

DEPARTMENT OF THE ARMY
HEADQUARTERS, UNITED STATES ARMY MATERIEL COMMAND
5001 EISENHOWER AVENUE, ALEXANDRIA, VA 22333-0001

AMC MEMORANDUM
NO. 1-2

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Administration

STAFF PROCEDURES

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*This memorandum supersedes AMC-M 1-2 dated 27 January 1999 and all changes.

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CHAPTER 1

BASIC STAFF PRINCIPLES AND PRACTICES

1-1. **Purpose.** This memorandum serves the following purposes:

- a. Contains selected approved policies and practices for staff operations and administrative procedures of Headquarters U.S. Army Materiel Command (HQ AMC).
- b. Provides instructions on the preparation of correspondence used within HQ AMC and collocated activities. General guidance on preparing correspondence is found in AR 25-50, Preparing and Managing Correspondence, 3 Jun 02.
- c. Applies to HQ AMC and collocated activities, to include subordinate activities reporting directly to HQ AMC.

1-2. **Definitions.**

- a. **Command Group:** The Commanding General (CG), Deputy Commanding General (DCG), Chief of Staff (CS), Command Sergeant Major (CSM), and the Executive Deputy to the Commanding General.
- b. **G Staff/Special Staff:** A person holding a position having staff responsibility for specific functions within HQ AMC.
- c. **Action Office:** A division or separate office staff activity or a subordinate activity collocated at HQ AMC.
- d. **Staff Action Officer:** An individual assigned responsibility for the actual performance of specific staff work.
- e. **Staff Action Control Officer (SACO):** An individual assigned to the Office of the Secretary of the General Staff (SGS) who is responsible for ensuring that actions are expeditiously routed through the Command Group, and that they are easily traceable throughout the process.

1-3. **References.**

- a. AR 25-50, Preparing and Managing Correspondence, 3 Jun 02.
- b. DA Pamphlet 600-67, Effective Writing for Army Leaders, 2 Jun 86.
- c. United States Government Printing Office (GPO) Style Manual, Mar 84.

d. The Plain English Approach to Business Writing, Edward P. Bailey, Jr., Oxford University Press, copyright 1990.

e. AR 25-55, Department of the Army Freedom of Information Act Program, 10 Jan 90.

f. U.S. Army Information Systems Command AMC Telecommunications Center Message Preparation Supplement for Optical Character Recognition Equipment (OCRE) Desk Top Guide, Mar 88.

g. Special Security Command, U.S. Army Materiel Command, Privacy Communication Eyes Only Backchannel EO Preparation Guide, 1 Apr 86.

h. AR 25-30, The Army Integrated Publishing and Printing Program, 28 Feb 89.

i. AMC Circular No. 105-1, Address Indicator Group, 1 Aug 96.

1-4. **Responsibilities.** The Executive Officer (XO)/designated Administrative Officer for each office will:

a. Ensure employees within your office comply with the provisions of this memorandum and the references listed above.

b. Ensure essentiality, timeliness, organization, correctness, and clarity of correspondence originating within their office.

c. Ensure packets are coordinated, contain the proper security classification, and follow correct packaging procedures.

d. Meet assigned suspense dates in order to allow approving officials a reasonable amount of time for review or signature.

1-5. **Staff Action Control Officer responsibilities (SACO):**

a. Originating actions.

b. Coordinating actions thoroughly to include higher, lower, and adjacent headquarters.

c. Staffing actions within his/her own office.

d. Presenting only quality correspondence/action (format, grammar, etc.) for Command Group signature.

e. Proper packaging of correspondence/action prior to submission to the Command Group.

f. Ensuring completion of action, from origination to distribution, on time.

1-6. Staff relationships.

a. The CS, HQ AMC, is responsible for directing and coordinating staff efforts on behalf of the Command Group.

b. The Office of the SGS, HQ AMC, maintains liaison with G Staff/Special Staff offices to ensure that staff actions received are timely, properly packaged, responsive, respond to the Command Group's requirement, and that correspondence is in the correct format and is grammatically correct.

c. All actions will process through the Office of the SGS prior to submission to the Command Group.

CHAPTER 2

SUSPENSE, CONTROL AND TASKING OWNERSHIP

2-1. **Suspense control.**

a. Procedures for suspense controls.

(1) The Office of the SGS assigns and manages Command Group suspenses using AMC Form 356-R-E, AMC Control and Routing Slip (Appendix A) and the automated Suspense/Document Control System.

(2) The SACO will task same day suspenses telephonically, fax, or hand-carry them to the XO/designated Administrative Officer of the office responsible for the action. The SACO will assign the action an SGS case number and enter the suspense into the Suspense/Document Control System.

(3) The SACO will task routine suspenses to the responsible office, assigning an SGS case number and entering them into the Suspense/Document Control System prior to routing to the G Staff/Special Staff Office through normal distribution.

(4) The XO/designated Administrative Officer will monitor all suspenses to ensure timely completion of all actions.

(5) All actions forwarded to the Command Group in response to a tasker must include the original SGS case number. (This helps to ensure prompt tracking and closure of the assigned task.) These actions include, but are not limited to, signature documents, Daily Information Summaries (DISUMs), and e-mails.

(6) All suspense dates remain firm unless the staff XO/Director requests an extension or cancellation of a suspense with a valid explanation to the appropriate SACO before the due date. The SGS will review all requests for extension and send to the Assistant Chief of Staff for approval. The staff deputy/principal will request subsequent extensions for approval to the Assistant Chief of Staff using the same method outlined above. The staff principal will base requests for extensions on merit and nonavailability of data or delays in reports or meetings. The nonavailability of the action officer is not a satisfactory reason for granting an extension.

(7) Suspenses for taskers issued during meetings begin immediately, not when the SACO places them into the Document/Suspense Control System. The assumption is that the person representing the G Staff/Special Staff received the requirement and will take appropriate action. In most cases, a formal tasker from the SGS Office will follow. In cases when SGS representative is not present, the tasked office will notify the SGS of the requirement so that an official action can be generated.

a. Interim Replies. When a final reply cannot be made by the suspense date and the tasking office insists on a response by the suspense date, the staff principal will submit an interim reply prior to the designated suspense date. Give the current status and the plan of action to complete the tasker. An interim reply will designate the date the staff principal will submit a final reply. The new suspense date will reflect that final reply designation.

(8) Suspense Reports:

a. G Staff/Special Staff can print suspense reports using the Suspense/ Document Control System.

b. The SGS provides a list of overdue suspenses to the CS as required.

(9) Taskings received from the Department of the Army Secretariat or other Higher Headquarters: There are taskings to this headquarters that are not coming through the Command Group or the Secretary of the General Staff. G Staff/Special Staff are not to accept direct taskings from the DA Secretariat or other Higher Headquarters unless the task has come through Headquarters AMC SGS. This applies to hardcopy, e-mail and/or telephonic taskings. If in receipt of such a tasking, refer it to the SGS to ensure it is properly controlled, staffed, coordinated and the appropriate Command Group signatures have been obtained. In the event of a short notice telephonic request, the recipient of the tasking must notify the Command Group immediately.

2-2. Suspense ownership.

a. When an office receives a perceived "misrouted" suspense, the first step for resolution is at the action officer level. If the action officers cannot agree on the ownership, the appropriate XOs/designated Administrative Officers will resolve the issue. Transferring a suspense to another office requires the XO/designated Administrative Officer from the receiving office to notify the appropriate SACO of the transfer.

b. If the staff elements cannot resolve ownership of the suspense, the XOs/designated Administrative Officer with the original tasking will refer the action back to the SACO stating that ownership cannot be agreed upon within two working days. At that time, the action will pass from the XOs/designated Administrative Officers to the SGS for decision. After consulting with the appropriate parties, the SGS will make a decision as to who has responsibility for the tasking. However, requests for reassignment will not normally receive favorably consideration if presented to the SGS in an untimely manner.

c. Taskers to MSCs are normally passed through an appropriate staff directorate with subject matter oversight. MSCs respond through that lead staff element to the SGS and ultimately the Command Group. Direct MSC taskings by the SGS will be by exception, when staff involvement is not required.

d. Headquarters, U.S. Army Materiel Command staff sections can directly coordinate

with MSCs for requirements. However, you must staff these actions through the MSC/SRA's SGS to ensure a timely reply and command awareness.

2-3. Standards. The percent of open actions that are late should not exceed 10 percent. The SGS will publish a weekly rollup of outstanding actions by staff section showing items that are pending and late. This information will be briefed at the Commanding General's Staff Meeting each week.

CHAPTER 3

SUBMISSION OF PAPERS TO THE COMMAND GROUP

3-1. General guidance.

- a. Submit outgoing correspondence, requiring Command Group approval, at least 3 workdays prior to date correspondence needs to be dispatched in order to meet external suspense dates.
- b. Legible handwritten responses may be used to answer internal correspondence.
- c. Refer matters of major importance immediately to the CS. Give priority to Command Group special interest items.
- d. Route all actions requiring Command Group action through the Office of the SGS -- NO EXCEPTIONS! It is imperative that staff principal do not directly present correspondence for signature during office visit meetings, office calls, or at other times.
- e. Do not date correspondence prepared for Command Group signature. The Command Group will date the correspondence after it has been signed.

3-2. Preparation of correspondence.

- a. When preparing correspondence for the Command Group, use the guidance listed below:
 - (1) Correspondence Quality Control List (Appendix D).
 - (2) Examples of correspondence, to include:
 - (a) Memorandums (Appendix E).
 - (b) Letters (Appendix F).
 - (c) Star Notes (Appendix G).
 - (d) Staff Papers -- Information Papers and Trip Papers (Appendix I).
 - (e) Daily Information Summary (DISUM) Format (Appendix B).
- b. The Office of the SGS will update appendixes to this memorandum as information changes or additional information becomes available. SGS will notify Executive Officer's (XO's) of any changes.

3-3. Packaging of Command Group correspondence from DCSs.

