

Department of the Army  
Headquarters, United States Army  
Training and Doctrine Command  
Fort Eustis, Virginia 23604-5700

\*TRADOC Regulation 1-11

24 June 2020

Administration  
Staff Procedures

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**History.** This is an administrative revision to U.S. Army Training and Doctrine Command Regulation 1-11. The portions affected are listed in the summary of change.

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

**Applicability.** This regulation applies to all U.S. Army Training and Doctrine Command organizations that prepare correspondence for Headquarters, U.S. Army Training and Doctrine Command.

**Proponent and exception authority.** The proponent of this regulation is the U.S. Army Training and Doctrine Command Secretary of the General Staff. The proponent has the authority to approve exceptions or waivers to this regulation that are consistent with controlling laws and regulations. The proponent may delegate this authority in writing, to a division chief with the proponent agency or its direct reporting unit or field operating activity, in the grade of colonel or the civilian equivalent. Activities may request a waiver to this regulation by providing justification that includes a full analysis of the expected benefits and must include formal review by the activity's senior legal officer. All waiver requests will be endorsed by the commander or senior leader of the requesting activity and forwarded through their higher headquarters to the policy proponent.

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\*This regulation supersedes TRADOC Regulation 1-11, dated 1 March 2019.

**Amy management control process.** This regulation does not contain management control provisions.

**Supplementation.** Supplementation of this regulation and establishment of command and local forms are prohibited without prior approval from the Secretary of the General Staff (ATCS-XS), 950 Jefferson Avenue, Fort Eustis, VA 23604-5700.

**Suggested improvements.** Users are invited to send comments and suggested improvements on Department of the Army (DA) Form 2028 (Recommended Changes to Publications and Blank Forms) directly to the U.S. Army Training and Doctrine Command Secretary of the General Staff (ATCS-XS), 950 Jefferson Avenue, Fort Eustis, VA 23604-5700, or [usarmy.jble.tradoc.mbx.hq-tradoc-sad@mail.mil](mailto:usarmy.jble.tradoc.mbx.hq-tradoc-sad@mail.mil).

**Distribution.** This regulation is available in electronic media only at the [U.S. Army Training and Doctrine Command Administrative Publications website \(https://adminpubs.tradoc.army.mil\)](https://adminpubs.tradoc.army.mil).

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## Summary of Change

TRADOC Regulation 1-11  
Staff Procedures

This administrative revision, dated 24 June 2020-

- o Updates memorandum format for Commanding General notes and taskings (fig 2-4).
- o Updates distribution list for correspondence (fig 2-5).
- o Updates ethnic/special observances (para 6-3) and the calendar for years 2020-2023 (table 6-3).
- o Updates invitational travel authorization request (table 7-1).
- o Updates spousal representational travel (fig 7-2).
- o Updates invitational travel authorization approval authorities (para 7-2b).
- o Updates sample Headquarters, U.S. Army Training and Doctrine Command tasking order (fig C-1).
- o Makes administrative changes and updates links and instructions throughout.

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## **Chapter 1 Introduction**

### **1-1. Purpose**

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

### **1-2. References**

See [appendix A](#).

### **1-3. Explanation of abbreviations and terms**

See the [glossary](#).

### **1-4. Responsibilities**

a. The Commanding General (CG), U.S. Army Training and Doctrine Command (TRADOC), hereby delegates authority to for the approval or disapproval of accompanying spouse travel in accordance with the Joint Travel Regulations.

(1) For personnel assigned to HQ TRADOC staff and all subordinate TRADOC command/activity travelers to the Deputy Commanding General (DCG)/Chief of Staff (COS), TRADOC.

(2) For personnel assigned to the U.S. Army Combined Arms Center (CAC) including all subordinate commands, centers of excellence, schools, and activities to the DCG for CAC and Fort Leavenworth.

(3) No delegate may approve their own spouse's travel.

(4) This authority may not be further delegated. The Commander may cancel or withdraw delegated authority at any time (to include upon review after a change of command). See chapter 7 for travel authorization procedures.

b. DCG/COS, TRADOC, will approve or disapprove accompanying spouse travel for HQ TRADOC.

c. DCG, CAC, will will approve or disapprove accompanying spouse travel for subordinate commands, centers of excellence, schools, and activities to the DCG CAC and Fort Leavenworth.

d. The TRADOC Secretary of the General Staff (SGS) will-

(1) Establish policy and procedures to prepare and manage TRADOC correspondence.

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(2) Review all correspondence sent to the command group for administrative completeness and correctness, appropriate coordination, proper level of signatures, and compliance with established policies. Enforce policies, regulations, and instructions governing correspondence for TRADOC.

(3) Serve as primary tasking authority for all non-operational taskings generated by the CG, DCG/COS, and Deputy Chief of Staff (DCOS), identified as CG and Chief of Staff (CS) taskings. Process all external suspense (ES) actions generated by proponents. Manage tasking continuity.

(4) Distribute and track official mail addressed to the command group and actions generated by the command group.

(5) Assign staff responsibility for and task TRADOC-led organization day and ethnic/special observances and recurring events.

(6) Maintain the SGS website.

(7) Manage site content for the Staff Action Officer Resource Center.

(8) Schedule and conduct the monthly Staff Officer Orientation Briefing (SOOB) to familiarize newly assigned action officers (AOs) with staff procedures.

(9) Manage TRADOC policy letters and delegations of authority in accordance with Army Regulation (AR) 25-30 and AR 25-50.

(10) Maintain command group internal TRADOC email distribution lists (commanders/commandants, chiefs, staff principals, executive officers (XOs), SGS, senior executive services (SESS), senior commanders, and TRADOC Top 4 meeting).

(11) Conduct the quarterly XOs Meeting to provide a forum for enhanced communication between staff sections.

(12) Operate the Command Group Action Center (CGAC).

(13) Serve as lead for Command Action Tracking System (CATS).

(14) Upload staff-generated Staff Actions addressed to HQDA in the task management system (TMS).

e. The Deputy Chief of Staff (DCS), G-3/5/7 Current Operations (G-33) will-

(1) Serve as primary tasking authority for all internal (IN), external (EX), and operational (OP) taskings not generated by the TRADOC command group in accordance with TRADOC Regulation (TR) 10-5.

(2) Receive and process all requests for military aircraft travel (see TR 95-5, for flight operations).

(3) Manage the TRADOC Enterprise Calendar (TEC).

f. DCSs and chiefs of special staff will-

(1) Require incoming personnel to review the resources available in the Staff Action Officer Resource Center.

(2) Ensure newly assigned personnel (military and civilian) attend the first available SOOB within 2 months of arrival. Contractors may attend the SOOB at the discretion of their director.

(3) Ensure personnel and contractors manage records in accordance with AR 25-400-2.

(4) Enter events into the TEC.

g. Commanders/commandants/directors will-

(1) Designate a primary and an alternate TEC contributor to input and curate their calendar data. Events will be populated on the lower echelon calendars and promoted, as appropriate, through the chain of command to higher headquarters' calendars.

(2) Ensure personnel and contractors manage records in accordance with AR 25-400-2.

h. The Director, Congressional Activities Office (CAO) will monitor and provide assistance on all congressional actions. Additional guidance and information on CAO functions and services are available at <https://hq.tradoc.army.mil/sites/cao/SitePages/Home.aspx>.

i. XO's and SGSs at subordinate organizations (core function leads, special activities and field operating activities (FOAs), direct reporting units, schools and centers), and HQ TRADOC will-

(1) Ensure proper coordination and formatting of all staff products forwarded to the TRADOC command group.

(2) Provide updated changes to TRADOC Senior Leaders Contact List to the TRADOC SGS, Staff Actions Division (SAD) as changes occur.

(3) Ensure records (hardcopy or electronic) created and/or received in the course of doing Army business will be maintained in accordance with AR 25-400-2. The Army Records Information Management System (ARIMS) record numbers and titles are determined by the proponents of the prescribing directives and lead to the category and type of record(s) (keep [short-term less than 6 years] or transfer [long-term retention greater than 6 years up to permanent]) to support the business process of those functional areas. Visit ARIMS (<https://www.arims.army.mil/arims/default.aspx>) and consult your organization records manager

for assistance in determining applicable record numbers. Upload electronic transfer records to the ARIMS Army Electronic Archive.

j. Designated organization POCs will upload documents to the TRADOC Knowledge Environment (TKE) Actions Library (for CG, CS, IN, EX, OP taskings, and ES actions) in accordance with appendix H. Uploading records to TKE does not constitute recordkeeping per ARIMS requirements.

### **1-5. Records management requirements**

As prescribed by AR 25-400-2, the records management (recordkeeping) requirements for all ARIMS record numbers, associated forms, and reports are included in the Army's Records Retention Schedule-Army (RRS-A). Detailed information for all related record numbers, forms, and reports associated with this regulation are located in RRS-A at <https://www.arims.army.mil/arims/default.aspx>.

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## **Chapter 2 Staff Policies and Procedures**

### **2-1. Correspondence**

AR 25-50 and this regulation prescribes policies, procedures, and standard formats for preparing and processing Army and TRADOC correspondence.

a. Prepare correspondence for CG, DCG/COS, and DCOS signature in final form (not a draft).

b. Letterhead.

(1) Use TRADOC letterhead stationery for all formal memorandums for command group signature. Do not alter letterhead.

(2) Use plain paper and command letterhead for internal/informal memorandums, memorandum for record, and decision memorandums.

(3) Use CG, DCG/COS, or DCOS letterhead stationery for letters. Do not use office titles or office symbols on CG, DCG/COS, or DCOS letters. Refer to [AR 25-50](https://armypubs.army.mil/ProductMaps/PubForm/AR.aspx) (<https://armypubs.army.mil/ProductMaps/PubForm/AR.aspx>) for guidance on preparing letters.

(4) Electronic letterhead templates are available on the [TRADOC Publications and Resources Library](https://www.tradoc.army.mil/Publications-Resources/) (<https://www.tradoc.army.mil/Publications-Resources/>).

c. Use of the slogan "Victory Starts Here!" as the last paragraph in letters, memorandums, or messages is optional. It may be used in correspondence of a complimentary, positive nature going to individuals and/or higher or subordinate commands. Omit if it adds a second page to the correspondence.

