006	50	Unclas	Single screen LCD w/projector & VCR.

(2) Department of the Army Government Purchase Card Guidelines, October 2004, appendix C, provides, in part, that the purchase card may be used to pay for conference room rental expenses; however, the card is not to be used for the purchase of food or refreshments. If for any reason the card is not accepted, contact the Agency Program Coordinator for Fort Monroe (878-5809) for assistance in providing applicable

Material Category Code to the vendor to allow the transaction to go through, or for information on Accommodation Check procedures.

(3) The host will provide DCSRM Budget Directorate, HQ Activities Division, a summary list of costs, broken out by directorate.

(4) The DCSRM HQ Activities Division will locally reprogram the funds from the applicable DCS/activity to reimburse the host.

(5) Conference planners should consult with their servicing SJA office to determine if appropriate funds might be used to purchase food and refreshments for consumption at conferences.

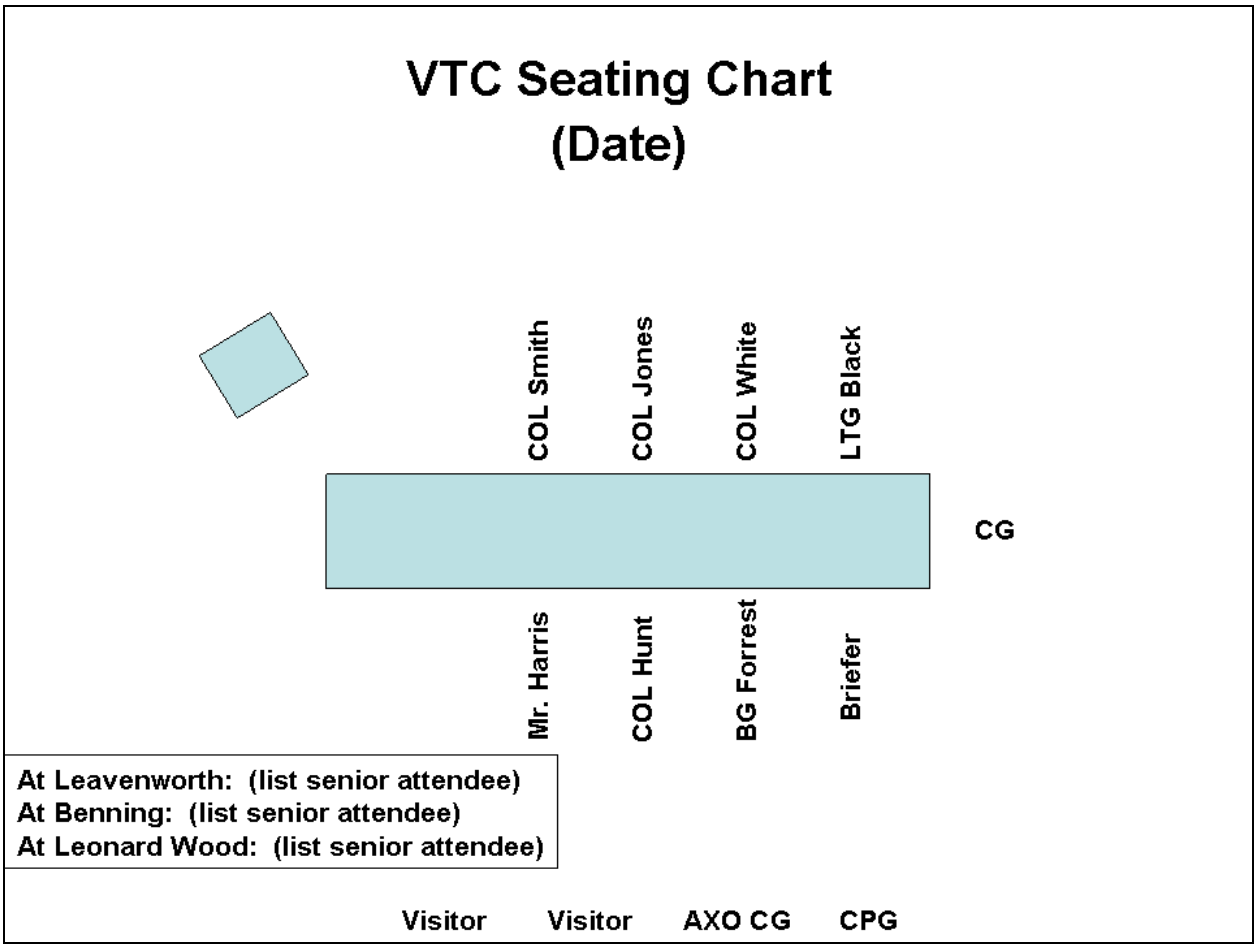


Figure 8-1. Seating chart for VTC and desk-side VTC

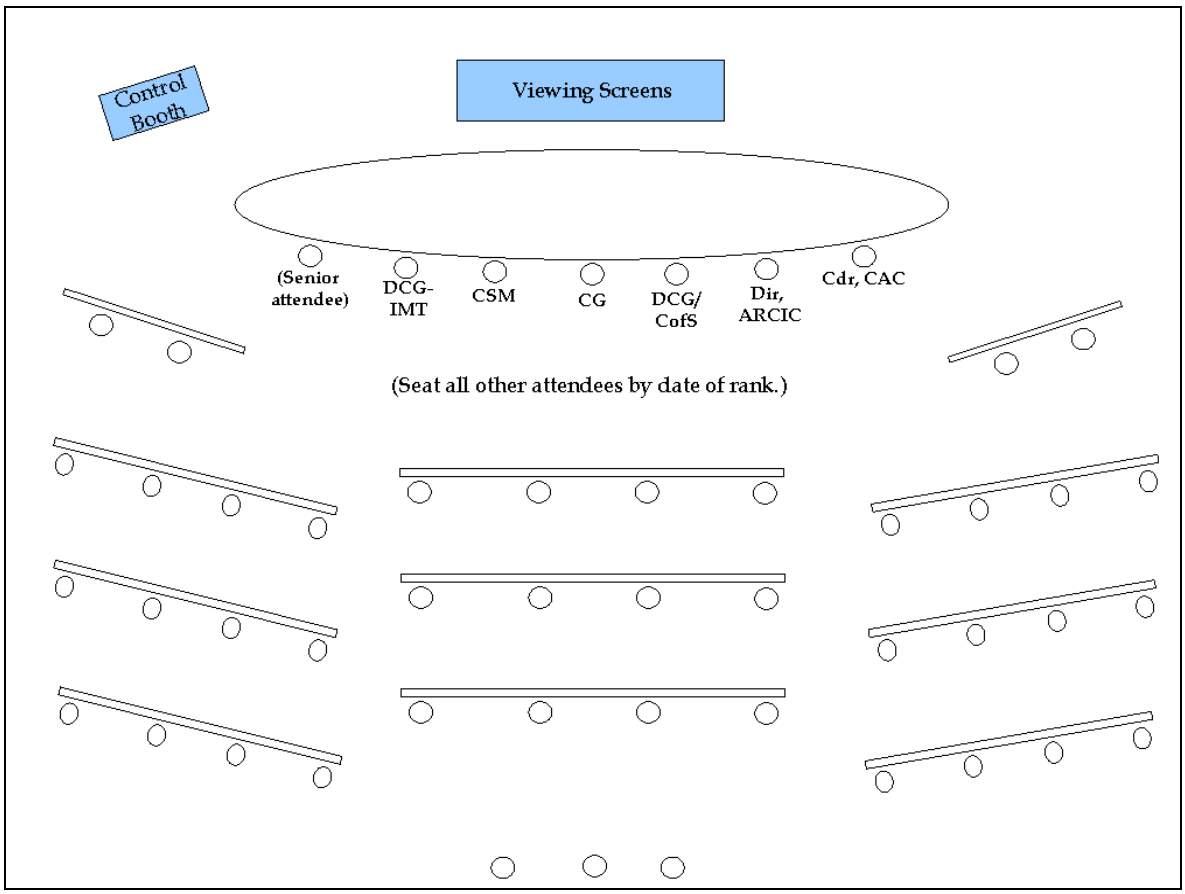


Figure 8-2. Seating chart for VTC facility

8-3. Preparing visual aids.

a. When preparing visual aids, consider equipment limitations of conference room used (see table 8-1).

b. Guidelines.