- a. Do not put correspondence in a folder.
- b. Tab correspondence appropriately. We encourage Post-It indicators (tabs) to reduce packet size.
 - (1) Top page of packet will be the AMC Form 356-R-E, AMC Control and Routing Slip.
 - (2) Next under, tab multiple documents for signature and approval as Tab X, Tab X-1, Tab X-2, etc., placing these tabs on the lower portion of the document adjacent to the signature block. Include all enclosures to signature items; however, if there are multiple packets for signature, all enclosing the same documents, only the first item for signature will include the enclosures. Post-It indicators, (tabs) placed appropriately, are preferred to labeling blank pages using the DA Label 116, Signature or Initials Marker.
 - (3) Place the original tasking document at TAB A and subsequent supporting documents which need review by the Command Group at TAB B, TAB C, etc. Simplify the packaging. Minimize the packet by removing extraneous items. Summarize information on the AMC Form 356-R-E, the AMC Control and Routing Slip, concisely and with clarity. Ensure that tabs identified on the AMC Form 356-R-E are consistent with the packet.
 - (4) If background information is bulky/detailed, remove the bulky material and define it on the AMC Form 356-R-E. Include a statement on the AMC Form 356-R-E stating that the documents are available upon request.
- c. Do not include office file copies.
- d. Use two document fasteners (clam clips) or binder clips to hold packets together. Do not use paper clips. It is permissible to staple packets for information only. DO NOT staple packets containing papers requiring Command Group signature, or approval.

3-4. Coordination.

- a. Accomplish all coordination prior to submitting actions to the Office of the SGS. Coordination is mandatory on all AMC Forms 356-R-E, AMC Control and Routing Slips. The action officer will ensure the annotation of each individual's typewritten or printed name, the date, and the initials or signature of each individual are on the AMC Control and Routing Slip.
- b. Coordinate all actions pertaining to DA staff or policy actions with the DA proponent office prior to submission for Command Group signature. The staff principal must exercise judgment to ensure that informal coordination does not presume CG, DCG or CS decision or position. Avoid implying the personal review of an agency head unless that official actually conducts the review. The action officers will furnish their name, rank, and office symbol when coordinating on an action.

c. Coordination and comments will show positions only, not personal opinions. Resolve nonconcurrences whenever possible before forwarding a staff action through the office of the SGS to the Command Group. Should an unresolvable nonconcurrency take place, the nonconcurring staff office is responsible for including a Statement of Nonconcurrency in the packet (Appendix A-7). If the originating office does not agree with the nonconcurrency, the originator will prepare a Reconsideration of Nonconcurrency (Appendix A-8).

d. Concurrences will not be assumed. If no response is received or an extension is required, initiate follow-up telephonically to verify the office's position (concur or nonconcur). A line-thru is not an indication of concurrence or nonconcurrency unless the individual lining through specifically indicates so in writing.

e. Terms such as "noted" or "no staff interest" will not be used on final action papers, except by the Office of the Inspector General or other special staff agencies who have reason to "note" actions. If an office does not have interest in the action, it should be determined in the early stages of coordination.

f. Coordinate all correspondence, visits, meetings and telephonic conversations, from and to Members of Congress and their Staff, through the G-5.

g. Process requests for information submitted under the Freedom of Information Act per AR 25-55, The Department of the Army Freedom of Information Act Program, and coordinate these actions through the G-6, Corporate Information Office (AMCIO).

3-5. **Completed actions.** Route all actions flowing from the G Staff/Special Staff to the Command Group through the Office of the SGS. Once the Command Group has taken action on the correspondence, the Office of the SGS will return the completed packet to the originator. It is the responsibility of the originating office to mail the signed correspondence, to include enclosures.

3-6. **Delegation of authority.**

a. The Deputy Commanding General, the Chief of Staff, the Executive Deputy to the Commanding General, the Deputy Chiefs of Staff, the Special Staff Office Chiefs, and the Adjutant General are authorized to use the FOR THE COMMANDER: authority line.

b. Utilize this authority line under the following conditions:

(1) Correspondence containing command policy matters.

(2) Correspondence containing command decisions.

(3) Correspondence containing official recommendations, official taskings, or official invitations.

(4) Correspondence containing major commitment of resources.

(5) Correspondence addressed to higher or lateral headquarters, major subordinate activities, and separate reporting activities.

c. Correspondence for the White House, members of Congress, the Secretary of Defense, the Joint Chief of Staff, the Secretary of the Army, and the Chief of Staff of the Army will be prepared for the signature of the Commanding General exclusively. The G-5 retains authority to correspond directly with members of Congress in the performance of their duties.

3-7. **Electronic forms of correspondence.**

a. Electronic Mail (e-mail).

(1) Electronic mail is a method of transferring information documents to and from the Command Group. Send properly formatted and coordinated documents for routine matters to the appropriate e-mail address when there is no requirement for Command Group signature.

(2) If an e-mail responds to a suspense, include the suspense number in the subject line of the e-mail and copy furnish the appropriate SACO. The e-mail message should also include separate paragraphs entitled purpose, reference, discussion/background, recommendation, and a statement of lateness/relevance if required.

b. Daily Information Summary (DISUM).

(1) The DISUM is an important management tool for keeping the Command Group informed on current issues and events. The DISUMs are also a direct and fast way to respond to the questions and comments from the Command Group (Appendix B).

(2) If a DISUM responds to a suspense, include the suspense number at the bottom of the DISUM (Appendix B).

CHAPTER 4

CONFERENCES AND BRIEFINGS

4-1. Conference rooms.

a. The Protocol Office (703-806-9669) controls Conference Room 103 in Building 1464. This conference room is primarily for the Command Group's use, but when scheduling permits it is also available to other offices. The Protocol Office may withdraw the use of Conference Room 103 on short notice due to high priority Command Group requirements. Route requests for use of 103 to the Protocol Office (AMCPR), located in room 320, at least 2 weeks prior to the meeting. The request must include whether or not a requirement exists for audiovisual, flag, seating, or name/place support. The Commanding General, Deputy Commanding General, and Chief of Staff's conference rooms are controlled by the respective support staff. The Jim Spell Memorial Conference Room located in room 10N40 and 10N09, 5001 Eisenhower Avenue, is controlled by Conference Room Scheduling, (703-617-8485).

b. The host organization is responsible for ensuring all attendees possess proper security clearances and have a "need to know."

4-2. Read aheads.

a. Read aheads provide information to the Command Group about a proposed briefing or appointment. Read aheads are required for all CG meetings/appointments. Use the format provided in Appendix C. Read aheads are required for each meeting with a member of the Command Group and must arrive in the Office of the SGS three (3) workdays prior to the scheduled briefing. The Office of the SGS will distribute read ahead copies to the Command Group. The action officer is responsible for distributing copies to other attendees.

b. Include all briefing charts and other related information in the read ahead packet. Provide biographies for senior non-AMC attendees. Exceptions will be coordinated with the XO to the respective Command Group Member.

4-3. Briefings General. Ensure briefings are concise and quickly convey the desired message. Spell out acronyms that are not common to the audience. Know your subject matter and be prepared to answer detailed questions. Finish your meetings in the allotted amount of time.

4-4. Command Briefing. The Command Briefing is presented to new employees or visitors to the Command. The Commanding General's Staff Group has overall responsibility for the preparation and update of the Command Briefing.

4-5. Briefings to external activities/agencies. G Staff/Special Staff must prebrief all briefings to the Army Secretariat or Army Staff to the appropriate member of the Command Group within AMC. They must also prebrief briefings for the Office of the Department of Defense or Office of the Joint Chiefs of Staff principals to the appropriate Army Staff/Army Secretariat. They

must prebrief all briefings going outside HQ AMC to the appropriate Command Group member; for example, all meetings to Members of Congress will be pre-briefed to the G-5.

4-6. **Timing.** Be aware of overall schedule of recipient of briefing. It is important to finish on time so as not to impact others. For briefings to the Command Group, as a general rule, allow 50 percent of your time for the formal presentation portion and the remaining 50 percent for questions and discussion.

4-7. **Video Teleconferences (VTCs).**

a. When conducting a VTC with a member of the Command Group (CG, DCG, EDCG, CS or CSM) the proponent element (subordinate command, staff element, subject matter expert and/or individual tasked) for conducting the meeting must do the following:

(1) Identify requirement. Identify all remote locations and the senior participant per location. Fill out VTC Request Form available from the G-6 VTC facilitators. Forward completed form to the Deputy SGS for Command Operations/Administration.

(2) When conducting back-to-back VTCs outside of the direct VTC link between Building 1464 at Fort Belvoir and 5001 Eisenhower Avenue with the Command Group, ensure one-hour separation exists between sessions to allow sufficient time for G-6 VTC facilitators to make necessary disconnections and connections. This will prevent premature ending of a VTC session.

(3) Do not make any changes to VTC locations or times without prior coordination with the Executive Officer of the respective Command Group members, Deputy SGS for Command Operations/Administration, and the G-6 VTC facilitator.

(4) Provide a read ahead to include key attendees by HQ AMC Staff Element, Subordinate Command, or other organization(s). See paragraph 4.2 and Appendix C of this memorandum for further guidance on preparation of a read ahead document.

(5) Ensure a printed copy document of the senior attendees for each separate element is located in the VTC studio being used by HQ AMC Command Group members. As a general rule, this document should be provided 30 minutes prior to the meeting (See Appendix J for format). This document should be via hard copy, fax or electrons to the Executive Officer of the respective Command Group member, Deputy SGS for Command Operations/Administration, and the G-6 VTC facilitator. Changes can be made verbally at the onset of the meeting.

(6) For secure VTCs it is the proponent's responsibility to ensure all attendees possess a proper security clearance.

(7) Take accountability of all participants by staff element, subordinate command, and other organization(s) to include the name of the senior representative of each prior to the VTC and arrival of HQ AMC Command Group members. Upon arrival the Command Group, make a

verbal announcement of senior attendees for each HQ AMC Staff element, subordinate command or other organization(s).

b. When assisting with coordinating a VTC with a member of the Command Group (CG, DCG, EDCG, CS or CSM) Deputy SGS for Command Operations/Administration must do the following:

(1) Coordinate with the front office of the respective Command Group members and proponent to ensure VTCs are scheduled as planned.

(2) Submit requests, to include changes and deletions, for VTCs for Command Group members to G-6 VTC facilitator and ensure coordination takes place for timely execution.

(3) Stay in constant communication with the G-6 VTC facilitator to help ensure proper execution of planned VTCs for Command Group members.

c. When assisting with coordinating a VTC that involves a member of the Command Group (CG, DCG, EDCG, CS or CSM) G-6 VTC facilitators must do the following:

(1) Schedule VTCs with appropriate support activities (appropriate studio links for activities listed on the request form).