- d. As a general rule, respond in like form. For example, use a memorandum to respond to a memorandum; personal letter to a personal letter, etc.
- e. Address memorandums of commendation “THRU” the chain of command and “FOR” the recipient, by name.
- f. Use TRADOC Form (TF) 5 (Transmittal, Action and Control) for all correspondence (hard copy or electronic) going to the command group.
- g. TRADOC organizations will not use multiple-addressee correspondence, memorandums of instruction, policy memorandums, electronic messages (including all Army activities messages), and SOPs will not be used as substitutes for issuing, changing, or revising Army TRADOC-wide policy and procedure publications in accordance with AR 25-30.

## **2-2. Commanding General (CG) actions**

- a. Actions requiring CG approval and/or signature take precedence over other actions. Ensure staff principals handle as a priority.
- b. TF 5 will accompany all CG correspondence, whether for information, signature, or approval. Include a suspense date as required.
- c. Unless otherwise indicated, taskers for CG approval, information, review, or signature are assigned a 5-workday suspense and a control number with a “CG” prefix.
- d. CG-generated requests for information or action require feedback within 5 workdays. Complex actions still require initial feedback within 5 workdays. Provide interim response(s) to [TRADOC SGS SAD \(usarmy.jble.tradoc.mbx.hq-tradoc-sad@mail.mil\)](mailto:usarmy.jble.tradoc.mbx.hq-tradoc-sad@mail.mil) who will forward to the CG and courtesy copy (cc) the DCG/COS and/or DCOS. Follow up with weekly updates until complete.
  - (1) Coordinating staff and/or their deputies will submit responses to simple questions and interim responses in executive summary (EXSUM) format, or a stand-alone TR Form 5. Follow EXSUM forwarding instructions.
  - (2) For detailed actions requiring more than 5 workdays to complete, upload TF 5 (containing the EXSUM and appropriate digital signatures) to the TKE Actions Library in accordance with appendix H. Notify [TRADOC SGS SAD \(usarmy.jble.tradoc.mbx.hq-tradoc-sad@mail.mil\)](mailto:usarmy.jble.tradoc.mbx.hq-tradoc-sad@mail.mil) when the TF 5 has been uploaded. Include EXSUM title in the subject line. TRADOC SGS SAD will forward EXSUM to the CG and cc individuals in paragraph 2-3.
- e. Expedite all returned CG actions for rewrite, corrections, questions, etc., through the SGS. Maximum turnaround time is 24 hours. At times, the suspense may require turnaround in less than 24 hours due to the CG’s travel schedule. Always use the documents your staff action control officer (SACO) posted in your folder in the TKE Actions Library for your rewrite or corrections. These documents contain edits to your original submission. Do not use your original documents.

### 2-3. Staff action process responsibilities

a. Staff offices must route actions going to the command group through the SGS. The SGS will log the action, proofread, edit, ensure required coordination, and forward the correspondence to the command group. Actions received at the command group without prior SGS approval will be returned to the SGS for processing. Ensure you provide the SGS a copy of the action to be presented for CG, DCG/COS, or DCOS signature for review prior to a briefing so SGS can proofread. If bypassing the SGS, provide a copy of signed correspondence and TF 5 to the SGS for official files following the briefing.

b. CGAC will date correspondence the command group signs (if not dated at time of signature). A copy of the correspondence will be scanned and filed electronically. Unless directed otherwise, the SGS will email all actions signed by the CG, DCG/COS, or DCOS that are addressed to all subordinate organizations and HQ TRADOC. See figure 2-5, for correspondence distribution list. Distribution of actions addressed elsewhere is the responsibility of the lead organization. Proponents are responsible for maintaining their records in accordance with AR 25-400-2.

c. Provide EXSUMs and/or tasking updates to SGS on TF 5. SGS will review and forward to the command group. If space allows, type EXSUMs on TF 5 in the discussion section of block 7 (instead of attaching it as a tab). Upload TF 5 (containing the EXSUM and appropriate digital signatures) to the TKE Actions Library in accordance with appendix H. Email TRADOC [SGS SAD \(usarmy.jble.tradoc.mbx.hq-tradoc-sad@mail.mil\)](mailto:usarmy.jble.tradoc.mbx.hq-tradoc-sad@mail.mil) when TF 5 has been uploaded; be sure to include EXSUM title in the subject line. When a proponent head chooses to route the EXSUM directly to the CG, DCG/COS, or DCOS, as a minimum, provide a cc to the following individuals:

(1) For EXSUMs sent directly to the CG, provide cc to:

(a) DCG/COS;

(b) DCOS;

(c) CG XO;

(d) DCG/COS XO;

(e) DCOS XO; and

(f) SGS to track response/close tasking.

(2) For EXSUMs sent directly to the DCG/COS, provide cc to:

(a) DCOS;

(b) DCG/COS XO;

(c) DCOS XO; and

(d) SGS to track response/close tasking.

d. Coordinating staff and subordinate organizations' representatives will review the CATS Daily Status Report to monitor suspense dates for their respective taskings and ensure they are met on time.

e. AOs will:

(1) Become familiar with AR 25-50, TR 10-5 series, and this regulation. Follow regulatory guidance to determine action required, level of approval, and appropriate signature for the action. Contact the SGS SAD with questions on signature/approval authority or coordination of ES actions prior to processing actions.

(2) All new AOs will attend the SOOB within first 60 days of assignment. Prior to attending the SOOB, review documents on the [Staff Action Officer Resource Center \(https://hq.tradoc.army.mil/SAORC/default.aspx\)](https://hq.tradoc.army.mil/SAORC/default.aspx) that provide an introduction to TRADOC.

(3) Conduct a thorough mission analysis of the action being submitted. Before taking action, thoroughly consider the issue and why the CG is involved, staff recommendations, implications for accepting or rejecting the staff recommendations, and assessment of supporting and background information. Provide command group the second- and third-order effects and the implications to the Army and TRADOC. AOs will think at the strategic level.

(4) Initiate a lead transfer if, as the lead, he/she believes the tasking is outside of their organization's area of responsibility. See paragraph 2-3j, for procedures to transfer lead.

(5) Provide assistance to subordinate commands/activities. Ensure instructions to subordinate commanders are clear, concise, and leave no doubt about the objectives. Act on subordinate commander requests or recommendations promptly.

(6) If review of the subordinate command request or recommendation results in nonconcurrency, discuss the decision with the affected organization before forwarding to the command group for final action/signature. This gives the field an opportunity to understand the forthcoming response and ensures consideration of the most critical data points from the centers'/schools' perspective. Explain action fully and in a positive manner, pointing out alternatives, if available. Nonconcurrences/negative responses to subordinate activities and/or other commands outside of TRADOC require CG, DCG/COS, and/or DCOS approval.

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

(8) Ensure content of action is consistent with similar approved staff actions and cites policies.

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

(10) Complete coordination with subordinate organizations, special activities and FOAs, schools and centers, HQ TRADOC organizations, and other Army commands (ACOMs) in accordance with TR 10-5 and paragraph 2-12 of this regulation prior to forwarding to SGS. Ensure coordinating office is commensurate with level of signature. (For example, if TRADOC CG signs correspondence requiring coordination with U.S. Army Forces Command (FORSCOM), the FORSCOM CG is the coordinating authority.) For subordinate organizations, the chief of staff or higher must provide his/her name for concurrence/nonconcurrence on an action. For HQ TRADOC organizations, the XO, DCS, or assistant DCS must provide his/her name for concurrence/nonconcurrence on an action. Include date and concur or nonconcur on TF 5. If they nonconcur, include additional tab that explains the objections.

(11) Comply with AR 380-5 for security considerations.

(12) Ensure the distribution is appropriate (see para 2-13).

(13) Ensure staff action includes a completed TF 5.

(14) Ensure staff actions going to the Secretary of the Army (SA), Chief of Staff, Army (CSA), Under Secretary of the Army (USA), Vice Chief of Staff, Army (VCSA), Director of the Army Staff (DAS), the Vice Director of the Army Staff (VDAS), or the Sergeant Major of the Army (SMA) include a HQDA Form 5 at TAB A. Include HQDA Form 5 with staff actions going to other Department of the Army (DA) senior leaders only when requested.

(15) Obtain approval of the proper authority within respective directorate or subordinate organization.

(16) Provide the designated organization POC an electronic copy of all documents to upload in accordance with appendix H. Designated organization POC will make administrative corrections, but will not change the content of the correspondence.

(17) Prepare and process TRADOC correspondence in compliance with regulatory guidance.

(18) Prepare letters of appreciation/commendation expeditiously (within 15 calendar days of the event). For actions that require sending a number of different letters or invitations, the following guidelines will expedite the process: When sending the same letter to multiple recipients, submit one draft letter or memorandum to SGS for review. Once reviewed, the action is returned to the proponent to complete the remaining letters/memorandums. Upload the entire package to the TKE Actions Library and notify [SGS SAD \(usarmy.jble.tradoc.mbx.hq-tradoc-sad@mail.mil\)](mailto:usarmy.jble.tradoc.mbx.hq-tradoc-sad@mail.mil) for signatures.

(19) Deliver signed or lined-through correspondence to addressees. If correspondence lists another THRU addressee, AO will deliver to that individual or office. Determine method of delivery based on sensitivity of contents, suspense dates, etc., to ensure expeditious receipt of

correspondence. Options include email, fax, regular mail, express mail, and courier. See appendix I, for access to and instruction for public email distribution lists.

(a) To deliver correspondence or information to all HQ TRADOC subordinate commands and/or schools, centers, and activities, email the action to the SGS-TRADOC and the XO-TRADOC distribution list for appropriate tracking and delivery to the respective command groups. If counterparts at subordinate activities are also working the action, inform their SGSs.

(b) Email critical and/or strategic-level actions to the TRADOC DCS and chief of special staff office via the TRADOC Staff Principals distribution list. Only staff principals should use this list.

(20) Upload a copy of the final response in accordance with appendix H when a direct reply from an outside agency is received and notify SGS. For example, actions addressed to a HQDA agency that result in a direct reply to the proponent.

(21) Maintain and manage life cycle recordkeeping requirements for the record copy of correspondence and electronic records in accordance with AR 25-400-2.

(22) Mark records with the classification or designation in accordance with DOD Manual 5200.01, Volumes 2 and 4; AR 25-55; AR 380-5, and applicable security classification guide(s) as it relates to policy and the protection of information.