(1) Logos, banners, slogans (for example, Victory Starts Here!), frames, and other nonessential graphics will appear on the cover slide only. Subsequent slides will contain only briefing material.

(2) Do not use background tints and other features that burn memory/bandwidth and make slides hard to read when projected.

(3) Use no smaller than 24-point type or equivalent for letters and numbers in titles. Use no smaller than 18-point type or equivalent for letters and numbers in text.

(4) Ensure each chart or graph has the BLUF, conveys a single idea or thought, and is simple/straightforward.

(5) Any slide should immediately communicate the intent to the audience within 30 seconds.

(6) For audiences outside of the military, assume the audience has no military experience. Avoid use of Army acronyms; graphics must stand alone to convey an effective message.

(7) Number VGTs or 35mm slides in the order they are displayed. For dual-screen projection, place "L" or "R" after the number to specify left or right screen as viewed from the audience. To allow easy change/reordering, annotate numbers on the viewgraph frame rather than the transparency itself.

(8) Mark classified slides at top and bottom in accordance with (IAW) AR 380-5. Ensure classification is clearly visible during the presentation.

(9) Text of visual aids should not repeat the verbal presentation.

(10) If more than one map is shown on a single visual aid, use the same scale.

(11) Use color copies of any paper copies of slides provided to visiting dignitaries, GOs, or GO equivalents and above. All other attendees receive black and white copies.

(12) Do not distribute paper copies of slides/conference materials to multiple attendees. Transmit material via E-mail or File Transfer Protocol (FTP).

(a) Ensure all files use similar format; for example, all text files in MS Word format and all slide shows in PowerPoint format.

(b) As a general rule, transfer files over 500 kilobytes via FTP, or post to AKO and provide the AKO address for users to access the files. Contact the supporting Information Systems Officer or DOIM Help Desk (DSN 680-3055/757-788-3055) for assistance in using FTP.

8-4. Tasking memorandums. Tasking memorandums for DCG/CofS signature will include significant discussions and taskers. Indicate proposed lead and assist agency(s) for each tasker.

a. Address tasking memorandums to Deputy Chiefs of General and Chiefs of Special Staff Offices, HQ TRADOC, and any commanders, commandants, or agencies tasked during the conference/briefing.

b. Submit for DCG/CofS signature under HQ TRADOC Form 30. For a conference/briefing the CG attended, coordinate with the CPG.

c. Include the following paragraphs, in order:

(1) Purpose. Brief statement of purpose of memorandum, including conference/briefing title, date(s), location, and principal attendees; for example, "Purpose. Summarize significant dialogue, issues, decisions, and taskings from TRADOC Family Team Building Conference, 2-13 Jan 06, Fort Monroe. Conference attended by LTG Smith and MG Brown."

(2) Objectives. Brief statement of conference/briefing objectives.

(3) Summary of significant discussion. Discuss each issue/tasking in a separate subparagraph. At the end of each subparagraph, indicate action required and recommended action/assist agency, if any (for example, "(INFO)" or "(LEAD: DCSRM; ASSIST: DCSOPS&T, CIO)." If an action/assist agency for an issue is not identified during a conference/briefing, use TRADOC Regulation 10-5 to determine appropriate action/assist agencies.

(4) A POC line indicating note taker rank, name, E-mail address, office symbol, and telephone number.

8-5. Tracking taskers. Lead agency for the conference (for example, TRADOC Commanders' Conference, Former TRADOC Commanders' Conference, RC GO Conference) will have responsibility for tracking, collating, and updating the Command Group on status of conference taskers on a periodic basis.

Appendix A
References

Section I
Required Publications

DOD 4500.54-G
Department of Defense Foreign Clearance Guide (http://www.fcg.pentagon.mil/)

AR 25-30
The Army Publishing Program

AR 25-50
Preparing and Managing Correspondence

AR 25-52
Authorized Abbreviations, Brevity Codes, and Acronyms

AR 25-55
The Department of the Army Freedom of Information Act Program

AR 55-46
Travel Overseas

AR 340-21
The Army Privacy Program

AR 380-5
Department of the Army Information Security Program

AR 600-8-22
Military Awards

AR 672-20
Incentive Awards

DA Pam 672-20
Incentive Awards Handbook

TRADOC Supplement 1 to AR 672-20
Incentive Awards

TRADOC Reg 10-5
U.S. Army Training and Doctrine Command

TRADOC Reg 25-35
Preparing and Publishing U.S. Army Training and Doctrine Command Administrative Publications

TRADOC Reg 95-5
Flight Operations

TRADOC Memo 1-2
Courier Service Between Headquarters, U.S. Army Training and Doctrine Command and Headquarters, Department of the Army

TRADOC Memo 1-3
Distinguished Visitors to HQ TRADOC

Section II
Related Publications

AR 1-20
Legislative Liaison

AR 10-87
Major Army Commands in the Continental United States

AR 20-1
Inspector General Activities and Procedures

AR 25-1
Army Knowledge Management and Information Technology

AR 25-11
Record Communications and the Privacy Communications System

AR 25-51
Official Mail and Distribution Management

AR 25-400-2
The Army Records Information Management System (ARIMS)

AR 335-15
Management Information Control System

TRADOC Pam 25-51
Office Symbols

United States Government Printing Office Style Manual (available online: http://www.gpoaccess.gov/stylemanual/browse.html)

The Gregg Reference Manual

Section III
Prescribed Forms

HQ TRADOC Form 30
Transmittal, Action, and Control

HQ TRADOC Form 31
Transmittal, Action, and Control (CG TRADOC)

HQ TRADOC Label 1001
Pouch Mailing Label

Section IV
Referenced Forms

DA Form 1256
Incentive Award Nomination and Approval

DA Form 3964
Classified Document Accountability Record

DD Form 285
Appointment of Military Postal Clerk, Unit Mail Clerk, or Mail Orderly

DD Form 2501
Courier Authorization Card

DD Form 2768
Military Air Passenger/Cargo Request

TRADOC Form 712-R
Request for Official OCONUS Temporary Duty Travel

Appendix B
Helpful Hints for Preparing Correspondence and Processing Actions

B-1. Introduction. Most information in this appendix is found elsewhere in this publication, but also presented here as a collection of helpful hints to highlight some of the most common errors found during proofreading.

B-2. Reference materials. Use the following references to assist in preparing correspondence:

a. Staff Officer Orientation Brief (http://www.tradoc.army.mil/cofs/SOOB.htm).

b. AR 25-50 (http://www.apd.army.mil/pdffiles/r25_50.pdf).

c. DA Pam 25-50 (http://www.apd.army.mil/pdffiles/p25_50.pdf), which refers users to the RMDA online Army addresses web site (https://www2.arims.army.mil/aao/mainpage.asp).

d. The MAML (distributed electronically to the XO-TRADOC and SGS-TRADOC distribution lists and posted on the SGS web site under 'Restricted Resources' link).

e. The Gregg Reference Manual (Ninth Edition).

f. United States Government Printing Office Style Manual, 2000 (see http://www.gpoaccess.gov/stylemanual/browse.html).

g. Staff Guidance folder on MS Outlook under "All Public Folders"--"Monroe Folders."