(2) Immediately notify the Deputy SGS for Command Operations/Administration of any problems.

(3) Changes to VTC times and location will not be made without prior coordination with the Deputy SGS Command Operations/Administration. The G-6 VTC facilitator should contact the proponent and/or Command Group staff only in the absence of the Deputy SGS Command Operations/Administration.

d. For additional information on conducting VTCs, see AMC Memorandum 25-90, HQ AMC G-6 proponent.

CHAPTER 5

OFFICE OPERATIONS

5-1. G Staff/Special Staff Offices on-call personnel.

Each G Staff/Special Staff Office will furnish the SGS Administrative Office and the G3 Operations Center a listing of personnel who the SGS may contact during other than normal duty hours for nonroutine matters. On-call personnel must have information about current problems, have the ability to obtain specific information, and have the authority to take necessary action. On-call rosters must remain current and be up to date. Rosters are for the sole use of the SGS and G3 Operations Center and not for use for any other purpose.

5-2. Absences of key personnel.

Notify the Command Group Administrative Office and G3 Operations Center in advance of any absence of key personnel (Major Subordinate Command (MSC) Commanders, G Staff/Special Staff Offices). Telephonic notification is acceptable.

5-3. Courtesy calls.

All general officers, colonels, promotable lieutenant colonels and command sergeants major assigned to HQ AMC will make a courtesy call with the CS within 10 days (calendar permitting) of assignment to the Headquarters. Further, all enlisted military will make a courtesy call with the CSM.

5-4. Official visitors.

Notify the Protocol Office, in advance, of any general officer or senior official visiting HQ AMC. The Protocol Office will relay this information to the Command Group. MSC and G Staff/ Special Staff Offices will provide a list of expected visitors by COB every Thursday to the Protocol Office that covers the upcoming 4-week period.

CHAPTER 6

RECURRING SPECIAL EVENTS

6-1. Tasking.

a. SGS is responsible for assigning staff responsibility for key recurring special events such as ethnic observance events and AMC Organizational Day. SGS will publish a proponency matrix quarterly in order to notify elements of specific requirements.

b. Administrative guidelines. To ensure timely Command Group awareness of event concepts and use of proper protocol procedures, the following guidelines apply:

(1) Assigned primary or special staff office is responsible for allocating funds to support ethnic observance events. Each primary/special staff will ensure assignment of responsibility for key recurring events to an individual at the appropriate grade level in order to meet established milestones for committee meetings and In Process Reviews (IPRs) to the CofS.

(2) Responsible primary/special staff office will submit a plan of action/milestones to the Equal Opportunity (EO) and Equal Employment Opportunity (EEO) Offices 60 days prior to scheduled ethnic observance events. A representative from either the EO or EEO Office; the G-5; G-3; and SGS Protocol are mandatory members of ethnic observance committees.

c. Responsible Primary/Special staff office will provide the CS an event(s) concept not later than (NLT) 45 days prior to event kick-off. Concept will be coordinated with appropriate G Staff/Special Staff Offices but, as a minimum, with SGS Protocol Office and the Staff Principal before forwarding to the CS.

d. If available, staff principal will personally host the event (or keynote event if a series of events such as Women's History Month). It is the activity's responsibility to obtain appropriate level host if the principal is not available. If the activity does not have an appropriate level host, it will coordinate with CS is required to determine who will host.

e. The activity will send written invitations to the event (or keynote event if a series) to General Officers (GOs), Senior Executive Service (SES), City Officials, and any other special guests. Activity will notify the Office of the CS if the CG/DCG elect to attend.

f. If an activity desires Command Group participation to introduce guest speaker, present memento, etc., request will first go to the CS, DCG, and then to the CG. Activity will schedule IPRs to pre-brief event plan to Command Group participant(s).

g. SGS Protocol Office will review the event plan (sequence of events, seating, program, flyers, posters, or bulletins, etc.) to ensure compliance with accepted standards.

h. Additional responsibilities:

(1) Activity will provide escorts for guest speakers/guests of honor.

(2) Activity will coordinate memento selections with the HQ EO and EEO Offices, HQ AMC Protocol Office and AMC Command Counsel prior to purchase.

(3) Activity will brief Command Group participants one week prior to the event (or keynote event if a series of events) and forward read-aheads at least three working days prior to IPR. Coordinate CG remarks with designated Staff Group speechwriter. If the activity asks CS or DCG to give remarks, responsible primary/special staff office will coordinate with their respective XOs in regard to preparing draft remarks and forward as part of read ahead or separately, as directed.

6-2. Recurring Rosters.

By the tenth working day of each new quarter, select staff elements must publish critical rosters as per the directive of the command group. The overall proponent for ensuring staff elements update rosters as required rests with the G6 in accordance with specific guidance in AMC Memorandum 600-9 (Quarterly Update and Certification of AMC Critical Rosters). Provided below is a list of required rosters and the proponent staff element:

<u>Roster:</u>	<u>Proponent:</u>
Social Roster	G1
Alert Rosters	G3
HQ AMC Organization Chart	G6
Protocol Event Invitation List	Protocol
AMC VIP List	Protocol
AMC/MSC/SRA Key Contact List	SGS
AMC Key Personnel Phone List (Wallet size)	SGS

FOR THE COMMANDER:

OFFICIAL:

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DISTRIBUTION:

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APPENDIX A

PREPARATION OF

AMC FORM 356-R-E, AMC CONTROL AND ROUTING SLIP

1. **USE:** Action Officers will use the AMC Form 356-R-E, AMC Control and Routing Slip, Mar 96 and available on FormFlow, (AMC356.frz), to control, route, and coordinate all staff actions within HQ AMC. An example of the format for an AMC Form 356-R-E is at the end of this appendix.

2. **GENERATION:**

a. **Suspense Actions.** When submitting a tasker response to the Command Group through the office of the Secretary of the General Staff (SGS), the action officer will prepare and include an AMC Form 356-R-E, AMC Control and Routing Slip (see page A-10 for a sample). The SGS will make the following information, as a minimum, available at the time they send the tasker out:

(1) Tasking Date

(2) SGS Case Number

(3) Suspense Date (If no suspense, state "None").

(4) SACO

(5) Tasking Official

(6) Subject

(7) Action, Assist, Information

(8) Special Instructions

(9) Memorandum for Record Requirements:

1. Purpose – state purpose of action.
2. Reference – reference any prior correspondence, meetings, e-mails, and enclosures with tabs.
3. Discussion/Background – provide the background information to the Command Group.
4. Recommendation – the position that your office recommends. State what action you want from the Command Group.
5. Explanation for Lateness/Relevance – if your document is late, state why it is late and why it is still relevant for the Command Group to see.

b. **Self-initiated Actions.** The action officer prepares the AMC 356 for actions initiated by

that particular office (see page A-10 for a sample). The action officer will complete the form with all known information prior to forwarding the action outside the action office. The action officer will complete the following information, as a minimum:

- (1) Basic Date
- (2) Subject
- (3) Action
- (4) Memorandum for Record
- (5) Coordination Blocks
- (6) Approval Blocks
- (7) Action Officer
- (8) Memorandum for Record Requirements:
 1. Purpose – state purpose of action.
 2. Reference – reference any prior correspondence, meetings, e-mails, and enclosures with tabs.
 3. Discussion/Background – provide the background information to the Command Group.
 4. Recommendation – the position that your office recommends. State what action you want from the Command Group.
 5. Explanation for Lateness/Relevance – if your document is late, state why it is late and why it is still relevant for the Command Group to see.

3. PREPARATION: Action officers may prepare the AMC Form 356-R-E, AMC Control and Routing Slip, electronically using FormFlow. Use the same form to route and control an action throughout the entire process (tasking to completion). There is no requirement to generate a new form at each level or whenever adding additional information. A description and use of each entry follows:

a. Basic Date: The date of preparation of correspondence or dispatch of the action from the action office.

b. Tasking Date: The date SGS tasks the action to the office which is determined by the Staff Action Control Officer.

c. SGS Control Data:

(1) SGS Case Number: The SGS will assign a case number for actions originating from or routed through the Command Group. The SACO will place this number on the form and entered in the Document/Suspense Control System to identify/track an action.

(2) **Suspense Date:** The date the final response to a tasker is due to the tasking official. The SACO will determine the suspense date.

(3) **SACO:** The Staff Action Control Officer responsible for handling the account action. The SGS assigns accounts to the SACO.

(4) **Tasking Official:** The official that originated a tasker. The SACO identifies the tasking official.

d. **File No.:** For internal use within the G Staff/Special Staff office to track actions.

e. **Case:** DCS/SOC Case Number. Used to track internal actions and self-initiated actions destined for the Command Group. All self-initiated actions going to the Command Group may be assigned a case number which will be placed on the AMC Control and Routing Slip.

f. **Subject:** Subject matter of the action in sufficient detail as to adequately explain the content of the packet. Completed by the action officer.

g. **Action:** The office symbol of the office designated to take the lead in completing the action or the office who initiates the action.

h. **Assist:** The office symbol of any office that assisted in preparation of the action.

i. **Information:** The office symbol of any office which should receive a copy of the action for information only.

j. **Special Instructions:** The Command Group utilizes this section to provide additional guidance necessary in completing the action.

k. **Memorandum for Record:** The action officer will use this section to identify the action required of the addressee (e.g., Request CG sign memo at TAB X). The first statement (purpose) should indicate the action desired. The second point (references) should specify what generated this action. Action officers should mention all enclosures and attachments in this section with each tabbed separately. The third statement (background/discussion) will provide clear and concise background information and a summary of the action. In the fourth point (recommendation), the action officer completes this information to request Command Group approval to take action on a document (i.e. release of information, or documentation that does not require a Command Group signature) use this section to annotate:

Approved: _____
Disapproved: _____
See Me: _____

The fifth point (Explanation for Lateness/Relevance) provides an explanation for why the document is late and relevance to the command.

j. **Coordination:** Completed by any office which has a vested interest, in the position taken by the action office.

(1) Date: The date the coordination actually occurred.

(2) Office: The office symbol of the coordinating office.

(3) Name/Rank: You must include the name of the person who coordinated on the action. Initials alone are not acceptable.

(4) Initials: Initials of the individual.