(a) Mark “FOR OFFICIAL USE ONLY” (FOUO) designation on controlled unclassified that can reasonably be expected to qualify for exemption under one or more of FOIA Exemptions 2 through 9.

(b) Mark the classification on classified records.

(23) Work with their appointed record coordinator to upload electronic records to the ARIMS Army Electronic Archive. For example, program briefings and operating program progress reports are permanent records and will be maintained in accordance with ARIMS record numbers 5-10a and 5-10b.

f. Proponents will upload documents associated with CG, CS taskings, or ES actions for command group approval/signature in accordance with appendix H. SACOs will make required administrative corrections, but will not change content.

g. SGS, SAD will:

(1) Task elements throughout TRADOC on non-operational taskings generated by the TRADOC CG, DCG/COS, or DCOS. Manage tasking continuity.

(2) Conduct mission analysis, assign actions to appropriate proponent in accordance with TR 10-5, and monitor suspense dates (see figure 2-1 for a flow chart of the command group

tasking process). Assign staff lead/assist(s) and immediately email the CG, DCG/COS, and DCOS taskings/requests for information to respective proponent with a cc to the AO (if known).

(3) Act as liaison between the command group and action offices concerning correspondence preparation and administrative procedures.

(4) Review all correspondence sent to the command group for administrative completeness and correctness, appropriate coordination, proper level of signature, and compliance with established policies.

(5) Date all correspondence the command group signs before returning to proponent for dispatch.

(6) Maintain electronic file copies of completed actions and return to originating proponent for dispatch.

(7) Email scanned correspondence signed or lined-through by the command group in response to HQDA taskings to G-33. Copy lead organization, including AO, if known, on email to G-33. Deliver original signed/initialed correspondence to lead organization.

(8) Package and send command group correspondence addressed to SA, USA, CSA, VCSA, DAS, VDAS, or SMA on behalf of lead organizations and upload in to TMS.

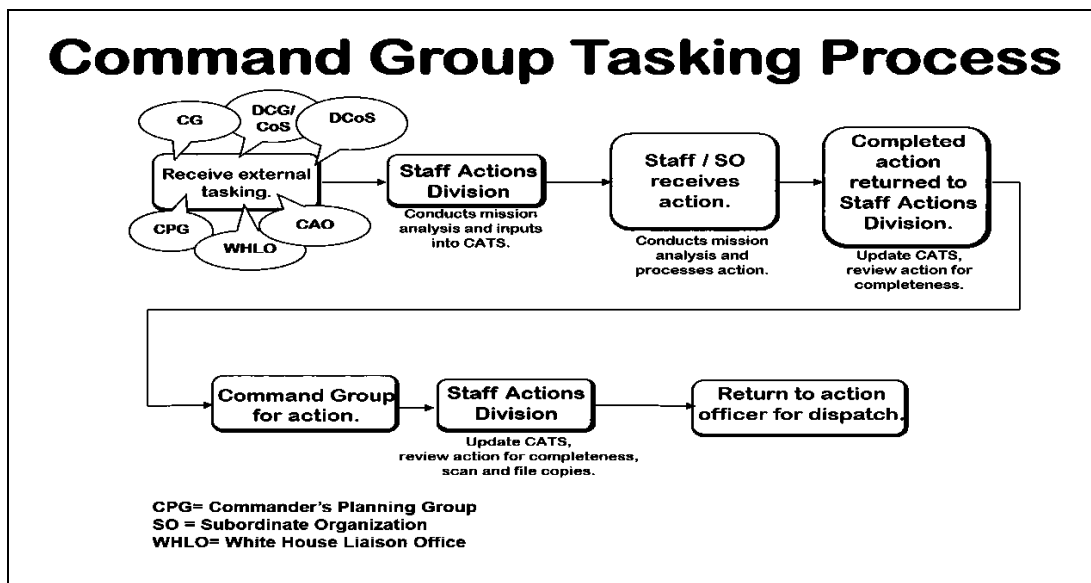


Figure 2-1. Command group tasking process

h. Lead organizations will:

(1) Conduct a thorough mission analysis of the tasking and take responsibility for satisfactory completion of the tasking. Acknowledge tasking by putting POC name and phone number in block 20 of CATS tasking.

(2) For G-33 taskings, see appendix C, for how to construct the tasking following the current TRADOC tasking order (TASKORD) format.

(3) Accomplish all required communications and coordination, within the proponent organization, external and higher organizations, and across the command (see TR 10-5).

(4) Use the telephone rosters provided at the Staff Action Officer Resource Center to contact all assist organizations within 1 workday and identify primary AO and his/her contact information.

(5) Identify and task additional organizations required to complete action.

(6) Ensure SGS staff action control officers (SACOs) are aware of time-sensitive actions to facilitate quick turnaround and tracking. Highlight the TF 5 or attach a note that clearly states the reason why an action is time sensitive.

(7) For G-33 taskings, coordinate and approve requests for extension and courtesy copy G-33 Tasking Division at [usarmy.jble.tradoc.mbx.eustis-g33-tasking@mail.mil](mailto:usarmy.jble.tradoc.mbx.eustis-g33-tasking@mail.mil) on all extension requests and status.

i. Within 1 workday, assist organizations will provide the lead organization their AO's name, contact information, and provide in block 20 of CATS tasker. Assist the lead, as directed/required, to complete the tasking.

j. Procedures to request transfer of lead:

(1) G-33 taskings. If the assigned lead organization believes a tasking is outside its area of responsibility, within 2 workdays of receipt of tasking they will email the XO of the organization they consider the appropriate lead (with a cc to the G-33 Tasking Office at [usarmy.jble.tradoc.mbx.eustis-g33-tasking@mail.mil](mailto:usarmy.jble.tradoc.mbx.eustis-g33-tasking@mail.mil)). The email will include detailed justification for transfer of lead. The gaining organization has 1 workday to assess the request for lead change and reply to the originating organization (with cc to the G-33 Tasking Office) of their acceptance/rejection. Transfer must occur within 3-workdays of the initial assignment of the tasking.

(a) If the gaining organization accepts the lead, G-33 Tasking Office will retask the action to the new lead and notify all concerned.

(b) If the tasked organization cannot gain concurrence from the new organization within 3 workdays, TRADOC DCS, G-3/5/7 (Operations, Plans, and Training) will make the final decision on the organization to assume the lead for completing the tasking.

(2) SGS SAD: If the assigned lead organization believes a tasking is outside its area of responsibility, within 2 workdays of receipt of tasking they will email the XO of the organization they consider the appropriate lead (with a cc to the SGS SAD at [usarmy.jble.tradoc.mbx.hq-tradoc-sad@mail.mil](mailto:usarmy.jble.tradoc.mbx.hq-tradoc-sad@mail.mil)). The email will include detailed justification for transfer of lead. The

gaining organization has 1 workday to assess the request for lead change and reply to the originating organization (with cc to the SGS SACO who issued the tasking) of their acceptance/rejection. Transfer must occur within 3 workdays of the initial assignment of the tasking.

(a) If the gaining organization accepts the lead, SGS SAD will retask the action to the new lead and notify all concerned.

(b) If after 3 workdays no agreement is reached, Chief, SAD will determine the lead.

k. Requesting extensions:

(1) SGS procedures. TRADOC lead organizations may request a suspense extension for SGS taskings (CS or CG prefix). Requests will be accepted from organization principals or their deputies/XOs only. AOs should request an extension in an email to the lead organization, with justification for extension, which will then forward it to the [SAD](#). Subordinate organization commanders/deputies/XOs and HQ TRADOC staff DCSs/XOs will send request via email to the [SGS SAD \(usarmy.jble.tradoc.mbx.hq-tradoc-sad@mail.mil\)](mailto:usarmy.jble.tradoc.mbx.hq-tradoc-sad@mail.mil). Copy the individual SACO who initiated the tasking. Include the CATS control number, a detailed reason for the request, and an estimated date for completion. Only the SGS, in coordination with the command group, may grant extensions for CG and CS taskings.

(2) G-33 tasking procedures. TRADOC lead organizations may request a suspense extension for G-33 taskings. The requests must specify the rationale to support justification of the extension, the CATS control number, the subject of the tasking, the original suspense date, and the estimated date of completion. Base the rationale for requesting the extension upon the AO/subject matter expert mission analysis of the tasking and what is required to provide a complete response.

(a) For EX taskings originated by HQDA, Joint Staff, or other non-TRADOC agencies, the TRADOC organization assigned as the lead for TRADOC will submit the request for extension of suspense date directly to the external POC and cc: [G-33 Tasking Office \(usarmy.jble.tradoc.mbx.eustis-g33-tasking@mail.mil\)](mailto:usarmy.jble.tradoc.mbx.eustis-g33-tasking@mail.mil). For HQDA (ARSTAFF) taskings, refer to DA Memorandum 25-52. For Joint Action Control Office tasking from the Joint Staff, refer to DA Memorandum 1-18. TRADOC assist agencies will coordinate directly with the TRADOC lead organization.

(b) For IN or OP taskings, the TRADOC organizations assigned as assists will coordinate directly with the TRADOC lead organization.

(3) Interim responses are encouraged and will contain acknowledgment of the requirement/request, plan of action/approach, milestones, and an estimated date of completion. For guidance on interim responses to TRADOC CG taskings, see paragraph 2-2d.

## 2-4. Operational Tasking Process (G-33)

G-33 Tasking Office is responsible for processing and tracking all IN and EX taskings assigned to TRADOC until completion. Specific instructions for both IN and EX tasks are discussed below.

a. Draft operations orders must be approved by originating organization's general officer (GO)/SES and submitted to G-3/5/7 for the DCS G-3/5/7's approval. Once approved, operations orders are placed in CATS for digital distribution.

b. IN taskings.

(1) Originate and task units within TRADOC only (not taskings from TRADOC CG, DCG/COS, DCOS, or Commander's Planning Group (CPG)). IN taskings must be tasked to organizations external to originator's organization and require significant resources, involve changes in policy, generate new policy, or require formal concurrence/comment.

(2) Taskings are not required for routine staffing. Examples are: a TRADOC subordinate organization tasking another; a TRADOC subordinate organization tasking the HQ TRADOC staff; a TRADOC subordinate organization/HQ TRADOC tasking a special activity; or a HQ TRADOC staff office tasking another HQ TRADOC staff office.