B-3. Processing staff actions.

a. PURPOSE statements on HQ TRADOC Transmittal, Action and Control Forms (Form 30 for DCG/CofS; Form 31 for CG) will state action to take in one concise sentence (for example, "To obtain DCG/CofS or CG signature (as appropriate) on memo (Tab A) to MG Brown nonconcurring with his proposed changes to FM XX-X (Tab B)").

b. Ensure the CATS control number is in the upper left-hand corner of the HQ TRADOC Form 30/31. If the action is self-generated, the CGAC will assign an ES control number for tracking purposes. If AO questions appropriate signature/approval authority of ES (self-generated) tasker, precoordinate with SGS and/or ACofS prior to working action.

c. Tab A is document requiring signature or action. When forwarding more than one action for approval/signature, use TABs A1, A2, A3, etc.

d. Tab B is the document that generated the action. Additional background information follows, using succeeding tabs in order mentioned in HQ TRADOC Forms 30 or 31.

e. Always use editing and proofing tools available on MS Word (spelling and grammar check) as an initial step in the proofing process. Peruse correspondence to ensure document is error free and ready for signature and dispatch, prior to submission to SGS for Command Group signature.

f. Ensure signature post-it flags are included in packages requiring signature. DO NOT USE PLASTIC EXECUTIVE COVER SHEETS.

g. Ensure SGS SACO is aware of time-sensitive actions to assist in expediting through the Command Group.

h. Include disk or CD-RW with all actions requiring Command Group signature. The SACO will make minor corrections that do not change the intent of the correspondence, time permitting.

i. If SGS or the Command Group returns action for corrections, ALWAYS include marked-up copy with returned package.

j. Handcarry actions returned for corrections to CGAC or the appropriate SACO. Actions are logged out on CATS and require logging back in to maintain tracking system.

k. Use Courier 12 or Courier New 12, the TRADOC standard font, in all correspondence except Point Papers, proposed E-mail for the CG, and items included in RAs, which are prepared in Courier or Courier New 14.

l. Ensure headers and footers are in the same font as text.

m. If not dated at time of signature, the CGAC dates correspondence upon Command Group signature, and original is returned to the appropriate action office for dispatch.

n. Do not send comeback copies or internal routing slips to the Command Group.

o. AOs must route all actions going to the Command Group through the CGAC/SGS. Do not take actions directly to or from Command Group offices. Actions received in the Command Group without SGS approval are returned to the SGS without action. In instances where an action must be presented to the CG or DCG/CofS for signature during a briefing, provide the SGS an advance copy of the correspondence for proofing, editing, assignment of CATS control number, and approval prior to presentation during the briefing. Following the briefing, return a copy of both the HQ TRADOC Form 30 or 31 and the signed correspondence to SGS for file retention.

B-4. Coordination.

a. Show rank, name, position, and date on HQ TRADOC Forms 30 and 31. Actions received in SGS without this information will be returned to the AO for clarification.

b. The DCS or deputy or installation command group must sign nonconcurrence/considerations of nonconcurrence.

c. Coordinate all Congressional actions with the TRADOC CAO and SJA.

d. Coordinate all conferences/major briefings with ADCSOPS to avoid conflicts with the TMAC.

e. Coordinate major ceremonies with ESD, OSGS, and Post (Plans and Training).

f. Coordinate Reserve/National Guard issues with Office, DCG, USAR/Office, DCG, ARNG.

g. Coordinate medical actions with TRADOC Surgeon/U.S. Army Medical Command, as appropriate.

h. Keep CSM and DCGs informed; coordinate actions as appropriate.

B-5. General. The following "helpful hints" apply to all correspondence:

a. Put yourself in the shoes of the person signing the action. Ensure the HQ TRADOC Form 30 or 31 answers the 5Ws—who, what, when, where, and why. When preparing CG correspondence, write for four-star eyes.

b. Write in active voice—subject, verb, and object.

c. Prepare all staff action papers using the Army effective writing "package" structure:

(1) Make reference(s) the first paragraph.

(2) Begin the paper with the "bottom line up front."

(3) Separate the body of the paper, clearly dividing sections using paragraphs, headings, or titles.

d. Avoid the overuse of "I" in official CG correspondence.

e. Avoid the use of "my" as an adjective; for example, "my staff." Use instead "The headquarters staff" or "The TRADOC staff."

B-6. Tips for specific types of correspondence. The following guidelines are provided for specific types of correspondence.

a. **Letters.**

(1) Use office title instead of office symbol. NOTE: On letters the CG signs, do not include a "REPLY TO THE ATTENTION OF" title line.

(2) Reference letter responding to; for example, "Thank you for your March 24, 2004, letter emphasizing the importance of..."

(3) Use civilian dates in letters; for example, January 2, 2006.

(4) Use appropriate personal letterhead stationery; for example, CG letterhead for CG signature; DCG/CofS letterhead for DCG/CofS signature.

(5) Center text on page, so letter is framable.

(6) Use 1-inch margins. On short letters, 1.5-inch margins, centered on page, is permissible.

(7) In salutation, use "Dear General Richardson" instead of "Dear Bill." Include addressee's first name or nickname so the GO can line through the salutation and write in the name, if desired. Include information in the HQ TRADOC Form 30 or 31; for example, PURPOSE: To obtain CG signature on letter (Tab A) to Mr. Joseph (Joe) E. Jones for his selection as TRADOC Employee of the Year; or put first name/nickname on small yellow Post-It note on each letter within package.

(8) Use "Sincerely" as the complimentary closing for same rank and below and "Very respectfully" for VCSA, CSA, and above; congressmen and senators; as well as retired four-stars.

(9) In signature block, use upper and lowercase letters for name, as shown in figure 2-4.

(10) Never use Copy Furnished on letters. If a copy is furnished to anyone other than the addressee, place a statement in the body of the letter, preferably in the last paragraph, indicating that a copy (copies) is (are) furnished and to whom.

(11) Submit thank you and congratulatory letters in a timely manner to optimize affect. Do not repeat congratulations/thanks in the first paragraph and then again in the last paragraph.

b. **Memorandums.**

(1) Use TRADOC letterhead stationery for formal memorandums, and plain bond paper for informal memorandums.

(2) Use the office symbol of the originating office.

(3) Place three returns between office symbol and "MEMORANDUM FOR;" two between "MEMORANDUM FOR" and "SUBJECT." Three returns are placed between "SUBJECT" and the first paragraph of text.

(4) When referencing other correspondence, follow guidance in AR 25-50, paragraph 1-31 (provide type of correspondence, organization of origin, office symbol, date, and subject). For example, Memorandum, HQ TRADOC, ATCS-X, 12 Dec 05, subject: New Staff Procedures.

(5) Do not show copies furnished to subordinate commanders on CG memorandums to higher headquarters.

c. **DMS/AMHS messages.**

(1) Staff actions containing DMS/AMHS messages for Command Group approval/release are packaged IAW guidance in paragraph 7-2, above, and processed the same as other actions.

(2) "ADMINISTRATIVE INSTRUCTIONS" recommending the mode to send message is included on the HQ TRADOC Form 30 or 31 (for example, Once approved, recommend sending message signed, but not encrypted (or signed and encrypted)).

(3) Message preparers must synchronize their PAB with the Directory Information Tree prior to creating the DMS/AMHS message and selecting the **TO** and **CC** addressees from their PAB. Recommend releasers do the same prior to dispatching messages.

(4) For quick reference of DMS/AMHS organizational account addresses for HQ TRADOC staff principals and commanders/commandants, use the MAML (forwarded electronically to XO – TRADOC and SGS – TRADOC distribution lists and also posted on the SGS web site (under “Restricted Resources” link).

(5) Make sure message has a SUBJECT line. To highlight PERSONAL FOR messages in organizational mailboxes, begin subject lines at the top with the words "PERSONAL FOR:" followed by appropriate subject.

(6) If PERSONAL FOR, ensure addresses and addressees match. Use the MAML to find PERSONAL FOR addressees for subordinate commanders. (The MAML lists individuals in rank order by grade, but within the same grade, names are listed alphabetically.)

(7) Classification is automatically inserted at the beginning of the text if the message is sent signed/encrypted. If administrative instructions state sending the message signed, but not encrypted, include the classification at the beginning of the text.

(8) Use SENDS (for example, CG SENDS) DMS/AMHS organizational messages for emphasis when sending messages directive in nature to subordinate activities.

(9) Use SIGNED (for example, SIGNED GEN SMITH) on DMS/AMHS organizational messages when it is important to emphasize who released the message (in addition to the address on the FROM line).