(5) Concurrence/Nonconcurrence: Indicate whether the coordinating office concurs or nonconcurs with the position taken by the action office. Action officers should attempt to resolve nonconcurrences. If this is impossible, the action officer will prepare a Statement of Nonconcurrence, tab the statement and discuss it in the Memorandum for Record section. If the decision is made to include a nonconcurrence, the action office must include a Reconsideration of Nonconcurrence prior to the action going forward to the Command Group. When the requirement exists for coordination from outside the building, telephonic coordination, datafax or face-to-face is acceptable. Show outside coordination by placing date, agency, and name in appropriate blocks and in place of the initials, means by which concurrence was obtained, i.e., "by fax, Original on File (OOF)," or "by phone, Conversation on File (COF)." (See para 3-4)

(a) Shown at the end of this appendix is an example of the format for a Statement of Nonconcurrence. Prepare statements of nonconcurrence on plain bond paper. Begin with the heading "STATEMENT OF NONCONCURRENCE" on the eighth line of the page. Place office symbol, MARKS Number, and date on third line below the heading (leaving two blank line spaces). Start the subject line on the second line below the office symbol (leaving one blank line space). Type the word "SUBJECT" in all upper case letters followed by a colon. Spell out the actual subject two spaces after the colon in upper and lower case letters.

(b) Headline the first paragraph with the words "SUMMARY OF NONCONCURRENCE:" followed by a summary of the nonconcurrence and a statement of the reason for not accepting certain portions. See the example for detailed instructions.

(c) Headline the second paragraph with the words "ACTION RECOMMENDED:" followed by a statement giving the recommendation. See the example for detailed instructions.

(d) Headline the third and final paragraph with the words "FINAL COORDINATION:" followed by a statement telling if the final recommendation altered the original recommendation. See the example for detailed instructions.

(e) Start the signature block at the center of the page. Type on the fifth line (leaving four blank line spaces) after the last typewritten line of the text. The DCS/Special Staff Office Chief or their Assistant should sign the Statement of Nonconcurrence.

(6) Reconsideration of Nonconcurrence. If the originating office does not agree with the nonconcurrence and a decision cannot be resolved between the two offices, the originating office will prepare a Reconsideration of Nonconcurrence. Include this as a tab behind the Statement of Nonconcurrence in the 356 and annotate each tab for a Command Group decision.

(7) Extension: The telephone number of the coordinating office.

m. Action officer (Name and signature): the action officer responsible for the document must list their name and sign the 356. **The action officer must be a government employee not a contractor.**

n. Routing Sequence/Approval: Used to route an action to the appropriate officials for review and/or approval. Officials reviewing or approving an action will enter their initials and the date. Under no circumstances will an action be forwarded without the DCS/Special Staff Chief's signature or that of their Assistant.

4. **ENCLOSURES:** Identify enclosures in the Memorandum for Record section. If there are multiple packets for signature, all enclosing the same documents, only the first item for signature will include the enclosures. If enclosures are bulky/detailed, provide a brief summary of each document and tab appropriately.

5. **LENGTH:** Limit the text to one page if possible. If a second page becomes necessary, use page 2 of the AMC Form 356-R-E, AMC Control and Routing Slip. If an action requires more detailed background and discussion, tab and include as an enclosure. Single space the text, double space between paragraphs.

6. **DISTRIBUTION:** Once SGS has routed the action through the Command Group, the appropriate SACO will return packet to the action office for distribution.

SUMMARY OF NONCONCURRENCE

AMC__ (MARKS Number)

DATE

SUBJECT: Subject of Action

1. SUMMARY OF NONCONCURRENCE: Prepare a statement of nonconcurrency on plain bond paper. The first paragraph will include a summary of the nonconcurrency and a statement of the reasons for not accepting certain portions.

2. ACTION RECOMMENDED:

a. This paragraph will contain a statement giving the recommendation.

3. FINAL COORDINATION: a statement telling if the final recommendation altered the original recommendation.

FULL NAME (all caps)
Full Rank or Title
Position Title or Office

RECONSIDERATION OF NONCONCURRENCE

AMC__ (MARKS Number)

DATE

SUBJECT: Subject of Action

1. SUMMARY OF NONCONCURRENCE: Prepare a statement of nonconcurrency on plain bond paper. The first paragraph will include a summary of the nonconcurrency and a statement of the reasons for not accepting certain portions. The last sentence will state: "(Name of the nonconcurring staff activity chief) and I personally attempted to resolve the conflict of opinion, but are unable to agree on a mutually satisfactory solution."

2. ACTION RECOMMENDED:

a. This paragraph will contain the final recommendation of the originating staff activity after he/she has considered the nonconcurrency.

b. If the originating staff activity adheres to the initial recommendation, they will include the following statement: "I adhere to my original recommendation."

3. FINAL COORDINATION: If the final recommendation alters or amends the original recommendation, coordinate the action again with all interested staff activities.

FULL NAME (all caps)
Full Rank or Title
Position Title or Office

EXAMPLE OF AMC 356

AMC CONTROL AND ROUTING SLIP											
<small>(AMC-M 1-2)</small>											
BASIC DATE				TASKING DATE				SGS CONTROL DATA			
FILE NO			CASE			SGS CASE NO.					
SUBJECT						SUSPENSE DATE					
						SACO					
						TASKING OFFICIAL					
ACTION			ASSIST			INFORMATION					
SPECIAL INSTRUCTIONS											
MEMORANDUM FOR RECORD											
<i>(Use reverse side if necessary)</i>											
COORDINATION (PRINT OR TYPE)						ROUTING SEQUENCE	APPROVAL				
DATE	OFFICE	NAME/RANK	INITIALS	CC/NC	EXTENSION		OFFICE	NAME	INITIALS	DATE	
						1	DIVISION				
						2	DCS-XO				
						3	ADCS				
						4	DCS				
						5	SGS				
						6	CSM				
						7	AGS				
						8	CS				
						9	P DEP				
						10	DCG				
						11	CG XO				
ACTION OFFICER <i>(Name and Signature)</i>						TELEPHONE NUMBER		12	CG		
								13	SACO		

MEMORANDUM FOR RECORD (CONTINUED)

AMC CONTROL AND ROUTING SLIP

(AMC-M 1-2)

BASIC DATE 3 October 2002		TASKING DATE 2 October 2002		SGS CONTROL DATA	
FILE NO		CASE		SGS CASE NO. *created by SACO	
SUBJECT AMC Control and Routing Slip Format				SUSPENSE DATE 4 October 2002	
				SACO list assigned SACO	
				TASKING OFFICIAL CG	
ACTION G3		ASSIST G8		INFORMATION AMXIG	

SPECIAL INSTRUCTIONS **Request CG sign at TAB X.
Prepare Plan of Action for War Stock Reserve Maintenance for CG approval**

MEMORANDUM FOR RECORD

1. Purpose - state purpose of action.
2. Reference - reference any prior correspondence, meetings, e-mails, and enclosures with tabs.
3. Discussion/Background - provide the background information to the Command Group.
4. Recommendation - the position that your office recommends. State what action you want from the Command Group.
5. Explanation for Lateness/Relevance - if your document is late, state why it is late and why it is still relevant for the Command Group to see.

* STANDARD *

APPROVED _____
DISAPPROVED _____
SEE ME _____

NOTE: If the text in the "MEMORANDUM FOR RECORD" text exceeds the space allocated, continue on the reverse side of the form and state "SEE REVERSE" at bottom of the block.

(Use reverse side if necessary)

COORDINATION (PRINT OR TYPE)						ROUTING SEQUENCE	APPROVAL				
DATE	OFFICE	NAME/RANK	INITIALS	CC/NC	EXTENSION		OFFICE	NAME	INITIAL	DATE	
	G8	Mr. G. Boddorf C/ICD		CC	617-55	1	DIVISION	G. Motsek			
	AMCCC	COL. D. Howlett		CC	617-33	2	DCS-XO	MAJ Hudsson			
						3	ADCS	L. Scheuble			
						4	DCS	MG Deyermond			
						5	SGS	LTC Meister			
						6	CSM				
						7	ACS	COL Newby			
						8	CS				
						9	P DEP	A. David Mills			
						10	DCG	LTG Hack			
						11	CG XO	COL Suchting			
ACTION OFFICER (Name and Signature) J. Trimble						TELEPHONE NUMBER 617-0100	12	CG	GEN Kern		
							13	SACO	same as above		

APPENDIX B

DAILY INFORMATION SUMMARY (DISUM)

1. **PURPOSE:** DISUMs provide a quick, expeditious means of providing the Command Group with needed information on current issues and events. Also use DISUMs to answer routine suspenses that primarily involve providing information.

2. **INSTRUCTIONS:** Text of a DISUM must not exceed 52 characters per line. Each DISUM must be a separate paragraph, double-spaced between paragraphs (leaving one blank line). All lines are to be flush with the left margin (do not indent first line). Maximum use of 15 lines in the body per DISUM. Exceptions are possible if the AO thinks the DISUM requires more than 15 lines. List the subject on the first line, and Office Symbol/Action Officer/Phone No./SGS Case No. On the last line -- these lines are in addition to the 15 lines of text in the body. Put the subject of a DISUM, all caps, beginning on the first line; do not underline the subject. Type the text in upper and lower case beginning on the first line following the "SUBJECT." Do not right justify margins. Do not use carats (^) or control characters in the DISUM text. Do not use the lower case letter "L" in place of the number 1.

3. **INTERIM DISUM:** Rules for preparing an Interim DISUM are the same except type the words "INTERIM REPLY" in all upper case letters two spaces after the "SUBJECT".

4. **DISUM CUT-OFF TIME:** Submit all DISUMs to disum@hqamc.army.mil by 1400 daily. Those DISUMs not received by the cut-off time will be included in the next day's DISUM report to the CG.

5. **DISUM FORMAT:**

- a. /SUBJ: INTERNATIONAL MINE TREATY COMPLIANCE --
 BLUE GRASS ARMY DEPOT
 /Blue Grass Army Depot destroyed 2,769 M16 and 12,162
 M14 anti-personnel mines ahead of the 30 June 98
 target date for treaty compliance. Blue Grass
 can DEMIL the additional quantity by 25 June 98.
 /office: AMSIO-AMI
 /AO: Mr. Jon France
 /Phone: DSN 793-3303
 /SGS Case: None
 /Cat: Other
 /end

1. "/SUBJ:" (Subject), i.e., /SUBJ: SUBJECT, ALL CAPS.