(a) See appendix C, for the draft TASKORD format to develop IN taskings. When time permits, the task originator should coordinate the draft TASKORD with all assist elements prior to publishing to prevent unnecessary conflicts and ensure the tasks and timeline are feasible/supportable.

(b) Establishing a suspense. Draft TASKORDs with suspenses within 30 to 15 days require colonel/GS-15 approval. Draft TASKORDs with suspenses under 15 days require GO/SES approval.

(c) Draft TASKORD must include a distribution list customized for the order. TASKORD distribution is not normally to all of TRADOC and is tailored to those TRADOC subordinate organizations affected by the order.

(3) Task Disposition. Assist elements request extensions through the task lead identified in paragraph 5.A on the TASKORD, if more time is required for task completion. The originator will notify TRADOC Tasking Office via email at [usarmy.jble.tradoc.mbx.eustis-g33-tasking@mail.mil](mailto:usarmy.jble.tradoc.mbx.eustis-g33-tasking@mail.mil) to extend the suspense date in CATS. The task originator will also notify G-33 Tasking Office via email at [usarmy.jble.tradoc.mbx.eustis-g33-tasking@mail.mil](mailto:usarmy.jble.tradoc.mbx.eustis-g33-tasking@mail.mil) when the IN Task is complete for closure in CATS.

c. EX Taskings originate from outside TRADOC and usually come through the HQDA TMS. HQDA assigns TRADOC as either the office of primary responsibility (OPR) cited as lead or as the office of coordinating responsibility (OCR) cited as an assist.

(1) When TRADOC is the OPR, the assigned TRADOC lead organization will input the

lead AO/POC contact information into TMS to enable coordination with all external organizations within 48 hours. The TRADOC lead will also input the AO/POC information into CATS block 20 to enable coordination with all TRADOC internal organizations.

(2) TRADOC lead must identify all the assist organizations (inside and outside of TRADOC) to ensure the response is fully coordinated to provide a complete consolidated response. If the TRADOC lead requests external OCRs (such as FORSCOM) from G-33 Tasking Office, he/she must contact G-33 Tasking Office via email at [usarmy.jble.tradoc.mbx.eustis-g33-tasking@mail.mil](mailto:usarmy.jble.tradoc.mbx.eustis-g33-tasking@mail.mil) to request the additional OCRs be added to the TMS.

(a) G-33 Tasking Office will assign OCRs using the HQDA TMS with instructions to coordinate their response to the identified TRADOC lead POC.

(b) When possible, G-33 Tasking Office will forward the TMS task information to the potential TRADOC lead for analysis and recommendation of assist organizations. The lead can develop a TRADOC TASKORD to provide amplified information/instructions to the TRADOC assist organizations.

(c) EX taskings going forward to the “Top 4” (SA, CSA, VCSA, and USA) require a completely filled out HQDA Form 5 to show coordination.

d. Task re-directs. Within 2 workdays the assigned lead will notify G-33 Taskings Office identifying that they should not be the task lead and if possible recommend a replacement lead. After 2 workdays it is the responsibility of the assigned lead to coordinate a replacement lead and forward the acceptance email to [usarmy-jble.tradoc.mbx.eustis-g33-tasking@mail.mil](mailto:usarmy-jble.tradoc.mbx.eustis-g33-tasking@mail.mil).

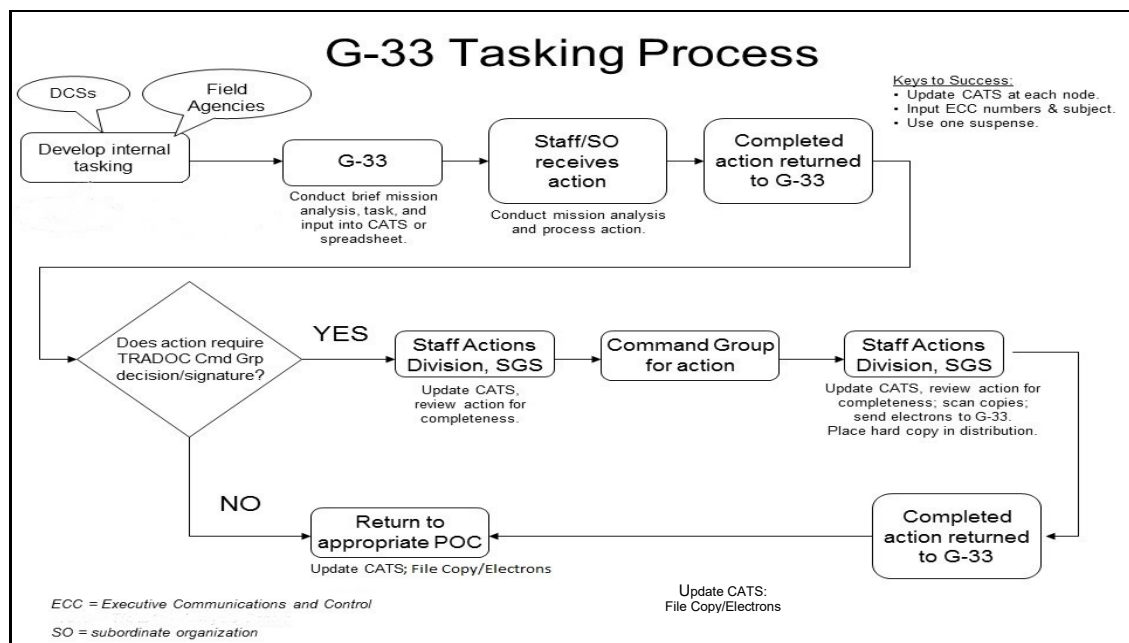


Figure 2-2. Deputy Chief of Staff, G-3/5/7 Current Operations (G-33) tasking process

## **2-5. Readahheads**

a. Readahheads are a special type of staff action forwarded with the TF 5, tasked on short notice (less than 10 workdays), that require immediate action. Readahheads prepare the CG for trips, visits of military/civilian dignitaries, or briefings.

b. A complete readahead is critical to the success of CG calendar events. Include only essential items, using 3 to 4 key points the CG should know before the meeting. As the CG has limited time to review a readahead, ensure all pertinent issues are covered succinctly in the executive overview.

Note: Readahheads must be written to inform the CG's needs, not just cover background information.

c. All readahheads must contain an executive overview. See appendix D, for how to prepare readahheads.

## **2-6. Command group notification, review, or approval**

Proponents will notify the command group of these specific items of interest that require command group notification, review, approval, and/or signature:

a. Any meetings involving subordinate commanders or commandants that provide less than 30 calendar days notification must have DCOS approval.

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

c. Responses to incoming communications addressed personally to CG, DCG/COS, or DCOS unless directed otherwise.

d. Correspondence to and from:

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

(2) CSA, VCSA, or any commander or deputy commander of an ACOM. Note: Responses for CSA and VCSA also require an HQDA Form 5.

(3) DA staff principals (for example, Corps of Engineers; HQDA DCS, G-1; HQDA DCS, G-2; HQDA DCS, G-3/5/7).

(4) TRADOC center of excellence commanders or school commandants.

e. Nonconcurrences and disapprovals.

(1) Nonconcurrency of actions proposed by higher HQ or other ACOMs.

(2) Disapproval of actions proposed by subordinate commands.

f. TRADOC administrative publications that establish new policy, revise existing policy, delegate authority, or assign responsibility (that is, TRADOC supplements to ARs, regulations, circulars, and memorandums) require the appropriate level of approval after Office of the Staff Judge Advocate (OSJA) and G-6 Publications Control coordination. See AR 25-30, DA Pam 25-40, and TR 25-35, for additional instructions on preparing and coordinating administrative publications. Publish new policies, a major change to existing policies or delegations of authority in the appropriate publication medium.

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

h. Communications that convey even a suggestion of censure, including errors, deficiencies, or irregularities that higher headquarters or other ACOMs allege.

i. Reports of significant financial or property irregularities.

j. Serious accidents or incidents involving members of the command or occurring at subordinate organizations, special activities, FOAs, schools and centers, and HQ TRADOC in accordance with TR 1-8.

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

l. Any assignment, reassignment, or relief-for-cause actions involving senior officers or noncommissioned officers.

m. Requests for other than permanent change of station travel on military aircraft by Family Members of military personnel, government civilian employees, U.S. civilians without federal employment status, or foreign dignitaries and their entourage.

n. See paragraph 2-19, for requests for approval of outside continental United States (OCONUS) temporary duty (TDY) or overseas conference travel.

o. Reports of annual general inspections of TRADOC subordinate activities.

p. Recommended decorations and awards for CG or DCG/COS approval.

## **2-7. Signature blocks/complimentary closings**

See AR 25-50, for guidelines on signature blocks and complimentary closings. Signature blocks begin at the center of the page, on the fifth line below the authority line or last line of text. See figure 2-3 for generic CG, DCG/COS, DCOS, and Command Sergeant Major (CSM) signature blocks.

b. Use "Sincerely" as the complimentary closing on all letters addressed to military and civilian equivalents or subordinates that the CG, DCG/COS, and DCOS signs. Use "Very respectfully" when addressing the CSA, VCSA, Members of Congress, or higher authorities, as well as retired 4-star GOs.

c. Current CG, DCG/COS, DCOS, and CSM signature blocks are available at the Staff Action Officer Resource Center.