(10) Include the completed message on a disk (only one message per disk) with hardcopy of message at Tab A. Label disk with classification, file name of message, office symbol, and name/telephone number of AO.

(11) The DMS/AMHS application automatically places the DTG at the beginning of the subject line when the message is dispatched. To receive a comeback copy with the dispatched DTG, action offices should BCC themselves. When referencing DMS/AMHS messages, use the DTG at the beginning of the subject line.

Appendix C
Procedures and Formats for Readaheads

C-1. Procedures.

a. The Office of the CG or DCG/CofS determines RA requirements and generates a calendar worksheet to the SGS, which normally identifies the staff POC. When a POC is not identified, the SGS assigns an office of primary responsibility (OPR) as the HQ TRADOC staff lead. The SGS assigns CATS control numbers and notifies designated action offices via E-mail. The CGAC forwards paper version to the action agencies.

b. The OPR directly coordinates with external agencies and other staff offices to obtain pertinent topics and information for timely completion of RA products. For events a member of the Command Group or external agencies schedule, OPR consolidates all input and assessments into the final RA product. No later than 2 days prior to event, the OPR must E-mail reply with the name of the action POC to all concerned. Suspense for submission of the RA to SGS is NLT 4 working days prior to the event. The pending GO/SES approval or receipt of information from external agencies must not delay submission. The partial submission is vital to alert all concerned of the status and to initiate review and analysis. Include a “placeholder” page in partial submissions

to identify what is pending, from whom, and date of expected completion. Upon completion of delayed items, add to the initial partial submission as an update, rather than reconstructing an entirely new submission. All CG events require three copies of the RA in three-ring binders--the original for the CG, and one copy each for the DCG/CofS and CPG. Package and tab the two additional copies the same as the original, with a copy of the Form 30 or 31 on the front of each book.

c. Staff proponents can contact the CPG upon receipt of a CG RA tasking for advice and/or recommendations to ensure an accurate, timely, and usable product for the CG. Coordinate any required or desired "Opening Remarks" with CPG prior to submission of the RA and mention in the Executive Overview (first tab of RA).

d. When the CG uses DVTC or VTC facilities, the staff POC will provide OCG a seating chart. Include personnel in the VTC room with the CG, as well as the VTC participants (first name, last name, and position). The POC is responsible for notifying all attendees of cancellations or changes in times and/or locations as they occur.

e. Upon submission of the RA to the SGS, the SACO checks for format compliance and distributes to the appropriate offices (CG, DCG/CofS, and CPG).

C-2. Format.

a. Composition. Compile RAs in three-ring binders, as described below. Top document is always the HQ TRADOC Form 30 (for DCG/CofS) or Form 31 (for CG), as appropriate.

b. HQ TRADOC Form 30/31. Forward all RAs to the Command Group with a one-page HQ TRADOC Form 30 or 31, as outlined below. HQ TRADOC Form 30 or 31 is a vital and important record. The following paragraphs on the HQ TRADOC Form 30 or 31 will include minimal information. Include expanded details in the Executive Overview.

(1) PURPOSE. To complete the sentence "Prepare the CG for . . ." explain the 5Ws—who, what, when, where, and why (see fig C-1).

(2) SUMMARY.

(3) COORDINATION. Ensure pertinent coordination across TRADOC. Consider early contact with PAO; SJA; ESD, OSGS; and STRATCOM.

c. Table of Contents. Place the Table of Contents as the first page within the binder. See figure C-2 for an example.

C-3. Assembling RAs.

a. Refer to table C-1 for configuration of RAs. It is not necessary to begin tabs with “A,” but keep tabs in alphabetical sequence.

Table C-1
Configuration of readaheads

	TAB A	TAB B	TAB C	TAB D	TAB E
BRIEFINGS	Executive Overview	Briefings	Point and/or Information Papers		
CG OFFICE CALLS	Executive Overview	Biography (only if CG not familiar with visitor)	Briefings (as appropriate, and with facing pages, as required)	Point and/or Information Papers	Social Schedule (as appropriate)
CONFERENCES	Executive Overview	Agenda	Participants	Briefings	
FOREIGN COUNTRY VISITS	Executive Overview	Itinerary	Point and/or Information Papers		
INSTALLATION VISITS	Executive Overview	Briefings	Point and/or Information Papers	Biography(s) (as appropriate)	Social Schedule (as appropriate)
SOCIAL EVENTS	Executive Overview	Itinerary	Logistics		
SPEAKING ENGAGEMENTS	Executive Overview	Speech	Itinerary	Point and/or Information Papers	Logistics

b. Description of tabs.

(1) **Executive Overview**. In one to two pages, succinctly frame all primary issues and include any joint perspective and a strategic analysis. State the issue or topic and identify each stakeholder, their position, and both the implications of their position and any hidden agendas for engaging the CG. For each issue or topic, provide the response options available to the CG and the recommended TRADOC position, based on the detailed staff assessment, joint perspective, and strategic analysis. (Fig C-3 is an example of an Executive Overview.)

(2) **Briefing(s)** (in presentation/agenda timetable sequence). Print paper slides on one side, in color, if the use of color differentiates data. Punch 3-ring binder holes at the top of the page for slides in landscape orientation or on the left side for portrait orientation.

(3) **Point and/or Information Paper(s)**. Include point and/or information papers only when additional details have a distinct bearing on the purpose of the event involving the CG. **Do not duplicate information contained in the executive**

overview or primary brief; include only papers directly relevant to the purpose of the brief. Do not provide the CG with too much information. Use standard formats for discussion, information, point, or position papers, as appropriate for the topic(s) and event. Use decision memorandums only in exceptional cases.

(4) **Itinerary.** The itinerary provides the when, where, and what, in sequential order, and cross-references these events with details found at various tabs in the RA book (see example at fig C-4). Provide full itinerary for very important persons (VIPs) while in the company of the CG. Provide short comments on persons the VIP is scheduled to meet after the CG and why. This information could impact the CG's discussion with the VIP.

(5) **Participants/POCs.** List attendees, including all from TRADOC, in descending order, senior official at top. Include grade, name, title, and organization. At the bottom, list POCs with primary responsibility for actions during the event. Include office telephone numbers to reach individuals during the event (including cellular and pager numbers). (See example at fig C-5.) E-mail the list to appropriate Command Group Office NLT 2 days prior to event and provide updates on participants as they occur. If the CG is attending, include a seating chart diagram of the meeting room (see fig 8-2). Do not provide the CG biographies of TRADOC personnel or other GOs that the CG knows or works with routinely.

(6) **Other Items of Interest.** In point paper format, include topics not on the itinerary, but which may occur should the opportunity present itself. Include tentative office calls and anticipated sidebar discussions. This tab should also include a list and biographical sketches of key attendees, any formal remarks, and the seating arrangement for the CG's table.

(7) **Social Schedule.** Include as required. If no social event, omit this tab.

(8) **Background Material.** Include other biographies, historical information, and other related documents (E-mail, articles, White Papers, etc). Also, include any additional papers with a distinct bearing on the purpose of the event involving the CG, but do not duplicate information contained in the primary brief.

(9) **Logistics.** Include transportation details (who, what, where, when, how) and billeting information for the CG. The OCG can provide this information.

(10) **Work Plan.** This tab contains a list of all AOs contributing to the RA, the IPR schedule, and the After Action Report, which the AO compiles the week following the event. The AO is the primarily user of this information, but it may be helpful when answering questions from the CG during IPRs or prebriefs.