2. "/" (Body of the DISUM), i.e., /Type the DISUM.

3. "/Office:" (Office Symbol), i.e., /Office: AMCRM.
4. "/AO:" (Action Officer), i.e., /AO: David Smith.
5. "/Phone:" (Phone number), i.e., /Phone: 617-9645.
6. "/SGS Case:" (SGS #), i.e., /SGS Case: 7001-430.
7. "/Cat:" (Category Code), use one of the following:

Code	Description
ACQ	Acquisition
LOG	Logistics
MSC	Major Subordinate Command
Other	Other
RM	Resource Management

8. "/end" (Designates the end of the DISUM entry.)

The format requires each item of information to be preceded by a "forward slash" (/). Do not use forward slashes (/) in the body. Dates should appear as 01\01\97, not 01/01/97.

b. SGS will make the DISUM distribution to the Commanders/Directors of the Major Subordinate Commands and Separate Reporting Offices and to their SGS Offices or Administrative Offices. Responsibility for further distribution of the Daily DISUM Summary Report rests with those individuals receiving the report.

c. If you have any questions regarding format or policy of DISUMs, please contact the SGS office at (703) 617-9645 (DSN 767-9645)

APPENDIX C

PREPARATION OF READ AHEADS

PREPARATION OF READ AHEADS: Prepare read aheads on AMC Form 356-R-E. In the subject line include the words “READ AHEAD – the subject of the meeting/briefing.” Formal coordination should be completed and shown prior to being received in SGS 3 days before scheduled briefing or appointment date. See Chapter 4, for general read ahead guidance and standards. See page C-2 for detailed description of preparation requirements.

READ AHEAD FORMAT
For use with AMC Form 356-R-E

1. **PURPOSE:** (What is the purpose of the meeting/event/paper?) In this section answer the question for the event being prepared for by this scheduled prep session or read-ahead.
2. **BACKGROUND:** A brief statement explaining the reason for the briefing. It should also indicate if the Command Group or another principal (e.g., “General Jones directed briefing that issue to Major General Army”) requested the briefing.
3. **RECOMMENDATIONS:**
 - a. Clearly state the decisions that you want the principal to make.
 - b. Provide the staff recommendation for each decision.
 - c. State the expected outcome desired from the briefing.
4. **BRIEFER(S)/ATTENDEES:** (Who are the key attendees?) List the attendees for the event, include rank, and first name (nick name if appropriate). Provide biographies for senior non-AMC attendees. Indicate all briefers in appropriate briefing order.
5. **WHERE/WHEN/HOW LONG:** State briefing site/date and time/hours (i.e. 0900-1030).
6. **MAJOR POINTS:** A well-developed paragraph to provide the principal with the substance of the briefing. The read-ahead will list those key issues and the points you will discuss with the principal during the briefing. State key points in clear, brief sentences or talking points. Briefing charts are to be provided with read ahead.
 - a. State each major point in one brief sentence (bullet style).
 - b. Supporting statements can follow.
7. State AMC’s objectives/desired outcomes, if required. Establish relevance to current or future AMC objectives or actions. Specifically how the CofS/DCG/CG’s decision will help to achieve this AMC objective(s)? What action(s) must the CofS/DCG/CG take in order to achieve the objectives?

APPENDIX D

CORRESPONDENCE QUALITY CONTROL LIST

1. Use your "Spell Check" function on EVERY document.
2. Return original marked-up correction copies to the SACO with your corrected document. Let the SACO know if you have changed anything else in addition to the recommended corrections.
3. Check all names, titles, and complete addresses against the Precedence Rank Bulletin. List the addressees in rank order according to the Bulletin. Save yourself some time: If you are sending correspondence to the major subordinate commands, use "DISTRIBUTION B1." If your distribution list is for the major subordinate commands, and separate reporting activity, use "DISTRIBUTION B." If your correspondence stays within the building, use "DISTRIBUTION H," but do not put your document on letterhead unless it is leaving the building (See HQ AMC Form 148-R-E, Distribution Worksheet).
4. Use Times New Roman 12 Font.
5. Try to keep all documents to no more than one page -- Keep It Short and Simple (KISS).
6. Keep sentences under 20 words each -- average sentence length should be 15 words.
7. Write paragraphs which, with few exceptions, are no more than one inch deep.
8. Begin each sentence with the subject, then the verb, then the object of the sentence. Remember, do not begin a sentence with an acronym.
9. Avoid sentences that begin with "It is..." or "There is..." or "There are..." They are probably passive.
10. Use as few commas as possible. Don't place a comma every place you would pause if you were reading your document out loud. Use commas only to set apart or separate clauses.
11. Look at your subject line. Please address this issue in the first paragraph -- Bottom Line Up Front (BLUF), or the second paragraph if you have a reference paragraph. The next-to-last paragraph should bring closure to your document. The last paragraph should be the point of contact, office symbol, and phone number.
12. With every acronym except CSA, DA, or AMC, spell out the acronym the first time in the document with the acronym in parentheses. Also, don't begin a sentence with an acronym. It is not necessary to show an acronym if you only mention the organization, project, program, etc., once in a document. If you are not showing acronyms, do not capitalize the first letter, except for formal or official names or titles, e.g., U.S. Army Aviation and Missile Command. Do not

capitalize terms such as "major subordinate command" if you do not follow it with by an acronym.

13. Add the office symbol to the envelope to expedite delivery of your correspondence to the correct office. Address your document to individuals -- full names, office titles, and addresses.

14. Don't break up a date between two lines. Type either 10 June 1997 or 10 Jun 97, no combinations. Be consistent in each document with the style of date you use.

15. Don't forget your MARKS number two spaces to the right of your office.

16. Enclose all commas and periods within quotations -- do not enclose other punctuation. Information in parentheses that does not have inclusive punctuation does not get commas, periods or other punctuation.

17. In memorandums, 12 pitch Times New Roman with a 1" margin, left, right, top and bottom except for top margins on letterhead. Begin the signature block on the fifth line below the authority line, or last line of text beginning in the center of the page.

18. Use two clam clips in assembling packages. Remember, smaller is better (except in text size) -- no folder, no copies -- simply the 356, the document, and the enclosures.

19. WRITING STYLE:

- a. Deal in specifics, not generalizations.
- b. Convey that you have explored all alternatives.
- c. Convey empathy with the concern of the individual.
- d. Avoid the appearance of a "shotgun" reply or formula type, "fill-in the blank" response.
- e. Avoid military jargon or slang.
- f. Avoid acronyms and abbreviations whenever possible. If used, preface with complete title or phrase to which the acronym or abbreviation refers.
- g. Use simple language, brief sentences, and brief paragraphs.
- h. Summarize information going to the Command Group. Don't send numerous pages of material and expect members of the Command Group to wade through it. Put an AMC Form 356-R-E, Mar 1996, AMC Control and Routing Slip, on top. Highlight the details in the enclosure with tabs, flags, etc., so that if the reader requires more detail, he or she can find it easily.

i. Unless requested, ask yourself: Does the Command Group need this document? Can someone else decide/sign for Command Group? If you are replying to a higher headquarters, it must come from the Command Group.

j. Assume that Command Group knows/understands 90-95 percent of any issue; you are providing an update.

k. Use "filled-in bullets" to list main points on correspondence requiring "bulletized" paragraphs.

l. Package logically to facilitate review. If responding to a Command Group question, place the question in a prominent location for easy access.

m. Provide interim responses by electronic DISUM to keep the Command Group up to date if final resolution is not imminent.

n. If the Command Group's intent is unclear, ask your SACO for assistance in obtaining clarification.

o. Check index for accuracy of tabbed items.

p. Confirm that all enclosures are present.

20. DON'TS:

a. Assume that someone else has proofread and caught all mistakes.

b. Use awkward or "bureaucratic" language.

c. By-pass the Office of the SGS.

d. Submit defective stationary or illegible copies.

21. COMMAND GROUP CORRESPONDENCE:

a. The Command Group signs correspondence to people rather than titles. When spelling out an address, be consistent and spell out cities completely. The following are examples of correct address formats for military correspondence:

(1) General John A. Soldier, Vice Chief of Staff, United States Army, 201 Army Pentagon,
Washington, DC 20310-0201

(2) Major General Wade H. Army, Commander, U.S. Army Operations Support Command,
Rock Island, IL 61299-6000

Do not include the room number or building number, but do include these on the envelopes. Always use nine-digit zip codes whenever possible.

b. Do not use the letter "P" in parentheses in correspondence to denote promotable; use only if it would benefit the Army. However, you may use it in the address portion of congratulatory notes.

c. When referring to AMC, the correct title is U.S. Army Materiel Command.

d. Use "enclosures" in all correspondence.

e. Never use military dates in nonmilitary correspondence, and vice versa.

(1) Correct Military: 3 June 1997 or 3 Jun 97

(2) Incorrect Military: 3 June 97 or 3 Jun 1997

(3) Correct Nonmilitary: June 3, 1997

(4) Do not use Number Dates e.g., 06/03/97. This is confusing and the reader could interpret it to be March 6, 1997 or 3 June 1997.

NOTE: June 3 (without the year) is correct if the date of the nonmilitary correspondence is the same year as the date referenced in the text.

(5) Commander/Commanding General: Use Commander in the address and Commanding General within the text of a document.

22. RETIRED MILITARY/OTHER SERVICES: When addressing retired military or military personnel from other branches of the Armed Forces, or when referring to them within correspondence, clearly state their status or branch. For example:

a. Retired addresses:

(1) Captain John B. Jones
U.S. Navy, Retired
410 Oak View Drive
Warren, Michigan 48397-5000

(2) Major General Carl A. Thompson
U.S. Army, Retired
123 Park Avenue
Alexandria, Virginia 22332-5000

- (3) Major General Jim B. Simpson, Retired
123 Park Avenue
Alexandria, Virginia 22332-5000

(NOTE: Examples 2 and 3 are both correct if the person signing the correspondence and the addressee are affiliated with the same Service.)

b. Correspondence going to active duty military personnel affiliated with other branches of the Armed Forces:

- (1) Military correspondence:

Captain John Smith, U.S. Navy, U.S. Naval Intelligence Command, Suitland, MD
20754

- (2) Nonmilitary correspondence:

Colonel John Doe
U.S. Air Force
Warner Robins Air Logistics Center
Robins Air Force Base, Georgia 31098-5990

c. When referring to military personnel affiliated with other branches of the Armed Forces or retired military personnel in the text of correspondence, the following examples pertain:

(1) Major General Jane Doe, Retired, and Captain John Jones, Retired, attended the meeting. (NOTE: General Doe and Captain Jones are affiliated with the same branch of the Armed Forces as the person signing the correspondence.)