<b>COMMANDING GENERAL</b>	
<p>Military correspondence, Such as, memorandums (Use TRADOC letterhead.)</p> <p>JOHN A. SMITH, JR. General, U.S. Army Commanding</p> <p>For Memorandums of Understanding/Agreement</p> <p>JOHN A. SMITH, JR. General, U.S. Army Commanding General U.S. Army Training and Doctrine Command</p> <p>_____</p> <p>(Date)</p>	<p>Nonmilitary correspondence, such as, letters to civilians, star notes (Use CG's letterhead, 4-star note paper.)</p> <p>John A. Smith, Jr. General, U.S. Army</p>
<b>DEPUTY COMMANDING GENERAL/CHIEF OF STAFF</b>	
<p>Military correspondence, such as, memorandums (Use TRADOC letterhead.)</p> <p>JOHN A. SMITH, JR. Lieutenant General, U.S. Army Deputy Commanding General/ Chief of Staff</p> <p>For Memorandums of Understanding/Agreement</p> <p>JOHN A. SMITH, JR. Lieutenant General, U.S. Army Deputy Commanding General/ Chief of Staff U.S. Army Training and Doctrine Command</p> <p>_____</p> <p>(Date)</p>	<p>Nonmilitary correspondence, such as, letters to civilians, star notes (Use DCG's letterhead, 3-star note paper.)</p> <p>John A. Smith, Jr. Lieutenant General, U.S. Army</p>

**Figure 2-3. Generic CG, DCG/COS, DCOS, and CSM signature blocks**

<b>DEPUTY CHIEF OF STAFF</b>	
Military correspondence, such as, memorandums (Use TRADOC letterhead.)	Nonmilitary correspondence, such as, letters to civilians, star notes (Use DCOS's letterhead, 2-star note paper.)
JOHN A. SMITH, JR. Major General, U.S. Army Deputy Chief of Staff	John A. Smith, Jr. Major General, U.S. Army
For Memorandums of Understanding/Agreement	
JOHN A. SMITH, JR. Major General, U.S. Army Deputy Chief of Staff U.S. Army Training and Doctrine Command	
<hr style="width: 30%; margin-left: auto; margin-right: auto;"/> <p style="text-align: center;">(Date)</p>	
<b>COMMAND SERGEANT MAJOR</b>	
Military Correspondence, such as, memorandums (Use TRADOC letterhead.)	Nonmilitary Correspondence, such as, letters to civilians
JOHN A. SMITH, JR. CSM, U.S. Army Command Sergeant Major	John A. Smith, Jr. Command Sergeant Major, U.S. Army

**Figure 2-3. Generic CG, DCG/COS, DCOS, and CSM signature blocks, continued**

## **2-8. Suspenses**

a. The SGS designates the proponent for all command group taskings. TRADOC G-3/5/7, G-33 Tasking Division Chief, designates the proponent for IN, EX, and OP taskings.

b. Suspenses of less than 30 calendar days require approval by a colonel (O-6) or civilian of equivalent grade (except those higher HQ directs). Internal suspenses of 15 calendar days or less require TRADOC G-3/5/7 approval.

c. Unless otherwise indicated, items for CG approval, information, review, or signature are assigned a 5 workday suspense and a control number.

d. Items for DCG/COS and DCOS approval, information, review, or signature are generally assigned a suspense of 5 workdays and a CS CATS number.

e. When staff offices cannot meet suspenses, the organization principal, deputy, or XO may request an extension. See paragraph 2-3k, for detailed instructions on requesting extensions.

f. Written congressional inquiries normally have a 5 work-day suspense from the date of receipt. Ensure inquiries are processed expeditiously. Send guidance inquiries or questions concerning responding to or processing congressional inquiries to [TRADOC CAO](#).

(1) In coordination with CAO, SGS will task and track congressional inquiries. The task overview outlines the inquiry processing instructions and requested deliverable. CAO will provide preformatted response templates to the AO with congressional member addressing instructions and general guidance for use in responding to inquiries.

(2) Task leads will staff and coordinate response with agencies listed as assists when appropriate, as well as the local OSJA for legal review when deemed necessary. Staff all draft replies with CAO AO and cc the TRADOC SGS SAD prior to final signature.

(3) For time-sensitive email or telephone inquiries, CAO will coordinate directly with appropriate TRADOC legislative coordinators or, as necessary, the organization COS via telephone or email in ascertaining a response.

(4) Tasked inquiries have a 5 workday suspense. However, there may be a circumstance where an extension is required. Tasked agencies seeking an extension will immediately notify the SGS SACO and CAO AO with the reason for the extension request. CAO will seek approval for extensions directly from HQDA, Office of the Chief of Legislative Liaison.

(5) When circumstances prevent a final or draft reply by the suspense date, provide an interim reply. The interim reply will acknowledge receipt of the inquiry, contain as much information that is available at the time, inform the congressional member of the reason for the delay (if appropriate), and set a specific time period for a final response. These instances are rare and reserved for very complex issues that require additional time to prepare an adequate answer.

(6) Delegation of signature authority for routine inquiries is typically at the colonel or civilian equivalent level. Signature by position (for example, COS) is appropriate when the tasked office does not have a colonel or civilian equivalent available for signature. For inquiries that have SA, USA, CSA, or VCSA interest, CAO may recommend a higher signature level (for example, CG, DCOs, Deputy to the CG, etc.).

## **2-9. Note taking and suspenses for CG forums**

CG taskings. It is important to make note of any guidance, taskings, and/or observations the CG provides in various venues (for example, during meetings, video teleconferences (VTCs), visits, conferences, discussions enroute, etc.). To ensure unity of effort and maintain visibility, responsible staff lead will, within 2 workdays, email a summary of significant issues that arose to SGS for dissemination, with cc to the CG XO and CPG Chief. Highlight only significant CG

guidance, decisions, and taskings and provide the who, what, when, where, and why of the event. Prior to adjournment, the lead will confirm the list of taskings by the CG. See figure 2-4, for notes and tasking memorandum format for providing this information to the SGS. The CG notes and taskers are released by your staff principal or deputy.

a. CG calendar event (office, Morelli auditorium, VTC, etc.). Upon approval by staff principal or deputy, staff lead submits an email summary of CG decisions, taskings, and/or guidance to SGS within 2 workdays.

b. CG VTC with all commanders (with no staff lead). The CPG representative submits an email summary of decisions, taskings, and/or guidance to SGS within 2 workdays.

c. CG-directed conference. Staff lead submits a summary not later than 5 workdays in memorandum format for DCG/COS to send to all commanders/coordinating staff.

d. CG installation visits. The installation representative/lead compiles a comprehensive trip report to include CG decisions, taskings, and/or guidance and submits it to SGS with cc to CG XO and CPG Chief within 2 workdays of return from travel.

e. CG attendance at CSA conferences. CPG Chief or CG's XO will record taskings and forward them to SGS for dissemination.

f. CG discussions enroute. Recipient of decisions, taskings, and/or guidance sends an email within 2 workdays to SGS with cc to CG XO and CPG Chief.

g. Key points:

(1) Lead organization will designate an AO to record notes and taskings issued by the CG at the meeting.

(2) Prior to adjournment, the lead will confirm the list of taskings by the CG.

(3) AO will specify the format for the deliverable (for example, EXSUM, briefing, memorandum, decision memorandum, etc.) of the specific tasking. See chapter 4 for guidance on conferences and taskings.


(4) See figure 2-4, for memorandum format to prepare notes and taskings recommending leads and suspenses.

(5) Upon approval by staff principal or deputy, send final memorandum to SGS for tasking out any official taskers.

**2-10. Note taking and suspenses for Deputy Commanding General/Chief of Staff and Deputy Chief of Staff forums**

a. DCG/COS taskings. Responsible staff lead will serve as note taker and email SGS a summary of significant issues and taskings directed by the DCG/COS during any venue (for example, meetings, VTCs, visits, conferences, discussions enroute, etc.) for dissemination within 2 workdays. Prior to adjournment the lead will confirm the list of taskings by the DCG/COS.

b. DCOS taskings. Responsible staff lead will serve as note taker and email SGS a summary of significant issues and taskings directed by the DCOS during any venue (for example, meetings, VTCs, visits, conferences, discussions enroute, etc.). To ensure unity of effort and maintain visibility, responsible staff lead will, within 2 workdays, email a summary of significant issues that arose to SGS for dissemination, with cc to the CG XO DCG XO, DCos XO, and CPG Chief. Prior to adjournment, the lead will confirm the list of taskings by the DCOS.



DEPARTMENT OF THE ARMY  
HEADQUARTERS, UNITED STATES ARMY TRAINING AND DOCTRINE COMMAND  
950 JEFFERSON AVENUE  
FORT EUSTIS, VIRGINIA 23894-5709

REPLY TO  
ATTENTION OF

Your Directorate's Office Symbol |10 Oct XX

MEMORANDUM FOR Secretary of the General Staff, 950 Jefferson Avenue, Fort Eustis, VA 23804

SUBJECT: Title of Meeting, Location, and Date(s)

1. Provide a brief synopsis of the meeting that the CG or DCG/CoS attended (Who, What, When, Where, Why).
2. Objectives. Clearly state meeting objectives.
3. Tasker Recap. Identify taskers, if any, that come from the meeting to update the CG or DCG/CoS on status, or answer a question, etc. Ensure that the tasker is clear and concise and includes subject, deliverable, recommended lead, assist(s) and suspense date.
  - a. Provide briefing to the CG outlining plans for the Annual Modernization Guidance Update (LEAD: G-3/5/7; ASSIST: CKO; S: 21 Nov 19).
  - b. Provide CG an EXSUM listing holistic solutions to the 11B mechanized skillset crisis (LEAD: MCoE; ASSIST: G-3/5/7, ECoE; S: 28 Mar 20).
  - c. Provide CG an information paper identifying ways to assist or fix the recruiting challenge in the 98th Training Command (LEAD: USAREC; ASSIST: G-3/5/7, ARNG, MCoE; S: 11 Dec 19).
  - d. Relook recent tax applied to CoEs/Activities and identify OSD fenced programs that were impacted. E-mail feedback to DCG, with potential on return of taxed funds to CoEs (LEAD: G-8; S: 5 Nov 19)
4. Summary of key points. Summarize any key points in the meeting. Do not try to capture conversations verbatim. Key points should be clear and concise. A good example would be: "Brigade Modernization Command – LTG Smith and MG Jones discussed training strategy, brigade manning, concerns with ownership of the overall network, issues associated with the JTRS radio, and upcoming reports to Congress."

Figure 2-4. Memorandum format for CG notes and taskings

Your Directorate's Office Symbol  
SUBJECT: Title of Meeting, Location, and Date(s)

5. Point of contact is LTC Smith, Your Directorate, DSN 501-xxxx, (757) 501-xxxx, [james.i.smith.mil@mail.mil](mailto:james.i.smith.mil@mail.mil).

FELICIA R. JONES  
COL, AG  
Respective Title

CF:  
XO, CG  
XO, DCG  
XO, DCoS  
Chief, CPG  
Lead  
Assists

2

**Figure 2-4. Memorandum format for CG notes and taskings, continued**

**2-11. Staff assistance**

All taskings initiated through SGS or G-33 Tasking Office will identify a lead, as well as staff sections and/or subordinate commands or activities that may need to provide assistance to the

lead. On occasion, the initial tasking may not identify all assist staff sections. A good staff requires a one team mindset when it comes to assisting others in completing taskers. Even if a DCS or special staff office is not identified on the original tasker, consider the request from the staff lead as a valid requirement. Resolve conflicts at the XO/deputy assistant level before bringing an issue to G-33 Tasking Office/SGS level.