READAHEAD GUIDANCE

HQ TRADOC FORM 30 and 31: What is the purpose of the CG's participation in the event, visit, or brief? The answers should address the following:
- Who is participating?
- What is TRADOC there to accomplish?
- When will the event take place?
- Where will it occur?
- Why is it important to the Nation, the Army, and TRADOC to do this and why now? (Specifics)

BLUF: Is this RA going to prepare the CG for the event? Will this RA ensure the CG is expert at representing TRADOC's position?
- Include only essential items, using key points the CG should know before the event.
- Ensure all pertinent issues are covered succinctly and to the point in the Overview.
- Do not delay submission pending GO or SES approval.
- CPG review of RA is for content and relevancy.
- The Overview must capture all salient points found in the remainder of the RA.
- Must include a ***Strategic Analysis*** with reference to points in following tabs in the RA (tabs are listed on the Table of Contents):
  -- Executive Overview ***(required)***
  -- Itinerary ***(required for visits, events)***
  -- Participants/Points of Contact ***(required)***
  -- Other items (*Put briefs here*)
  -- Social Schedule (*for social events only*)
  -- Background (*only topics directly relevant to the main issue or brief; include biography only if this is the first meeting with the CG*)
  -- Logistical Requirements (*not usually required; CG's office will develop*)
  -- Work Plan (*include only if this is a prep for a major event or conference, like Requirements Review Council or Association of United States Army*)

Figure C-1. Readahead guidance

Visit of General (R) Moring
30-31 January 2006

TABLE OF CONTENTS

Executive Overview	TAB A
Briefing	TAB B
Point Paper on Program Details	TAB C
Itinerary	TAB D
Participants/POCs	TAB E
Other Items of Interest	TAB F
Social Schedule	TAB G
Background Material	TAB H
General (R) Moring Biography	TAB H-1
AAR from Office Call (General Wilson and General Lewis)	TAB H-2
Logistical Requirements	TAB I
Work Plan	TAB J

Figure C-2. Readahead table of contents

EXECUTIVE OVERVIEW

Visit of General (R) Moring
30-31 January 2006

1. **GENERAL**. This provides an overview of the visit of General (R) Moring, Former French Army Chief of Staff.

2. **BACKGROUND.** This CSA-invited visit results from a meeting between French Army Chief of Staff and CSA on 20 April 2005 in the Pentagon. General (R) Moring led the French Army's transformation efforts. The visit focus is to share lessons learned. See Tab H.

3. **RECOMMENDATIONS**. Actions or comments the CG should consider:

a. Express that France is an important ally and close friend to the U.S. Army-to-Army relations, in particular, are excellent, as evidenced by French and American Soldiers serving together in DESERT STORM and in the Balkans.

b. Endorse the utility of maintaining the full-time liaison and exchange personnel within the French and U.S. Armies. Highlight the key role that the French Army Senior Liaison to TRADOC and the TRADOC Senior Liaison to French Army play in keeping TRADOC and CDES synchronized.

4. **STRATEGIC ANALYSIS**.

a. The French-U.S. Army liaison and exchange network remains robust and very beneficial.

b. The France/U.S. Army Staff Talks program, in existence since 1979, has 27 Staff Talks conducted to date. Staff Talks focus on doctrine, training and

Figure C-3. Readahead executive overview

education, materiel and equipment, and logistics. These areas facilitate an ongoing dialogue on transformation-related topics. The theme for the 2006 Staff Talks is "Future Warfighting in Military Operations in Urban Terrain by a Digitized and Reinforced Combined Arms Brigade."

5. **MOST SIGNIFICANT ISSUES.** Current U.S. objectives toward its relations with France:

a. Encourage a strong French defense; encourage close French-NATO cooperation; and to maintain a bilateral defense relationship designed to maximize common interests around the globe.

b. Since 1997, when the French military began its latest round of dramatic transformation, the French Army has shrank by almost half (Tab C).

6. **ATTENDEES/PARTICIPANTS.** Principal attendees are General (R) Moring (former Chief of Staff of the French Army and creator of French Rapid Reaction Forces), Colonel Millard (Army Attaché at French Embassy in Washington, D.C., and former French Liaison Officer to HQ TRADOC). See Tab E for all participants.

7. **DATE/TIME/PLACE**. Arrival 30 January 2006 at 1300, CG office call 1330-1430, DCG/CofS office call 1430-1445, roundtable discussion in the Command Conference Room 1500-1700, and CG-hosted dinner in the evening. Departure after a no-host breakfast on 31 January 2006 at 0900. See Tab D for detailed itinerary, and Tab G for social schedule.

As of: 12 Dec 05
Prepared: LTC Bos/5669
Approved: COL Letendre/5690

2

Figure C-3. Readahead executive overview (cont)

ITINERARY
IPR - THE MARS COLONY MISSION 2006

DATE/TIME	WHAT	WHERE	TAB
31 Dec 0500-0630	C21 Flight	LAFB to Kennedy Space Center	
0700-0745	Breakfast	KSC HQ Bldg Dining Facility	
0800-0930	NASA Project Status Overview	HQ Bldg, Rm 19	
0945-1030	OMB Budget Brief	HQ Bldg, Rm 21	
1045-1145	DOD Overview	HQ Bldg, Rm 21	
1200-1300	Working Lunch	HQ Bldg, Rm 46	
1300-1330	USAF Astronaut Selection Status	HQ Bldg, Rm 35	
1330-1430	Army Corps of Engineers Martian Facility Model	KSC Vehicle Assembly Bldg	
1445-1615	DOTMLPF Model Application	VTC Facility	
1615-1700(T)	Office Call with CINCSPACE	HQ Bldg, Rm 7	
1800- 1 Jan 0100	Social/Dinner	KSC Club	G
1 Jan 0130-0300	C21 Flight	KSC to LAFB	I

Figure C-4. Readahead itinerary

CG Trip
Vint Hill Farms Station
3 Nov 05

PARTICIPANTS

1. Video Teleconference - After Action Review and Lessons Learned (3 Nov/1600-1800):

LTG XXXXX	Commander	CAC
MG XXXXX	DCSOPS&T	TRADOC
BG XXXXX	Dep Comdt	CGSC
BG XXXXX	DCG, Futures	TRADOC

2. Leader Development (4 Nov/1130-1220):

LTG XXXXX	Commander	CAC
MG XXXXX	DCSOPS&T	TRADOC
BG XXXXX	Dep Comdt	CGSC
BG XXXXX	DCG, Futures	TRADOC

3. Video Teleconference - Integrating New Operational Environment into Training and Leader Development (4 Nov/1230-1345):

LTG XXXXX	Commander	CAC
MG XXXXX	DCSOPS&T	TRADOC
BG XXXXX	DCG, Futures	TRADOC
BG XXXXX	DCSPIL	TRADOC
BG XXXXX	Dep Comdt	CGSC

POCs/Phone Numbers

XO, Commander CAC, LTC XXX XXXXX, DSN XXX-XXXX, 913-XXX-XXXX

CGSC, Staff Group Leader POC, LTC XXX XXXXX, DSN 552-XXXX, 913-XXX-XXXX

Figure C-5. Readahead participants/POCs

Appendix D
Executive Summary Format

D-1. Procedures. Requests for EXSUMs are tasked IAW procedures in paragraph 2-8, above.

D-2. Format. See figure D-1 for internal format. Figure D-2 shows external EXSUM format (for higher headquarters).

a. Do not exceed 15 lines. Use Courier or Courier New 14 font unless tasking office directs otherwise.

b. In the first sentence, state reason for EXSUM. Do not use or refer to attachments in the EXSUM. Spell out all acronyms when first used.

```
                                                    6 AUG xx

(U) UNIT PHYSICAL FITNESS.  Considerable resources are
programmed in the future budget years, all designed to
improve the overall health and lifestyle of our
Soldiers and their families.  The Program stresses a
total approach concept and is not limited to strict
conditioning.  Too often, commanders fall into the trap
of competing with one another on how far or fast their
unit can run.  While running is an integral part of
fitness, it is not the only element.  It is not the
Army's intent to measure fitness by 9-mile runs in 90
minutes.  Fitness is measured by overall health of
command.  The new Soldier Physical Fitness Center at
Fort Benning, GA, is the proponent.  Graduates will
provide commanders technical fitness expertise.
PROVIDE MEMO___________

                                        MAJ Sample/ATTG-I/1234
                                        APPROVED BY ___________
```

Figure D-1. Internal EXSUM format

c. Type "PROVIDE MEMO_____" after last sentence. Recipient will check here if more information is desired in memo format.