(2) Colonel Smith, U.S. Marine Corps, Retired, and Major Doe, U.S. Navy, attended the meeting. (NOTE: All individuals referred to, including the individual signing the correspondence, are from different branches of the Armed Forces.)

23. DISTRIBUTION LISTS: Defined distribution is preferred, but when sending the same correspondence to more than five addresses, e.g. MSC Commanders, use "SEE DISTRIBUTION" in the address block and list the distribution in order of protocol precedence (rank/date of rank).

APPENDIX E
MEMORANDUMS

1. USE:

a. Formal Memorandum. Use the formal memorandum when sending correspondence outside HQ AMC. This memorandum goes on AMC letterhead.

b. Informal Memorandum. Use the informal memorandum for correspondence internal to HQ AMC. This memorandum goes on plain bond.

c. Memorandum for Record: Use the memorandum for record to give a summary of preceding actions and to show the authority or basis for an action taken. Do not use an authority line.

2. PREPARATION OF MEMORANDUMS:

Examples in this appendix provide detailed instructions for preparing all types of memorandums. Refer to AR 25-50, Preparing and Managing Correspondence for additional guidance.

EXAMPLE OF FORMAL MEMORANDUM

AMC LETTERHEAD

AMCGS (MARKS Number)

DO NOT DATE

MEMORANDUM FOR General Xxxxx X. Xxxxx, Chief of Staff, United States Army,
200 Army Pentagon, Washington, DC 20310-0200

SUBJECT: Subject of Action

1. Prepare a formal memorandum on AMC letterhead.
2. Allow 1 inch for the left, right and bottom margins. Type the originator's office symbol at the left margin on the second line below the seal (leaving one blank line space). Type the MARKS Number, in parentheses, two spaces after the office symbol. Type the date after obtaining the signature, on the same line as the office symbol, ending at the right margin. If there is a suspense date, type it two lines above the office symbol line ending as close as possible to the right margin.
3. Type "MEMORANDUM FOR" at left margin three lines below the office symbol (leaving two blank line spaces), then type the full name, title, and address. If the address is longer than one line, begin the second line flush with the left margin, except for multiple addresses. Do not put a blank line space between each address on memorandums with multiple up to five addressees. When address extends beyond one line, continue it under the third letter of the first line of the address. Prepare a distribution list for six or more addressees. Be certain to list all addressees in order of protocol precedence.
4. Type the word "SUBJECT:" in all upper case letters. Spell out the actual subject in upper and lower case letters two spaces after the colon. If the subject line is longer than one line, place subsequent lines flush with the left margin. Keep the subject line concise and succinct.
5. Begin the text of the memorandum at the left margin on the third line below the last line of the subject (leaving two blank line spaces). Number text paragraphs. Single space text within paragraphs and double space between paragraphs.
6. List references in the first paragraph of the text per AR 25-50, Preparing and Managing Correspondence, 3 Jun 02 (page 5, para. 1-31).

AMCGS

SUBJECT: Subject of Action

7. Type the signature block on the fifth line (leaving four blank line spaces) below the last line of the text beginning in the center of the page. See Chapter 4 of AR 25-50 for guidance on enclosures.

8. Type copy furnished addresses one line below the CF: (as shown), flush with the left margin.

9. Leave at least a 1-inch margin at the bottom of the first page. On subsequent pages, center the page number approximately 1 inch from the bottom of the page.

10. When continuing a memorandum on the second page, put the originating office symbol one inch from the top of the page followed by the SUBJECT line (no blank line spaces) beginning flush at the left margin. Begin the text at the left margin on the third line below the subject line (leaving two blank lines). (See further guidance in AR 25-50 para 2-5.)

Encl

JOHN A. DOE
General, USA
Commanding

CF:

General XXXXX X. XXXXX, Jr., Vice Chief of Staff, United States Army, 201 Army
Pentagon, Washington, DC 20310-0201

EXAMPLE OF INFORMAL MEMORANDUM

AMCGS (MARKS Number)

DO NOT DATE

MEMORANDUM FOR

Ms. Xxxxx X. Xxxxx, Deputy Chief of Staff for Personnel, G-1
Colonel John A. Doe, Deputy Chief of Staff for Intelligence, G-2

SUBJECT: Subject of Action

1. Prepare informal memorandums on plain bond paper.
2. Allow 1 inch for the left and right margins. Type the originator's office symbol at the left margin on the eighth line of the page (leaving seven blank lines). Type the MARKS Number, in parentheses, two spaces after the office symbol. Type the date after the document is signed, on the same line as the office symbol, ending at the right margin.
3. Type "MEMORANDUM FOR" name and address at the left margin three lines below the office symbol (leaving two blank lines). If you are addressing more than one and up to five persons, return to the left margin and skip a line before typing the first name flush with the left margin. If the address is longer than one line, begin the second line under the third letter of the first word after MEMORANDUM FOR. Do not put a blank line space between each address on memorandums with multiple addressees, unless you are listing "THRU" addresses. Make sure that you list all addressees in order of protocol precedence.
4. Type, in all upper case letters, the word "SUBJECT:" followed by a colon. Two spaces after the colon, spell out the actual subject in upper and lower case letters. Keep the subject line concise and succinct.
5. Type the signature block on the fifth line (leaving four blank line spaces) below the last line of the text beginning in the center of the page. See Chapter 4 of AR 25-50 for guidance on enclosures.
6. Leave at least a 1 to 1-1/2 inch margin at the bottom of the first page. On subsequent pages, center the page number approximately 1 to 1-1/2 inches from the bottom of the page.
7. When continuing a memorandum on the second page, put the originating office symbol at the left margin 1 inch from the top edge of the page (leaving seven blank line spaces from the top of the paper) followed by the SUBJECT line (no blank line spaces) beginning flush at the left margin. Begin the text at the left margin on the third line below the subject line (leaving two blank lines).

AMCGS

SUBJECT: Subject of Action

8. In the last paragraph, include name, phone number, and office symbol of the point of contact for the subject issue.

9. Type copy furnished addresses one line below the CF: (as shown), flush with the left margin. Ensure all copy furnished addressees are listed in order of protocol precedence.

Encl

JOHN A. DOE
Major General, USA
Chief of Staff

CF:

Lieutenant Colonel Xxxxx X. Xxxxx, Secretary of the General Staff

EXAMPLE OF MEMORANDUM FOR RECORD

AMCGS (MARKS Number)

DO NOT DATE UNTIL SIGNED

MEMORANDUM FOR RECORD

SUBJECT: Subject of Action

1. PLACE AND DATE. Place and date of meeting.
2. ATTENDEES. Use protocol precedence.
3. BACKGROUND. Include a summary of the presentation along with recommendations.
4. DISCUSSION. Include key topics discussed by senior representatives.
5. ACTION. Identify the results of the meeting plus any additional taskings or guidance from the Command Group.

JOHN A. DOE
Colonel, GS
Executive Officer

NOTE 1: Prepare MFRs on plain bond paper and use the same spacing requirements as that of a formal or informal memorandum.

NOTE 2: The AMC format for content for an MFR differs slightly from that of AR 25-50, Preparing and Managing Correspondence, 3 Jun 02. Use the AMC format to ensure inclusion of all desired information.

APPENDIX F

LETTERS

1. USE:

Use letters for correspondence addressed to the President or the Vice President of the United States, members of the White House staff, members of Congress, Justices of the Supreme Court, heads of departments and agencies, State governors, mayors, foreign government officials and the public. Also use letters for correspondence to individuals outside the department or agency when a personal tone is appropriate, for official personal correspondence by military and civilian personnel, and for letters of welcome, appreciation, commendation, and condolence. (See AR 25-50 para 3-6 and 3-7 for further guidance.)

2. PREPARATION OF LETTERS:

a. See an example at the end of this appendix. Letters are picture framed on AMC stationery. Picture framed means the same amount of space (blank line spaces) between the place allotted for the date and the first typewritten line (addressee's name), and the space between the last typewritten line and the end of the paper. Allow at least 1 inch for the left and right margin.

b. The "REPLY TO THE ATTENTION OF" line rarely has any meaning to the general public if you use an office code. Use brief phrases such as "Security Assistance," "Deputy Commanding General," "Small Business," "Corporate Information," "Public Affairs," "Resource Management," "Chaplain," "Safety," etc.

c. Type the salutation on the second line below the last line of the address (leaving one blank line).

d. Type the first line of the text of the letter on the second line below the salutation.

e. Indent paragraphs to the fifth space. Do not number paragraphs.

f. Single space text within paragraphs and double space between paragraphs.

g. When the text of the letter exceeds one page, a minimum of two lines of text should appear on the next page. Refer to AR 25-50, Preparing and Managing Correspondence, for spacing requirements on the second page.

h. Bottom margin must be at least 1 inch.

i. Start the complimentary closing on the second line below the last line of the letter (leaving one blank line). Begin at the center of the page.

j. Signature blocks will be in upper and lower case. Military personnel will use "U.S. Army" following their rank. Branch designations and "General Staff" have no meaning to the general public.

k. Type enclosures at the left margin on the second line below the signature block. Do not show the number of enclosures or list them. If there is more than one enclosure, show the plural form (for example, Enclosures). Be sure to fully identify enclosures in the text. Do not use the words "as stated."

l. Copy furnished. Never use copy furnished on letters. If furnishing a copy to anyone other than the addressee, place a statement in the body of the letter, preferably in the last paragraph, indicating to whom you are furnishing a copy; for example, "I am forwarding a copy (or copies) of this letter to (name and address)."

AMC LETTERHEAD

Secretary of the General Staff

Mr. Xxxxx X. Xxxxx
Chief Executive Officer
Children's Hospital
Washington, D.C. 22111-0011

Dear Mr. Xxxxx:

Prepare letters on AMC letterhead.

Refer to AR 25-50, Preparing and Managing Correspondence, June 3, 2002, for spacing requirements when preparing a letter. Adjust top and bottom margins so letter is picture framed on the paper. Picture framed means the same amount of space (blank line spaces) between the place allotted for the date and the first typewritten line (addressee's name), and the space between the last typewritten line and the end of the paper. Type the date in nonmilitary style after the letter is signed.