## **2-12. Coordinating staff actions**

Staff actions must be coordinated both within the lead organization (internal coordination) and with other TRADOC organizations that have an interest in the action (external coordination). For subordinate organizations, the chief of staff or higher must provide his/her name for concurrence/nonconcurrence on an action. For HQ TRADOC organizations, the deputy chief of staff or assistant deputy chief of staff must provide his/her name for concurrence/nonconcurrence on an action. That individual should initial and date the TF 5 in the appropriate space. A note indicating the individual's name and the date of his/her review is acceptable. See paragraph 2-3e for AO responsibilities in the staff action process.

### **a. Internal coordination (within the lead organization).**

(1) The lead organization's staff will electronically or pen and ink initials and date TF 5, block 8 to indicate the organization's internal chain of approval. For example, entries might include branch chief, division chief, deputy, and director.

(2) The releasing authority for each level within the lead organization will either electronically or pen and ink sign and date the action for forwarding to the next appropriate (usually the next higher) office.

(3) The signature in block 8 "PRINCIPAL" must be the individual responsible for releasing the action to the TRADOC command group. This is the most senior person in the organization. The principal block must be completed before forwarding through SGS to the command group. Ensure all required coordination has been completed prior to principal block being signed. If the senior person is unavailable, his/her deputy or XO may sign in the principal block.

**b. External coordination (outside the lead organization).** All staff actions going to the command group must be coordinated with TRADOC organizations that have an interest in the action.

(1) Lead organizations must consider actions from the CG's, DCG's/COS or DCOS's viewpoint. What organizations will the CG, DCG/COS, or DCOS expect to have reviewed the action? Whose input will they want as they consider their decision?

(2) Any organization directly affected by the action or having expertise in the subject matter must be given the opportunity to review it. Often an action crosses several disciplines and must be reviewed by multiple organizations.

(3) Coordinate actions that involve training, education, operational plans, accessions, and operations with TRADOC G-3/5/7.

(4) Coordinate actions that impact TRADOC budget and resources with TRADOC G-8.

(5) Coordinate memorandums of agreement (MOA) and memorandums of understanding (MOU) with TRADOC G-8 and OSJA before submitting to SGS SAD.

(6) Coordinate actions that involve a regulatory or legal issue with TRADOC OSJA.

(7) Coordinate actions that involve leader development with U.S. Army Combined Arms Center and TRADOC G-3/5/7.

(8) Coordinate actions that impact strategic communications with Public Affairs Office (PAO), CPG, CAO, and DCS, G-3/5/7 (G-39).

(9) Coordinate actions having an environmental impact with TRADOC DCS, G-1/4 and TRADOC DCS, G-3/5/7.

(10) Coordinate all congressional actions with TRADOC CAO and OSJA.

(11) Coordinate health or medical-related actions with TRADOC G-1/4, Surgeon's Office.

(12) Coordinate actions with U.S. Army Reserve/Army National Guard issues with Office of the DCG, U.S. Army Reserve and/or Office of the DCG, Army National Guard.

(13) Coordinate new and changes to existing administrative publications and delegations of authority with TRADOC DCS, G-6 Publications Control in accordance with TR 25-35.

(14) Use rosters posted at Staff Action Officer Resource Center to facilitate coordination.

(15) Coordinate actions with initial military training impacts with the Center for Initial Military Training (CIMT), G-3/5/7, U.S. Army Recruiting Command, and U.S. Army Cadet Command, if the staff action involves enlisted or officer accessions.

(16) Coordinate actions involving U.S. Army Futures Command with G-3/5/7.

(17) Coordinate actions involving enlisted accessions with U.S. Army Recruiting Command and G-3/5/7.

(18) Coordinate actions involving officer accessions with U.S. Army Cadet Command and G-3/5/7.

c. Other coordination requirements.

(1) AOs will list the agency, name and phone number of the POC responding to coordination, check the concur or non-concur block, annotate the date of response and remarks on the TF 5 in block 9, staff coordination. The AO is responsible for keeping all records of coordination on action.

(2) The DCS, deputy, or organization command group must sign nonconcurrences and considerations of nonconcurrency.

(3) Coordinate scheduling of all conferences/major briefings with G-33 Tasking Office to avoid conflicts on the TEC.

(4) Coordinate major ceremonies with Executive Services Office (ESO) and G-3/5/7.

(5) Keep DCGs and CSMs informed; coordinate actions as appropriate.

(6) Consult TR 10-5 and TR 10-5-1 for functional areas of responsibility across TRADOC.

(7) Do not limit your coordination to subordinate or even lateral organizations. When called for, centers of excellence should coordinate with other centers of excellence and also with the HQ TRADOC staff and subordinate organizations. In other words, think outside your organizational box.

(8) Simultaneous coordination is encouraged. Use email, portals, and other electronic tools to share documents and collect responses.

(9) Staff actions with Reserve component (RC) and/or resource (manpower, dollars, or environmental) impact will describe how the action will affect the RC and/or TRADOC in terms of resources in a separate paragraph on TF 5, block 7, discussion section. Coordinate staff actions that have RC impact with Office of the DCG, U.S. Army Reserve/Office of the DCG, Army National Guard.

(10) Organizations asked to provide coordination have 2 workdays to give their concurrence/nonconcurrency. The review and “chop” must be from a senior individual of the organization. For subordinate organizations, the chief of staff or higher must provide his/her name for concurrence/nonconcurrency on an action. For HQ TRADOC organizations, the deputy chief of staff or assistant DCS must provide his/her name for concurrence/nonconcurrency on an action. That individual should initial and date the TF 5 in the appropriate space. A note indicating the individual’s name and the date of his/her review is acceptable.

d. Nonconcurrences.

(1) If an organization nonconcur with comments and the nonconcurrency cannot be resolved, the lead organization will include those comments at a tab in the action packet. The lead organization will make every effort to resolve nonconcurrences. This may require coordination between SGSs, AOs, and the author of the nonconcur comments. If, after careful

consideration, the lead organization rejects the suggestions of the nonconcurring organization and chooses to maintain the action as written, the originating action office will prepare a consideration of nonconcurrency memorandum and attach it as the last tab to the staff action. The originating AO will address each nonconcurrency separately based on its own merit. Prepare only one consideration of nonconcurrency memorandum. DCSs and special staff office chiefs or their deputies will sign all nonconcurrences and considerations of nonconcurrency. In all cases, the lead organization is responsible for the content of the action.

(2) There is no designated format for conveying nonconcurrences. Email comments will suffice. A copy of the email can be placed under a tab in the action.

(3) Concurrence with comment is only allowed to provide additional information, not to set conditions for concurrence. Conditional concurrences are not authorized.

(4) The SGS Administrative Support Division and ESO will review requests to expend .0012 funds before submitting to SGS for processing.

### **2-13. Correspondence distribution**

a. If offices both external and internal to the HQ receive the correspondence, the AO will determine whether to show the internal distribution on the original correspondence.

b. See figure 2-5, for how to type address correspondence to all addressed to TRADOC subordinate activities and deputy chiefs of general staff and chiefs of special staff offices.

<p>DISTRIBUTION:</p> <p>Commander</p> <p>U.S. Army Combined Arms Center</p> <p>U.S. Army Combined Arms Support Command</p> <p>U.S. Army Center for Initial Military Training</p> <p>U.S. Army Cadet Command</p> <p>U.S. Army Recruiting Command</p> <p>Centers of Excellence</p> <p>U.S. Army Soldier Support Institute</p> <p>Asymmetric Warfare Group</p> <p>Commandants, TRADOC Schools</p> <p>Director</p> <p>Rapid Equipping Force</p> <p>U.S. Army Center of Military History</p> <p>Deputy Chiefs of General Staff and Chiefs of Special Staff Offices, HQ TRADOC</p>
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**Figure 2-5. Distribution list for correspondence**

c. The TRADOC SGS/G-3 POC and HQ TRADOC POC rosters identify TRADOC subordinate activities and key HQ coordinating staff. They are located at the Staff Action Officer Resource Center under Telephone Directories/Rosters.

d. To determine correct addresses use:

(1) [U.S. Army Addresses and Office Symbols Online database.](#)

(2) TRADOC Senior Leaders Contact List. SGS SAD posts TRADOC Senior Leaders Contact List updates at the Staff Action Officer Resource Center under telephone rosters.

#### **2-14. Abbreviations and acronyms**

Use acronyms in correspondence except when writing to individuals or organizations not familiar with their use. The first time an abbreviation, brevity code, or acronym (ABCA) is used in text, spell it out and follow it with the abbreviation in parentheses. Thereafter, use the acronym. Use the electronic version of authorized [ABCA database](#) for Army-approved ABCAs. See the Government Printing Office Style Manual or APD link for examples of acceptable and unacceptable capitalization of meanings of abbreviations, brevity codes, and acronyms.

#### **2-15. Type font and size**

Use Arial font, size 12 for all correspondence.

**2-16. Identification of point of contact**

POC information is generally placed in the last paragraph of the correspondence: military rank or civilian prefix, last name only, office/organization, Defense Switch Network (DSN) phone number, commercial phone number, and email. For example, “Point of contact is Mr. Sample, Office of the DCS, G-1/4, DSN 501-XXXX, (757) 501-XXXX, joe.a.sample.civ@mail.mil”.

**2-17. Distinguished visitors (DVs)**

DV visits to HQ TRADOC. DV visit approval authority is the DCG/COS. DV visit requests are approved during regularly scheduled visit update briefings with the DCG/COS. If a visit requires a lead assigned prior to a regularly scheduled meeting with the DCG/COS, the visit request will be coordinated through the DCOS. See chapter 6 for policy on ethnic/special observances and recurring events. The request will include the type of visit/event, the objectives, the visitors biography, and the 5Ws. See TRADOC Memorandum 1-16 for additional distinguished visitor information. Along with ESO, the staff lead will attend the regularly scheduled meeting with the DCG/COS and brief all aspects of the visit or event.

a. Upon DCG/COS approval:

(1) If there is command group involvement, the staff lead will prepare a readahead for the CG, DCG/COS, and/or DCOS, as appropriate, and conduct in-process review(s) (IPR) as required.