d. Right justify name of AO/office symbol/telephone number two lines below the last line (internal format only).

e. Type "APPROVED BY_____" on line below AO name. Chiefs/deputies of general and special staff offices and installation command groups will forward EXSUMs, via E-mail, to the CG (and the CG's XO) or DCG/CofS (and the DCG/CofS's XO). Provide CC to TRADOC SGS to ensure tracking system is updated.

```
Sir,

EXSUM below responds to your question in 6 Aug 04
E-mail, subject:  Unit Physical Fitness, "Tell me about
the program."

V/R,
John

                                                  6 AUG xx

(U) UNIT PHYSICAL FITNESS.  Considerable resources are
programmed in the future budget years, all designed to
improve the overall health and lifestyle of our
Soldiers and their families.  The Program stresses a
total approach concept and is not limited to strict
conditioning.  Too often, commanders fall into the trap
of competing with one another on how far or fast their
unit can run.  While running is an integral part of
fitness, it is not the only element.  It is not the
Army's intent to measure fitness by 9-mile runs in 90
minutes.  Fitness is measured by overall health of
command.  The new Soldier Physical Fitness Center at
Fort Benning, GA, is the proponent.  Graduates will
provide commanders technical fitness expertise.
PROVIDE MEMO__________
```

Figure D-2. External EXSUM format (from Command Group to higher headquarters)

Appendix E
Decision Memorandum Format

E-1. General. AR 25-50 directs the use of 1-inch margins for the informal memorandum. Use TRADOC standard Courier 12 or Courier New 12. When read, the memorandum should represent the complete situation without reference to enclosures. Summarize issues and reserve enclosures for a detailed analysis or explanation of the summary presented in the memorandum. Identify enclosures contained at tabs in the body of the decision memorandum. See figure E-1 for a sample decision memorandum. Note that a HQ TRADOC Form 30 or 31, as appropriate, is required when submitting decision memorandums to the Command Group. It is an important transmittal and tracking document. Keep information in the HQ TRADOC Form 30 or 31 brief, with a purpose statement, short background summary, and coordination.

E-2. Format.

a. Office symbol. Type the office symbol of the proponent office at the left margin, one inch below the top of the page.

b. Date. Type or stamp the date of the decision memorandum at the right margin on the same line as the office symbol.

c. Address. Address the decision memorandum FOR the person making the decision. Include appropriate members of the chain of command on the THRU lines. As a minimum, actions for the Commander, TRADOC, will go THRU the DCG/CofS.

d. Paragraph 1, Decision. Paragraph 1 states: For DECISION.

e. Paragraph 2, Purpose. In one concise sentence state the action to be taken (for example, "To gain CG approval of the issues developed at the TRADOC Commanders' Conference held at Fort Monroe, 23-24 January 2006").

f. Paragraph 3, Recommendation(s). This paragraph contains specific recommendations; for example, "CG sign the enclosed memorandum at Tab A1." Under each recommendation type:

APPROVED_____ DISAPPROVED_____ SEE ME_____

g. Paragraph 4, Background and Discussion. This paragraph explains the origin of the action, conveys assumptions and facts necessary to understand the recommendation, and lists/assesses the alternatives considered. Present facts as a chronological summary of actions or events leading to or bearing on the issue. Assess the alternatives considered for the decision in terms of advantages and disadvantages. Include documents that support the recommendation as enclosures at tabs. Summarize their key points in the decision memorandum.

h. Paragraph 5, Impact. This paragraph indicates impact of the recommended decision. A staff action may have an impact on personnel, equipment, funding, stationing, etc. Identify individuals or organizations the recommendation impacts, and to what extent. If none, state "No impact."

i. Paragraph 6, Coordination. This paragraph indicates with whom and when the action was staffed. Prepare each line as follows:

ORG_____CONCUR/NONCONCUR _____DATE

Indicate concurrence/nonconcurrence by lining through the word that does not apply. Type or write the rank, name, and title of the individual that gave the feedback on the blank to the left of CONCUR/NONCONCUR. Type or write the date the individual provided feedback in the blank before DATE.

j. Paragraph 7, Point of Contact. Include POC, name/rank, title, and telephone number.

k. Second page. If a decision memorandum is longer than one page, at the top of all continuation pages, type the office symbol at the left margin, 1 inch from the top edge of the paper, and the subject line on the next line below the office symbol. Begin typing the text on the third line below the subject phrase.

OFC SYMBOL 10 January 2006

MEMORANDUM THRU Chief of Staff

FOR CG

SUBJECT: Decision Memorandum Format

1. For DECISION.

2. PURPOSE. To obtain…

3. RECOMMENDATION(S). CG sign memorandum at Tab A1.

APPROVED_____ DISAPPROVED_____ SEE ME_____

4. BACKGROUND.

5. DISCUSSION.

a. Course of Action (COA) 1: (Advantages/Disadvantages)

b. COA 2: (Advantages/Disadvantages)

c. COA 3: (Advantages/Disadvantages)

6. IMPACT.

7. COORDINATION.

DCSRM_____CONCUR/NONCONCUR_____DATE
DCSPIL_____CONCUR/NONCONCUR_____DATE

8. POC for this action is (name, agency/activity, xxx-xxxx).

Encl

XXXX X. XXXXXXX
Major General, GS
XXXX XXXXX

Figure E-1. Sample decision memorandum

Appendix F
HQ TRADOC Forms 30 and 31

F-1. Completing the forms. Use HQ TRADOC Form 30 for DCG/CofS correspondence (see sample at fig F-1) and HQ TRADOC Form 31 for CG correspondence (see sample at fig F-2). General instructions follow:

a. CONTROL: Enter CATS control number (CSXXXXXX) if responding to a Command Group suspense; otherwise, leave blank. The CGAC assigns ES number upon arrival for self-generated actions.

b. CLASS: Enter classification of highest classified document included with the HQ TRADOC Form 30. Indicate if the form may be declassified once classified enclosures are separated.

c. SUSPENSE DATE:

(1) For DCG/CofS correspondence, enter CATS suspense date or external suspense date, if applicable, on HQ TRADOC Form 30. If suspense date is extended, show only the most recent suspense date in this block.

(2) For CG correspondence, enter only the external suspense date to higher headquarters on HQ TRADOC Form 31. Enter NA if no external suspense date or action is self-generated.

d. SUBJECT: Enter subject. Use the same subject from the CATS tasking document, to include ECC control numbers, if applicable, when responding to a Command Group suspense.

e. ACTION OFFICE SYMBOL: Enter action office and office symbol (for example, DCSRM/ATMR-M).

f. INFORMATION/ASSIST: Enter AO name, rank, and telephone number; for example, POC at subordinate activity or other HQ staff office that has additional information.

g. AO NAME/TELEPHONE NUMBER: Enter AO rank, name, and telephone extension.

h. Indicate action requested; that is, signature, approval, or information.

i. Mark Y or N (yes or no) for resource impact. If yes, explain the resource impact (manpower, dollars, or environmental) in the summary. See paragraph 2-10f.

j. Mark Y or N (yes or no) for RC impact. If there is RC impact, coordinate the action with the DCG(USAR)/DCG(ARNG) and explain in summary. See paragraph 2-10f.

k. No marking is required to indicate approval authority route. Leave blank spaces to allow maximum room for appropriate individual to initial and date.

l. HQ TRADOC Forms 30 and 31 will contain these parts in order:

(1) PURPOSE. In one concise sentence, state purpose of the action. Below are sample purpose statements.

(a) Item for signature: "CG sign memorandum (Tab A) to MG White approving proposed Ranger training for Reserve Officer Training Corps cadets as requested by Commander, AAC (Tab B)."

(b) Item for approval: "DCG/CofS approve publication of revised TRADOC Regulation 25-35, Preparing and Publishing United States Army Training and Doctrine Command (TRADOC) Administrative Publications (Tab A)."

(c) Item of information: "Update DCG/CofS on status of Armored Gun System (AGS) Program."

(d) Item of information (RA): "Prepare CG for visit of MG Sakal, Commander of Israeli Ground Forces, on 13 Nov 06."