When the text of the letter exceeds one page, a minimum of two lines of text should appear on the next page. Refer to AR 25-50 for spacing requirements on the second page.

If including an enclosure with your document, type the word "Enclosure" at the left margin on the second line below the signature block. Do not show the number of enclosures or list them. If there is more than one enclosure, show the plural form (Enclosures). Identify the enclosures within the text of the document. Do not use the words "as stated."

Sincerely,

John A. Doe, Jr.
Lieutenant Colonel, U.S. Army
Secretary of the General Staff

Enclosure

APPENDIX G

STAR NOTES

1. USE:

Star notes are usually used for friendly, informal notes such as congratulatory notes. See examples.

2. PREPARATION OF STAR NOTES:

a. When preparing star notes for the Command Group's signature, first determine the correct stationery to use. Use the flag stationery with the printed AMC address for notes going to addressees other than HQ AMC employees; use the flag stationery without the address for internal notes (HQ AMC employees). Obtain stationery from your Administrative Office. Limit star notes to one page.

b. Type addressee's name in upper and lower case letters with a colon at the end. Example: Dear General Xxxxx:, Dear Mr. Xxxxx:, etc. If the addressee is military, use the proper salutation as follows (full rank will be used in the address portion):

<u>RANK:</u>	<u>SALUTATION:</u>
General	Dear General (surname):
Lieutenant General	Dear General (surname):
Major General	Dear General (surname):
Brigadier General	Dear General (surname):
Colonel	Dear Colonel (surname):
Lieutenant Colonel	Dear Colonel (surname):
Major	Dear Major (surname):
Captain	Dear Captain (surname):
First Lieutenant	Dear Lieutenant (surname):
Second Lieutenant	Dear Lieutenant (surname):
Master Warrant Officer	Dear Mr./Mrs./Miss/Ms. (surname):
Chief Warrant Officer	Dear Mr./Mrs./Miss/Ms. (surname):
Command Sergeant Major	Dear Sergeant Major (surname):
Sergeant Major	Dear Sergeant Major (surname):
First Sergeant	Dear First Sergeant (surname):
Master Sergeant	Dear Sergeant (surname):
Platoon Sergeant	Dear Sergeant (surname):
Sergeant First Class	Dear Sergeant (surname):
Staff Sergeant	Dear Sergeant (surname):
Corporal	Dear Corporal (surname):
Specialist	Dear Specialist (surname):
Private First Class	Dear Private (surname):
Private	Dear Private (surname):

c. Adjust the top and bottom margins to picture frame the star note on the page. Picture framed means the same amount of space (blank lines spaces) between the place allotted for the date and the salutation line, and the space between the last typewritten line and the end of the paper. Allow room for centering the date two lines below the last line of the printed flag or the last line of the printed address. Date star notes civilian style, e.g., July 6, 2002, and date them after obtaining the signature.

d. Indent to the fifth letter (hit space bar four times) and begin typing on the fifth space for the first line of each paragraph. Double space between paragraphs. Do not number the paragraphs.

e. If using "enclosed" in the body of the note, then use "Enclosure" at the end two spaces below the last line of the signature block (one blank line space). Do not include an excessive number of enclosures.

f. Type the signature block on the fifth line (leaving four blank line spaces) below the complimentary closing beginning at the center of the page. The CG's signature block for 4-star notes is:

John A. Doe	(Upper and Lower Case)
General, U.S. Army	(No space between U. and S.)
Commanding	(Commanding vice Commander)

g. Use 12 pitch Times New Roman font for all star notes.

h. Use "Sincerely," when addressing individuals of lower rank than the signer. Use "Respectfully," when addressing individuals of higher rank.

i. In the address, spell out complete rank. Do not use state abbreviations. Do not use office symbols or mail stop codes on the note itself, but you may use them on the envelope.

Examples:

Lieutenant Colonel Xxxxx X. Xxxxx
 Chief
 Engineering Division
 U.S. Army Missile Command
 Redstone Arsenal, Alabama 35898-0000

(NOTE: Printed stationery)

Ms. Xxxxx X. Xxxxx
 Office of the Deputy Chief of Staff for Personnel. G-1
 U.S. Army Materiel Command
 5001 Eisenhower Avenue
 Alexandria, Virginia 22333-0001

(NOTE: Unprinted stationery)

j. When sending a star note to a retired officer, the following applies:

Salutation: Dear General Xxxxx:

Address & Envelope: General Xxxxx X. Xxxxx
 U.S. Army, Retired
 1111 First Street
 Second, Michigan 44444-0000

NOTE: When printing star notes using a Laser printer, cover the flag portion of the stationery to prevent burn marks on the flag. To do this, place a 1 1/2 x 2 inch Post-It note over the flag.



**COMMANDING GENERAL
U.S. ARMY MATERIEL COMMAND
5001 Eisenhower Avenue
Alexandria Virginia, 22333**

Dear Colonel Ledbetter:

Margins of a star letter should "picture frame" the letter. As with other Command Group correspondence, do not date the star letter prior to signature. Center date two spaces below general's flag or last line of printed return address. Indent paragraphs five spaces. Use the correct stationery when preparing star notes. Use stationary with the printed address when preparing notes to persons outside of the Headquarters.

Use this format only if your agency is specifically tasked to prepare a star letter.

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.

Sincerely,*

Paul J. Kern
General, U.S. Army
Commanding

Lieutenant Colonel Steve Ledbetter
2345 Old Keene Mill Rd
Alexandria, Virginia, 22017-0001

***Closing should be "Very respectfully,"
when addressed to higher authority.**



Dear Colonel Ledbetter:

Use the correct stationery when preparing star notes. Use star stationery without the printed address when preparing notes to persons located within HQ AMC. Margins of a star letter should "picture frame" the letter. As with other Command Group correspondence, do not date the star letter prior to signature. Center date two spaces below general's flag or last line of printed return address. Indent paragraphs five spaces.

Use the enclosed written instructions for clarification of the salutation and complimentary closing portions of star notes. Complimentary closing and signature block start at the center of the page.

Sincerely,*

Paul J. Kern
General, U.S. Army
Commanding

Lieutenant Colonel Steve Ledbetter
U.S. Army Materiel Command
Office of the Secretary of the General Staff
5001 Eisenhower Avenue
Alexandria, Virginia 22333-0001

***Closing should be "Very respectfully,"
when addressed to higher authority.**

APPENDIX H

STAFF PAPERS

1. **GENERAL:** Staff papers provide vital information in specific areas for members of the Command Group. To avoid "unfinished" papers being used, it is necessary that the releaser (Deputy or Assistant) and the action officer sign final staff papers prior to submission to the Command Group.
2. **INFORMATION PAPER:** Information papers provide a format for passing key information or updates in concise terms to the members of the Command Group. The Deputy Chief of Staff (DCS) or Assistant Deputy Chief of Staff (ADCS) must approve the information papers. Top and bottom margins should be at least 1 inch in length (six blank line spaces). Left and right margins should be at least 1 inch wide. Papers must be one page. See figure H-2 for an example of a proper information paper format.
3. **TRIP PAPER:** Trip papers provide a format for passing key information or updates, pertaining to a place a member of the Command Group intends to visit, just prior to the official visit. Top and bottom margins should be at least 1 inch in length (six blank line spaces). Left and right margins should be at least 1 inch wide. See figure H-3 for an example of a proper trip paper format.
4. **DECISION PAPER:** The Decision Paper is a special-purpose action, used when directed, to obtain decisions from Command Group or higher headquarters. It is prepared as an informal memorandum and should not exceed two pages, excluding supporting documents. See figure H-4 for preparation guidelines and sample format.
5. **DISCUSSION PAPER:** Discussion Papers impart information and help the reader express or respond to viewpoints. They are used in discussions, speeches, briefings, and conferences. These papers help readers remember key points, respond to opposing viewpoints, and guide discussion. See figure H-5 for format and instructions for preparing a Discussion Paper.
6. **POINT PAPER:** The purpose of a Point Paper is to list points, facts, positions, questions, or recommendations in outline form. It avoids sentences, instead it features bullet phrases. Organization uses when the reader has an intimate knowledge of the subject. Instructions for preparing a Point Paper are at figure H-6.
7. **POSITION PAPER:** Position Papers lay out an organization's position or policy on an issue. An organization uses them when advancing or defending a position. Format and sample Position Paper are at figure H-7.

DATE

INFORMATION PAPER

SUBJECT: Information Paper Format

1. Purpose. To provide guidance on the preparation and use of an Information Paper. Font: Times New Roman 12 Pitch.

2. Facts.

a. An Information Paper provides facts in a clear and concise format. Action office may alter the format to meet a specific need.

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

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

d. Length of papers should not exceed one page and need not be signed, but must include the action officer's name and telephone number in the lower right corner. Include an approval line below AO 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.

RELEASED BY: COL JOHN A. DOE
DCS for Intelligence, G-2
617-2345
1E14

ACTION OFFICER:
MAJ Knox, AMCGS
617-9665
10S60

COORDINATION:
Considered ... (as a minimum, coordination must be considered.)
AMCOPS
AMCRM

TRIP PAPER

AMCGS (MARKS Number)

DATE

SUBJECT: Subject of Action

ISSUE: CG's Trip to TACOM, 10 Jun 02, state issue of paper

BACKGROUND:

- o Use short, concise "bullet style" thoughts.
- o State clearly why the paper is provided (background information only; preparation for an issue expected to be brought up by the other party; an issue that should be raised by the principal using the paper, etc.)

CURRENT STATUS:

- o Points must stand out for reader's quick reference.
- o Avoid technical language and unexplained acronyms.
 - oo Sub-bullets may be used.

RECOMMENDED ACTION:

- o State the bottom line: what action should members of the Command Group influence or accomplish? Make sure the facts support the requirement.

RELEASED BY: COL JOHN A. DOE
DCS for Intelligence, G-2
617-1234
1E14

ACTION OFFICER:
Ms. Jane Black
617-2345
1E20

COORDINATION:

Considered ... (as a minimum, coordination must be considered.)