(2) If there is no command group involvement, the staff lead will prepare a readahead for the host and conduct IPR as required.

(3) Ensure the visit or event is added to the TEC.

b. Upon DCG/COS disapproval, proponent will notify all concerned. See figure 2-6 for flow chart of process.

c. GOs, active and retired, in the rank of lieutenant general and above; civilian equivalents; and/or foreign dignitary visits to subordinate commands and/or activities. Electronically report initial notification of distinguished visitors through installation protocol channels on a weekly basis to [ESO via email \(usarmy.jble.tradoc.mbx.hq-tradoc-eso@mail.mil\)](mailto:usarmy.jble.tradoc.mbx.hq-tradoc-eso@mail.mil).

d. Member of Congress and professional staffer visits to subordinate command and/or activities. Electronically report initial notification of congressional visitors to the [CAO via email \(usarmy.jble.tradoc.mbx.hq-cao@mail.mil\)](mailto:usarmy.jble.tradoc.mbx.hq-cao@mail.mil). After the visit, submit an EXSUM via the “Reporting Contacts with Congress” feature on the CAO website.

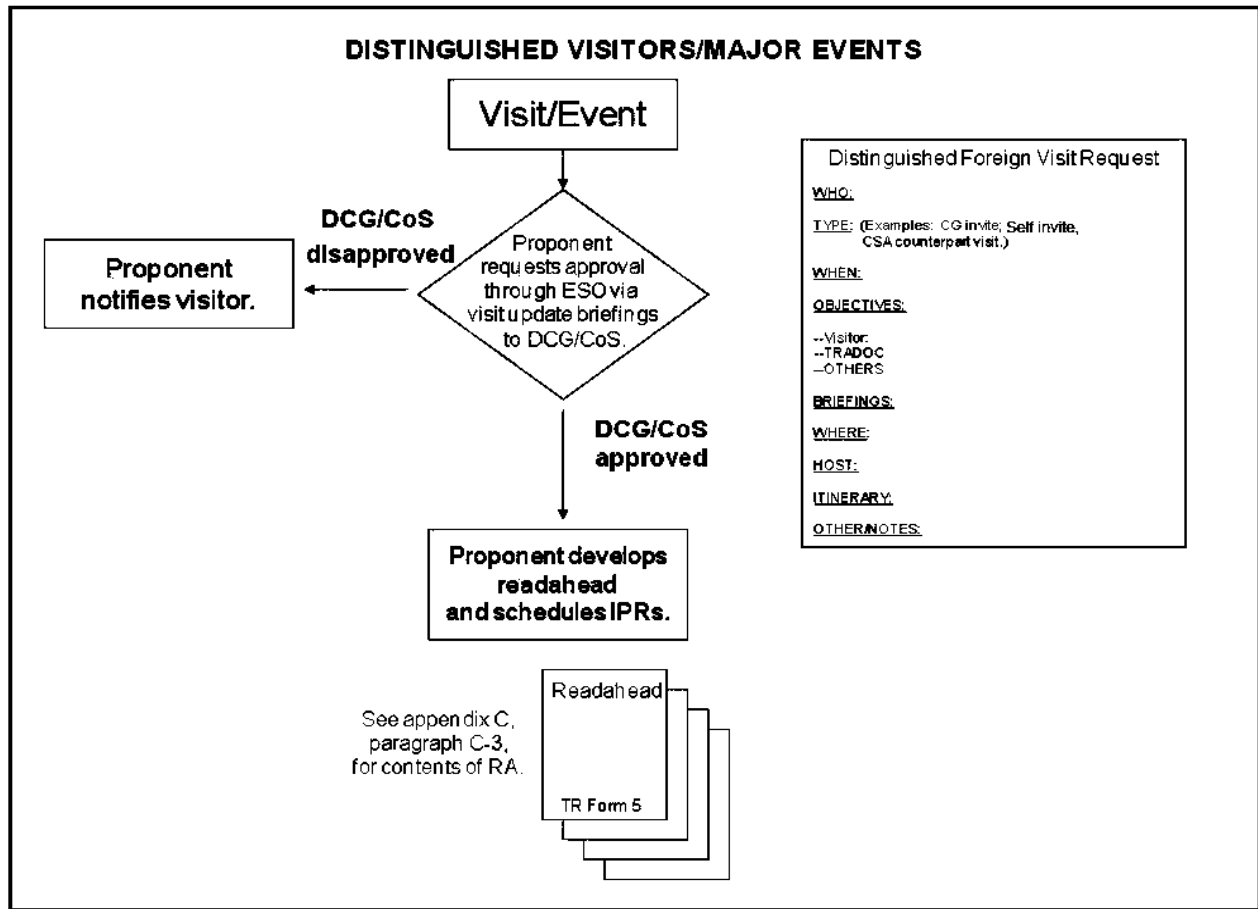


Figure 2-6. Distinguished visitors/major events

**2-18. Memorandums of agreement, memorandums of understanding, support agreements, and service level agreements**

a. HQ TRADOC G-8 provides administrative policy and guidance, and assists TRADOC organizations in the development, review, and staffing of MOAs, MOUs, and other support agreements to include, inter/intra-agency support agreements, and SLAs. Follow guidance in the DOD Instruction 4000.19 for required content in the development of agreements. Use both DOD Instruction 4000.19 and AR 25-50 for formatting requirements of agreements.

(1) MOA. An MOA will be used to document the specific terms and responsibilities that two or more parties agree to in writing. An MOA is typically used when quantifiable, non-recurring support is required over a short period of time, ordinarily less than 1-year in duration. MOAs can be used to document a single reimbursable purchase, non-recurring reimbursable support, and non-reimbursable support. MOAs between outside organizations and TRADOC organizations which involve command level agreements which apply across TRADOC equities, mission categories such as training development, leader development, training support, aviation, fires, maneuver, function training, futures, capability development, combat development) or organizations must be approved and signed by the DCG/COS to ensure HQ TRADOC is part of the coordination or decision process for such agreements.

(a) MOAs that involve reimbursable support paid by TRADOC, signature authority is delegated in accordance with thresholds prescribed in TR 5-14.

(b) MOAs that establish responsibilities for providing reimbursable support will be supplemented with a Fiscal Standard Form 7600A (Interagency Agreement (IAA)) that defines the support, basis for reimbursement for each category of support, the billing and payment process, and other terms and conditions of the agreement.

(2) MOU. An MOU will be used to document issues of general understanding between two or more parties that do not involve reimbursement. Except for significant policy agreements, approval authority for MOUs is delegated to TRADOC subordinate organizations, core function leads, center of excellence commanders, TRADOC DCGs, personal and special staff officers, and FOAs. The TRADOC OSJA will review all MOUs prior to approval by the designated HQ TRADOC staff elements. MOUs approved by other TRADOC authorities will be reviewed by their servicing OSJA prior to approval. Memorandums that define general areas of understanding between two or more parties and do not require reimbursement or other support from the receiver do not require a Fiscal Standard Form 7600A.

(3) SLAs and support agreements. SLAs and support agreements between outside organizations and TRADOC organizations will be approved and signed using the thresholds outlined in TR 5-14. Fiscal Standard Form 7600A will be used to document recurring reimbursable or non-recurring reimbursable support. Fiscal Standard Form 7600A will not be used to document only non-reimbursable support, unless both parties agree to its use in lieu of an MOA.

b. TRADOC organizations executing MOAs, MOUs, SLAs, and support agreements will:

(1) Ensure MOAs/MOUs include the required information contained in DOD Instruction 4000.19. Ensure MOAs/MOUs follow the formatting conventions contained in AR 25-50. Ensure coordination with organization G-8 and OSJA prior to initiating an agreement.

(2) Ensure final signed copies of all agreements are provided to the TRADOC DCS, G-8 no later than 30 days prior to the effective date of the agreement.

(3) Ensure a unique identifier (for example, number or alpha-numeric) is assigned to each support agreement.

(4) Maintain MOA, MOU, support agreement, and SLA and the coordination records in accordance with ARIMS record number 5b1 or 5b2.

c. Signatories on support agreements will be commensurate (such as, grade and level of authority are equivalent) between the parties (such as, grade of colonel (O-6) to GS-15 (to include GG), and general officer to SES).

d. TRADOC organizations processing support agreements requiring CG, DCG/COS, or DCOS approval will record such approvals on the TF 5.

e. HQ TRADOC G-8 will review all agreements and modifications prior to approval by the CG, DCG/COS, or DCOS and maintain a repository of all TRADOC support agreements.

## **2-19. Approval of outside continental United States temporary duty or overseas conference travel**

a. HQ TRADOC personnel will submit a completed TF 712 (Request for Official OCONUS Temporary Duty Travel) and any documentation required by the DOD Foreign Clearance Guide to TRADOC DCS, G-1/4, Personnel and Logistics (ATBO-BP) at least 60 calendar days prior to travel. See DOD Directive 4500.54-G and AR 55-46, for guidance on submitting requests for OCONUS TDY or overseas conference travel.

b. Traveler will include detailed itinerary, purpose, and POC for each location/facility to be visited. Requests for travel based on invitations, previously approved clearances, or those initiated by other ACOMs will include copies of such documentation with the request.

c. Coordinating staff will notify CG, TRADOC of the reason and intent for all OCONUS TDY. The CG, DCG/COS, or DCOS may want to meet with coordinating staff prior to their departure.

d. Traveler must verify current Antiterrorism Level I Awareness training and completion of area of responsibility brief for country destined for travel in accordance with AR 525-13.

## **2-20. Rename subject of links to scanned .pdf, .jpg, .tif, and .xps documents**

When emailing scanned documents as attachments, users will rename the subject lines to indicate the content of the document. Scanners automatically assign generic subject lines to links for .pdf, .jpg, .tif, and .xps scanned documents. Users will rename those links to indicate the content subject.

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## **Chapter 3**

### **U.S. Army Training and Doctrine Command Forms and Correspondence Formats**

#### **3-1. Guidelines**

This chapter prescribes specific forms and formats to use within HQ TRADOC. Use HQ TRADOC letterhead stationery for military correspondence, annotated with the proponent's office symbol. Use personal stationery for letters (for example, CG, DCG/COS, or DCOS letterhead). Templates are available on the TRADOC website at <https://hq.tradoc.army.mil/SAORC/default.aspx>. The following general guidelines apply to all staff actions:

a. Always use editing and proofreading tools available (such as, spelling and grammar check) as an initial step in the proofreading process.

b. Review correspondence to ensure document preparation follows guidelines in AR 25-50, is error free, and ready for command group signature/approval prior to submission to SGS.