(2) RECOMMENDATION (optional). State recommended action only if different from purpose; for example, if purpose provides recommendations on a site for a conference, recommendation block would indicate the preferred choice.

(3) SUMMARY.

(a) Write a succinct background of the subject, explaining tabs in appropriate order (Tab C, Tab D, Tab E, etc.).

(b) If resource or RC impact(s), include a paragraph describing impact(s) in the summary.

(c) Include any special administrative instructions immediately before coordination.

(4) COORDINATION. Coordinate the action prior to forwarding to the Command Group. Directors must sign in the "Approval/Release" block before releasing for coordination. The office chief or designated representative of office coordinated with indicates completed coordination by entering rank, last name, position, and date; for example, DCSRM COL Sample, Chief of Operations, CONCUR 24 Mar 06, or DCSPIL COL Good, ADCSPIL, NONCONCUR 7 Apr 06 (Tab D), or SJA COL Pete, Mil Law Off, CONCUR WITH COMMENTS 6 Apr 06 (Tab E). On rare occasions, when coordination is not required, state "Coordination: Not required." (See para 2-11.)

m. APPROVAL/RELEASE: Enter grade, last name, initials, and date of approving officials. The DCS, or designated representative, must complete this block on all actions.

n. APPROVAL AUTHORITY USE ONLY: This block is reserved for the designated approval authority within the Command Group.

F-2. **Assembling the action.** Refer to figure 7-1 for assembling the staff action in the proper order.

TRANSMITTAL, ACTION AND CONTROL

(For use of this form, see TRADOC Regulation 1-11; the proponent is SGS)

CATS CONTROL NUMBER:	CLASS:	SUSPENSE DATE:
CS100000	UNCLAS	12 Jul 06

SUBJECT: Completing a Form 30

ACTION OFFICE/SYMBOL:	INFORMATION/ASSIST:	ACT OFF NAME/PHONE NUMBER:
SGS/ATCS-X		MAJ Sample/2684

___SIGNATURE ___APPROVAL ___INFORMATION ___RESOURCE IMPACT(Y/N) ___RC IMPACT(Y/N)

_____SACO _____C, SAD _____SGS _____CSM _____XO _____ACofS _____DCG/CofS

PURPOSE:
In one concise sentence, state action to be taken; for example, DCG/CofS sign memorandum (TAB A) to BG Brown nonconcurring with his proposed changes to FM XX-X (TAB B).

RECOMMENDATION: State recommended action only if different from the purpose; for example, if purpose was to provide recommendations on a conference site, recommendation paragraph would indicate the preferred choice. Normally, Form 30s do not have a recommendation.

SUMMARY:
1. Write a succinct background of subject.
2. Explain tabs in order.
3. Explain resource/RC impact, as appropriate.
4. Keep information to one page.
5. Any special administrative instructions should be included immediately before coordination.

COORDINATION:

1. Enter office, rank, last name, duty title, concur/nonconcur, and date.
2. State "Coordination not required" if appropriate.

APPROVAL/RELEASE

	NAME	INITIAL	DATE		NAME	INITIAL	DATE
BRANCH:				ADCS:			
DIRECTORATE:				DCS/OFC CHIEF:			

APPROVAL AUTHORITY USE ONLY DCG/CofS APPROVAL-DISAPPROVAL-NOTED

HQ TRADOC FORM 30-R-E, Jul 06 Edition of Dec 04 is obsolete 8.5 x 11

Figure F-1. Sample HQ TRADOC Form 30

TRANSMITTAL, ACTION AND CONTROL (TRADOC CG)
(For use of this form, see TRADOC Regulation 1-11; the proponent is SGS)

EXPEDITE FOR COORDINATION AND STAFFING FOR TRADOC CG

CATS CONTROL NUMBER:	CLASS:	EXTERNAL SUSPENSE DATE:
CG100100	UNCLAS	7 Jul 06

SUBJECT: Completing a Form 31 for TRADOC CG

ACTION OFFICE/SYMBOL:	INFORMATION/ASSIST:	ACT OFF NAME/PHONE NUMBER:
ITD, ODCSOPS&T/ATTG-I		Mrs. Dunn/4333

_X_SIGNATURE ___APPROVAL ___INFORMATION ___RESOURCE IMPACT(Y/N) ___RC IMPACT(Y/N)

___SACO ___C, SAD ___SGS ___CSM ___XO ___ACofS ___DCG/CofS ___CPG ___CG, XO _X_CG

PURPOSE: In one concise sentence, state action to be taken; for example, CG sign memorandum (TAB A) to MG White approving proposed Ranger training for ROTC cadets as requested by Cdr, AAC (TAB B).

RECOMMENDATION: State recommended action only if different from the purpose; for example, if purpose was to provide recommendations on a conference site, recommendation paragraph would indicate the preferred choice. Normally, a Form 31 will not include a recommendation.

SUMMARY:
1. Write a succinct background of subject.
2. Explain tabs in order.
3. Explain resource/RC impact, as appropriate.
4. Keep information to one page.
5. Any special administrative instructions should be included immediately before coordination.

COORDINATION:

1. Enter office, rank, last name, duty title, concur/nonconcur, and date.
2. State "Coordination not required" if appropriate.

APPROVAL/RELEASE

	NAME	INITIAL	DATE		NAME	INITIAL	DATE
BRANCH:				ADCS:	Mr. Jones		
DIRECTORATE:	COL Smith			DCS/OFC CHIEF:	MG Right		

APPROVAL AUTHORITY USE ONLY CG APPROVAL-DISAPPROVAL-NOTED

EXPEDITE FOR COORDINATION AND STAFFING FOR TRADOC CG

HQ TRADOC FORM 31-R-E, Jul 06 Edition of Dec 04 is obsolete 8.5 x 11

Figure F-2. Sample HQ TRADOC Form 31

Appendix G
Zone Improvement Plan (ZIP)+4 Address Format

G-1. Mandatory lines of address. An address must contain three mandatory lines (DOD activity name line; delivery address line; and city, state, and ZIP code line), but may include up to five lines. The USPS limits the DOD activity name line to 48 characters, to include spaces. Use of abbreviated DOD activity names is authorized, however, ensure the abbreviated name is clear and understandable to all parties concerned. The address, as it will appear in the USPS National ZIP Code Directory, will include the DOD activity name, delivery address, and ZIP code. An example of a three-line address is shown in figure G-1.

OFFICE OF THE SECRETARY OF THE ARMY
101 ARMY PENTAGON
WASHINGTON DC 20310-0101

Figure G-1. Example of a three-line ZIP+4 address

G-2. Optional lines of address. The two additional lines are optional and MUST appear above the mandatory three lines:

1st line: Office name line *(OPTIONAL)*
2d line: ATTN line (individual's name, office symbol) *(OPTIONAL)*
3d line: DOD activity name line *(MANDATORY)*
4th line: Delivery address line *(MANDATORY)*
5th line: City, state, ZIP code *(MANDATORY)*

Format the mailing address with a uniform left margin, with all characters typed or machine printed in UPPERCASE letters. The USPS automation equipment cannot read hand printing and rubber stamps; therefore they are not authorized. Leave all punctuation out of the address format, except for the hyphen in the ZIP code. *NOTE:* Allow only one space between state and ZIP code.