AMCOPS
AMCRM

DECISION PAPER

OFC SYMBOL (MARKS #)

XX January XXXX

MEMORANDUM THRU Chief of Staff

FOR CG

SUBJECT: Decision Paper Format

- 1. FOR DECISION.
- 2. PURPOSE. To obtain...
- 3. RECOMMENDATION(S). CG sign memorandum at TAB X.
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.

ACSG1 _____ CONCUR/NONCONCUR _____ DATE _____
 ACSG3 _____ CONCUR/NONCONCUR _____ DATE _____

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

Encl

XXXX X. XXXXXXXX
 Major General, GS
 XXXX XXXXX

DISCUSSION PAPER

SUBJECT: Format for a Discussion Paper

1. Issue. How to prepare Discussion Papers for use in discussions. Font: Times New Roman 12 Pitch.

2. Facts:

a. A Discussion Paper will be prepared for members of the Command Group. This is a specialized information paper and can be used 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 the 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 be approved at directorate level.

3. Key Points to be Stressed:

a. Present key points drawn from paragraph 2.

b. Your opportunity to influence action.

RELEASED BY: LTC Meister
Secretary to the General Staff
617-0116
1S55

ACTION OFFICER:
Mr. Wiltshire
617-7817
1S60

COORDINATION:

Considered ... (as a minimum, coordination must be considered.)

AMCOPS

AMCRM

POINT PAPER

AMCGS

ISSUE: Preparation of a point paper--text format. (Use number of lines needed to state the issue ending with two returns: a return at the end of the issue, and a return to enter a blank line between ISSUE and POINTS.)

POINTS:

- Maximum of five key points (indent four spaces, type key point bullets on the fifth space, skip a space and begin text on seventh space.
- Indent nine spaces, type subpoint bullets on the tenth space, skip a space and begin text on the twelfth space.
- A point paper should provide concise information.
- A point paper is limited to one page.
- Double space between points.
- Signature block will be that of staff director/chief; however, their designated representative may sign it.

STATUS:

AMC POSITION: (Specify whether a staff office or approved command group position.)

RELEASED BY: COL Anderson
XO to DCG
617-1234
1S60

ACTION OFFICER:
Ms. Patricia Majors
617-9645
1S60

COORDINATION:

Considered ... (as a minimum, coordination must be considered.)

AMCOPS
AMCRM

DATE

POSITION PAPER

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

1. Background. Short overview that doesn't 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: Times New Roman 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. You don't want your boss surprised by their strength.
5. Rebuttals. Summary of rebuttals to opposing arguments. Ideally, rebuttals will reinforce your position.
6. Sources. List sources:
 - Action officer (name, office, phone).
 - Subject matter experts.
 - Supporting documents.
 - Related point or position papers.

If using only one source, label this paragraph specifically (e.g., Point of Contact.)

RELEASED BY: COL Meister
Secretary to the General Staff
617-0116
10S55

ACTION OFFICER:
Tina Baker
617-0118
10S54

COORDINATION:
Considered ... (as a minimum, coordination must be considered.)
AMCOPS
AMCRM

Appendix I Standards for Correspondence

STANDARDS FOR CORRESPONDENCE						Page 1 of 4 Pages	
<p><i>This chart lists communications and staff actions that are of major interest to the Command Group. The normal processing time, level of approval, and signature guidelines for HQ AMC actions are indicated. Office Director/Chiefs will determine, based on their personal knowledge of the individual situation, whether matters listed may be acted on without prior referral to the Command Group. Information copies of all actions taken on these matters will be provided the Chief of Staff. Other important matters not listed must also be identified by the Office Director/Chief for referral to the Chief of Staff for approval or information, as appropriate.</i></p>							
Category of Correspondence	Normal Processing Time Working Days			Normal Level of Approval		Primary Suspense Control Responsibility	Normal Level of Signature
	0-4	5-10	10-30	Cmd Grp	Staff Principal w/cf to CofS		
1. All HQDA communications addressed through this HQ with a suspense date	X			X		SGS (Dep SGS)	Staff office director/chief or designated representative
2. Personal notes from the CG, DCG or CofS that request information or direct an action.		X		X		SGS (Dep SGS)	Staff office director/chief
3. Incoming communications addressed personally to the CG, DCG or CofS.		X		X		SGS (Dep SGS)	Command Group
4. Incoming communications received.							
a. Direct from the President, Vice-President, or members of their staffs with replies to the White House.	X			X		SGS (Dep SGS)	CG
b. From members of Congress, National and State governments, and other important civilian officials, and replies.	X				X	G-5	CG
c. By referral from Ofc Congressional Legislative Liaison, HQDA staff offices, or from any other source for reply or information on which to base a reply to officials indicated in a and b, above.	X				X	G-5	Deputies, staff agencies, or designated representative

Appendix I. Standards for Correspondence (continued)						Page 2 of 4 Pages	
Category of Correspondence	Normal Processing Time Working Days			Normal Level of Approval		Primary Suspense Control Responsibility	Normal Level of Signature
	0-4	5-10	10-30	Cmd Grp	Staff Principal w/cf to CofS		
5. Incoming communications signed personally by any general officer will be answered within 7 - 10 working days:							
a. COCOM of Unified/ Specified Cmds, or their deputies; DA Chief of Staff or Vice Chief of Staff; Chair-man Joint Chief of Staff, or Vice Joint Chief of Staff		X		X		SGS (Dep SGS)	Command Group
b. DA Staff chiefs (G1, G2, G3, G4, G6, G8, IMA, OTJAG etc.)	X				X	Staff office director/chief	Staff office director/chief
c. CG, DCG or CofS of Major subordinate commands.		X		X		SGS (Dep SGS)	Command Group
d. CG or DCG of lateral command.		X		X		SGS (Dep SGS)	Command Group
6. Recommended Non-Concurrences and disapproval:							
a Recommended non-concurrences in actions proposed by higher or lateral commands			X	X		SGS (Dep SGS)	Command Group
b. Recommended disapproval of actions proposed by subordinate commands signed by a general officer.			X	X		SGS (Dep SGS)	Command Group

Appendix I. Standards for Correspondence (Continued)						Page 3 of 4 Pages	
Category of Correspondence	Normal Processing Time Working Days			Normal Level of Approval		Primary Suspense Control Responsibility	Normal Level of Signature
	0-4	5-10	10-30	Cmd Gp	Staff Principal w/cf to CofS		
7. Appeals of subordinate echelons from decisions made at this headquarters.			X	X		SGS (Deputy) or Staff office director/chief	Command Group
8. Disapproval from higher headquarters.		X		X		SGS (Dep SGS)	Command Group
9. Significant requests and recommendations to be made to higher or parallel authority, lack of knowledge of which could be embarrassing to the CG.		X		X		SGS (Dep SGS)	Command Group or designated representative
10. Actions establishing new major policies, a AMC position, or major changes to existing policies.			X	X		Staff office director/chief	Command Group
11. Reports of significant financial or property irregularities.		X		X		Staff office director/chief	Command Group
12. Serious accidents or incidents involving personnel of the command. (SEE CGs CCIR)				X		N/A	
13. Communications of exceptional information, or of such importance as to require prompt attention, that are not covered by existing policies and instructions.	X				X	Staff office director/chief	Staff office director/ chief or designated representative
14. Visits to HQ AMC of general officers and important civilian officials that involve the CG, DCG, or CofS in courtesy calls, conferences, honors, or social activities.		X		X		SGS (Dep SGS)	Command Group

Appendix I. Standards for Correspondence (Continued)						Page 4 of 4 Pages	
Category of Correspondence	Normal Processing Time Working Days			Normal Level of Approval		Primary Suspense Control Responsibility	Normal Level of Signature
	0-4	5-10	10-30	Cmd Gp	Staff Principal w/cf to CofS		
15. Assignment, relief, or reassignment of GOs assigned to MSCs.		X		X		G-1	Command Group
16. Requests for other than PCS travel on military aircraft by dependents of military personnel, Government civilian employees, U.S. civilians without Federal employment status, foreign dignitaries, and their entourage.		X		X		G1	Command Group
17. Request for approval of OCONUS or conference travel.		X		X		G1	Command Group
18. Reports of IG Inspections.			X	X		IG	Command Group
19. Reports of inspections and staff visits that include information having Command Group interest.		X			X	Staff office director/chief	Staff office director/chief or designated representative
20. Recommended decorations or awards.			X	X		G-1	Command Group
21. Routine actions of potential interest to CG, DCG, or CofS.		X	X		X	Staff office director/chief	Staff office director/chief or designated representative

COMMAND GROUP SIGNATURE BLOCKS:

MILITARY STYLE FORMAT

JOHN A. DOE
General, USA
Commanding

JOHN A. DOE
Lieutenant General, USA
Deputy Commanding General

JOHN A. DOE
Major General, USA
Chief of Staff

JOHN A. DOE
Command Sergeant Major, USA

JOHN A. DOE
Executive Deputy to the
Commanding General

NONMILITARY STYLE FORMAT

John A. Doe
General, U.S. Army
Commanding

John A. Doe
Lieutenant General, U.S. Army
Deputy Commanding General

John A. Doe
Major General, U.S. Army
Chief of Staff

John A. Doe
Command Sergeant Major, U.S. Army

John A. Doe
Executive Deputy to the
Commanding General

APPENDIX J

SAMPLE OF VIDEO TELECONFERENCE ATTENDEE LIST

EVENT: Video Teleconference – *list title of Video Teleconference*

DATE:

TIME: *Reflects the start/conclusion time of the actual VTC; not setup time.*

SITE: *Room number and site location where Command Group will be located.*

SITES / SENIOR ATTENDEES

(as of time and date prepared)

ORG / SITE	ORG SENIOR REP	SENIOR REP DUTY TITLE
HQ AMC Fort Belvoir Room _____	GEN Paul Kern LTG Richard Hack	Commanding General Deputy Commanding General
HQ AMC Eisenhower Ave Room _____	MG John Deyermond	G-3
TACOM Warren, MI		
AMCOM Redstone Arsenal, AL LOGSA Redstone Arsenal, AL		
CECOM Ft Monmouth, NJ		

EVENT: Video Teleconference -
 DATE:
 TIME:

JMC Rock Island, IL		
SBCCOM Edgewood, MD		
ARDEC Picatinny Arsenal, NJ		
NOTE: Ensure all VTC studios are listed	Ensure that all sites have a representative listed	Ensure duty positions are listed
NOTE: Ensure any OCONUS studios are included		