Appendix H
Schedule of Special/Ethnic Observances and Recurring Events

HQ TRADOC & Fort Monroe Special/Ethnic Observances						
			Staff Lead			
	Event	Date	2006	2007	2008	2009
1	**Dr. Martin Luther King Birthday Observance**	Jan	DCSINT & CIO	DCSINT & CIO	DCSINT & CIO	DCSINT & CIO
2	**African American History Month**	Feb	DCSPIL	DCSPIL	DCSPIL	DCSPIL
3	**Women's History Month**	Mar	ARCIC	ARCIC	ARCIC	ARCIC
4	**Holocaust Remembrance Day**	Apr	USAAC	USAAC	USAAC	USAAC
5	**Asian Pacific Heritage Month**	May	DCSRM	DCSRM	DCSRM	DCSRM
6	**Women's Equality Day**	Aug	POST HQ	POST HQ	POST HQ	POST HQ
7	**Hispanic Heritage Month**	Sep	CADET COMMAND	CADET COMMAND	CADET COMMAND	CADET COMMAND
8	**Native American Heritage Month**	Nov	DCSOPS&T	DCSOPS&T	DCSOPS&T	DCSOPS&T
Send Comments or Questions to the TRADOC/INSTALLATION EO OFFICE						

Other HQ TRADOC & Fort Monroe Recurring Events						
			Staff Lead			
	Event	Date	2006	2007	2008	2009
1	**Army Emergency Relief (AER) ***	May	POST HQ	POST HQ	POST HQ	POST HQ
2	**HQ TRADOC Organization Day** (Responsibility rotates between ARCIC, DCSOPS&T, & DCSRM)	Jun	DCSRM	ARCIC	DCSOPS&T	DCSRM
3	**Savings Bond Campaign ***	Jun	POST HQ	POST HQ	POST HQ	POST HQ
4	**NCO/Soldier of the Year Competition**	Aug	DCSPIL	DCSPIL	DCSPIL	DCSPIL
5	**POW/MIA Recognition Day**	Sep	POST HQ	POST HQ	POST HQ	POST HQ
6	**Combined Federal Campaign (CFC) *** **NOTE:** *When TRADOC CG serves as Honorary Chairman, DCSPIL is assigned oversight & intraservice coordination responsibilities.*	Sep-Nov	POST HQ	POST HQ	POST HQ	POST HQ
7	**National Disabilities Month**	Oct	POST HQ	POST HQ	POST HQ	POST HQ
***DCSRM is the HQ TRADOC staff POC for Post-hosted events 1 and 3. DCSPIL is the HQ TRADOC staff POC for event 6.**						
Send Comments or Questions to the SGS						

Updated as of Apr 06

Glossary

ACofS	Assistant Chief of Staff
ADCS	Assistant Deputy Chief of Staff
AKO	Army Knowledge Online
AMHS	Automated Message Handling System
AO	action officer
APD	Army Publishing Directorate
AR	Army Regulation
ARCIC	Army Capabilities Integration Center
ARNG	Army National Guard
BCC	blind courtesy copy
BLUF	bottom line up front
CAO	Congressional Activities Office
CATS	Command Action Tracking System
CC	courtesy copy
CCR	Command Conference Room
CD	compact disk
CG	Commanding General
CGAC	Command Group Actions Center
CIO	Chief Information Officer
COA	course of action
CofS	Chief of Staff
CPAC	Civilian Personnel Advisory Center
CPG	Commander's Planning Group

CS	Chief of Staff CATS Control Number Prefix
CSA	Chief of Staff, U.S. Army
CSM	Command Sergeant Major
CTO	Central Tasking Office
DCG/CofS	Deputy Commanding General/Chief of Staff
DCG, ARNG	Deputy Commanding General, Army National Guard
DCG, USAR	Deputy Commanding General, U.S. Army Reserve
DCG(IMT)	Deputy Commanding General Initial Military Training
DCS	Deputy Chief of Staff
DCSINT	Deputy Chief of Staff for Intelligence
DCSOPS&T	Deputy Chief of Staff for Operations and Training
DCSPIL	Deputy Chief of Staff for Personnel, Infrastructure and Logistics
DCSRM	Deputy Chief of Staff for Resource Management
DMS	Defense Message System
DOD	Department of Defense
DOIM	Director of Information Management
DRM	Directorate of Resource Management
DTG	date time group
DVTC	desktop video teleconference
ECC	Executive Communications and Control
EEO	Equal Employment Opportunity
EEOO	Equal Employment Opportunity Officer
EO	Equal Opportunity

EOC	Emergency Operations Center
ES	External Suspense (CATS Control Number Prefix)
ESD	Executive Services Division
EXSUM	Executive Summary
FAX	facsimile
FORSCOM	U.S. Army Forces Command
FTP	file transfer protocol
GO	general officer
HQDA	Headquarters, Department of the Army
HQ	Headquarters
IAW	in accordance with
IPR	In Process Review
M&D	Mail and Distribution
MAML	Message Address and Mailing List
milair	military aircraft
MS	Microsoft
MSC	major subordinate command
NCO	noncommissioned officer
NLT	not later than
OCG	Office of the Commanding General
OCONUS	outside continental United States
OMM	Official Mail Manager
OMRD	Operations, Mobilization, and Readiness Directorate

OPR	office of primary responsibility
OSGS	Office of the Secretary of the General Staff
PAB	Personal Address Book
PAO	Public Affairs Office
POC	point of contact
RA	readahead
RC	Reserve Component
RMDA	Records Management and Declassification Agency
SA	Secretary of the Army
SACO	Staff Action Control Officer
SAD	Staff Actions Division
SCI	Sensitive Compartmented Information
SCIF	Sensitive Compartmented Information Facility
SES	Senior Executive Service
SGS	Secretary of the General Staff
SJA	Staff Judge Advocate
SME	subject matter expert
SOOB	Staff Officer Orientation Briefing
SSO	Special Security Office
STRATCOM	Strategic Communications
TASKORD	Tasking Order
TRADOC	U.S. Army Training and Doctrine Command
TMAC	TRADOC Master Activities Calendar
TDY	temporary duty travel

USAR	U.S. Army Reserve
USPS	United States Postal Service
VCSA	Vice Chief of Staff, U.S. Army
VGT	viewgraph transparency
VIP	very important person
VTC	video teleconference
XO	Executive Officer
ZIP	Zone Improvement Plan

FOR THE COMMANDER:

OFFICIAL:

THOMAS F. METZ
Lieutenant General, U.S. Army
Deputy Commanding General/
Chief of Staff

/S/
RANDALL L. MACKEY
Colonel, U.S. Army
Chief Information Officer

TRANSMITTAL, ACTION AND CONTROL

(For use of this form, see TRADOC Regulation 1-11; the proponent is SGS)

CATS CONTROL NUMBER:	CLASS:	SUSPENSE DATE:
SUBJECT:		
ACTION OFFICE/SYMBOL:	INFORMATION/ASSIST:	ACT OFF NAME/PHONE NUMBER:

___SIGNATURE ___APPROVAL ___INFORMATION ___RESOURCE IMPACT(Y/N) ___RC IMPACT(Y/N)

_____SACO _____C, SAD _____SGS _____CSM _____XO _____ACofS _____DCG/CofS

APPROVAL/RELEASE

	NAME	INITIAL	DATE		NAME	INITIAL	DATE
BRANCH:				ADCS:			
DIRECTORATE:				DCS/OFC CHIEF:			

APPROVAL AUTHORITY USE ONLY DCG/CofS APPROVAL-DISAPPROVAL-NOTED

TRANSMITTAL, ACTION AND CONTROL (TRADOC CG)

(For use of this form, see TRADOC Regulation 1-11; the proponent is SGS)

EXPEDITE FOR COORDINATION AND STAFFING FOR TRADOC CG

CATS CONTROL NUMBER:	CLASS:	EXTERNAL SUSPENSE DATE:
SUBJECT:		
ACTION OFFICE/SYMBOL:	INFORMATION/ASSIST:	ACT OFF NAME/PHONE NUMBER:

___SIGNATURE ___APPROVAL ___INFORMATION ___RESOURCE IMPACT(Y/N) ___RC IMPACT(Y/N)

___SACO ___C, SAD ___SGS ___CSM ___XO ___ACofS ___DCG/CofS ___CPG ___CG, XO ___CG

APPROVAL/RELEASE

	NAME	INITIAL	DATE		NAME	INITIAL	DATE
BRANCH:				ADCS:			
DIRECTORATE:				DCS/OFC CHIEF:			

APPROVAL AUTHORITY USE ONLY CG APPROVAL-DISAPPROVAL-NOTED

EXPEDITE FOR COORDINATION AND STAFFING FOR TRADOC CG