- c. Maintain appropriate tracking, route initial actions, and those returned for corrections through [SGS SAD \(usarmy.jble.tradoc.mbx.hq-tradoc-sad@mail.mil\)](mailto:usarmy.jble.tradoc.mbx.hq-tradoc-sad@mail.mil) Do not take actions directly to command group offices.
- d. If the CG, DCG/COS, or DCOS returns an action directly to the AO or director, bypassing SGS, the recipient will alert SGS to the action's status and location. Use documents stored in the TKE Actions Library to edit or correct the correspondence, if required. If the CG, DCG/COS, or DCOS requires a response, forward through SGS.
- e. Provide SGS an electronic copy of action by uploading it in your organizations folder on the TKE website in accordance with appendix H. SACO will make administrative corrections, but will return staff actions to AOs that require substantive changes or contain inordinate amount of errors for rewrite and/or corrections. Upload the corrected documents to your organization's folder and notify SGS once they are resubmitted. Remove older versions to ensure only one working document is maintained.

### **3-2. Assembling a staff action (for actions that cannot be posted to the TRADOC Knowledge Environment Actions Library)**

- a. Assemble all staff actions, except readaheads, as shown in Figure 3-1. Do not use plastic executive cover sheets. Ensure tabs are consecutive and explained in order on the TF 5. Refer to table D-1, when assembling readaheads.
- b. First tab (TAB A): Document requiring signature, approval, or line-thru. If the action includes a HQDA Form 5, place it at TAB A. If action is the submission of an information paper only, place the paper at TAB A. When transmitting more than one document for signature or approval with TF 5, attach the separate documents as tabs A-1, A-2, A-3, etc. When multiple letters similar in content require signature, forward the TF 5 with only one letter for signature and a listing of other addressees/proposed salutations who will receive similar letters. Once SGS reviews/edits the letter, the document is returned to the originating staff office to prepare the remaining memorandums or letters. Entire package is returned to SGS to process for signature on the remaining correspondence.
- c. Second tab (TAB B): Originating document (correspondence or tasking) that generated the action, if applicable. If TAB A is a response, TAB B contains the original correspondence that generated the action.
- d. Subsequent tabs: Attach detailed background material required for complete understanding of the action or material that expands on items discussed in the body of TF 5. Use succeeding tabs in the order mentioned on TF 5. Use pertinent extracts of lengthy publications and reference documents, including messages.
- e. Assemble any enclosure printed in landscape mode (printed along the long axis of the paper) with the head of the document to the left so that when the entire package is rotated clockwise and the enclosure is right-side up. Most common enclosures are paper copies of briefing slides.

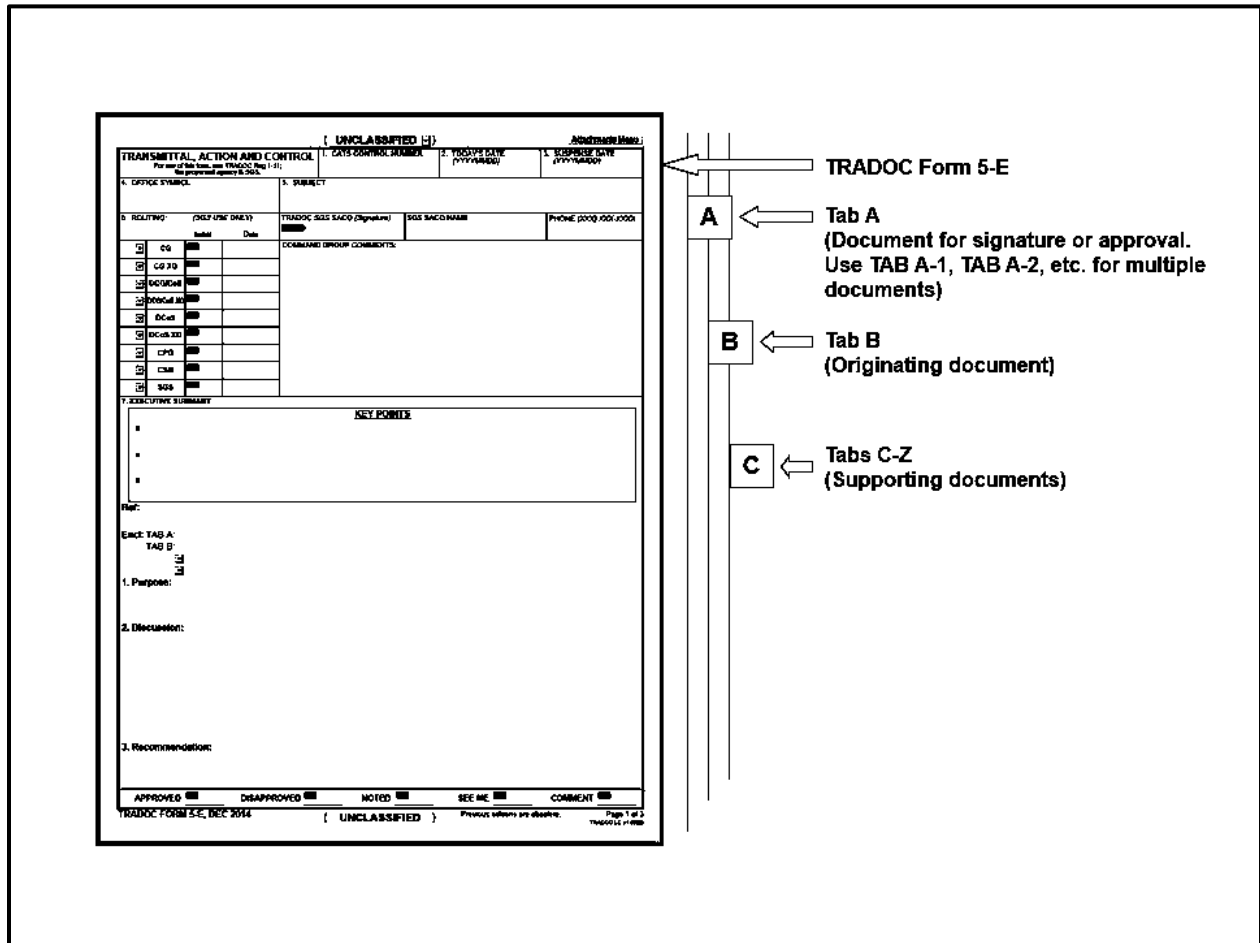


Figure 3-1. Assembling a hard copy staff action

### 3-3. U.S. Army Training and Doctrine Command Form 5

TF 5 (Transmittal, Action and Control) accompanies staff actions processed for command group information, signature, or approval. The current version of this form is posted on the TRADOC Website. Use of TF 5 ensures correct tracking of staff actions within CATS and provides an official record of approvals/disapprovals. CGAC retains a file copy. Pay special attention when preparing TF 5 because it is more than just an administrative tool to track, record, and file. Ensure the information is well thought out and succinct so the CG, DCG/COS, or DCOS can quickly review a summary of the details they need to know at their level before taking the requested action. Obtain the appropriate coordination and approval/release signature(s) within your organization before forwarding to SGS. A well-prepared TF 5 eliminates the need to return the package for corrections and ensures speedy processing through the command group and signature/approval of the action without questions. See appendix E, for instructions on completing TF 5.

### 3-4. Executive summary

Use EXSUMs to provide information, updates, and interim responses to the command group. Whenever possible, use EXSUMs instead of information papers.

a. Procedures. Requests for EXSUMs are tasked in accordance with procedures in paragraph 2-3.

b. See figure 3-2, for the EXSUM format. (The TRADOC EXSUM format matches the HQDA EXSUM format shown in DA Memorandum 25-52.)

(1) Do not exceed 15 lines.

(2) The EXSUM will be one paragraph, marked with the appropriate classification in bold centered at the top and bottom of the page. A separate classification for the title is also required.

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

c. Begin typing the originator's name and contact information at the center of the page as seen in figure 3-2.

d. Type APPROVED BY: Rank/Mr./Mrs./Ms. Surname one line below originators name and contact information.

e. DCSs and chiefs of special staff offices and organization command groups will forward EXSUMs, via email, to the CG (and the CG XO), DCG/COS (and the DCG/COS XO), or DCOS (and the DCOS XO). Provide cc to SGS to ensure tracking system is updated.

	(CLASSIFICATION)
1	EXECUTIVE SUMMARY
1	ES152060 1 Mar XX
1	<p>(U) PREPARATION OF AN EXECUTIVE SUMMARY. (U) (originator's office symbol)                  An executive summary (EXSUM) is prepared in Arial 12 with one-inch margins. The EXSUM should begin with the overall classification one inch from the top and bottom of the page. Place the words EXECUTIVE SUMMARY centered and one line down from the classification. The tasker number (if applicable) and the date are two lines down from EXECUTIVE SUMMARY. The subject is uppercase, underlined and marked with a security classification. The originator's office symbol will appear in parentheses after the security classification, followed by the body of the text. An EXSUM should contain no more than 15 lines and synthesize the essential elements of information necessary to answer the recipient's question. The first sentence will identify the purpose of the correspondence (EXSUMs are self-initiated or respond to someone's question.) Acronyms should always be spelled out the first time they appear, followed by the acronym in parentheses. Ensure the originator is identified and the EXSUM approved as shown below. Type the name of the approval authority below the originator's name and telephone number to indicate approval by principal, deputy, or director.</p>
1	
2	
3	
4	Originator's full name/office symbol/phone Originator's e-mail address
1	APPROVED BY: BG Brian Xxxxxx
	(CLASSIFICATION)

**Figure 3-2. Executive summary format**

**3-5. Decision memorandum**

Use a decision memorandum to obtain decisions from the command group. Prepare this special purpose action in plain paper memorandum format. Do not exceed two pages, excluding supporting documents.

a. General. AR 25-50 directs the use of 1-inch margins for the plain paper memorandum. The memorandum content should represent the complete situation, without relying on enclosures. Summarize issues and reserve enclosures for a detailed analysis or explanation of the summary presented in the memorandum. Identify enclosures contained at tabs in the body of the decision memorandum. Use TF 5 when submitting decision memorandums to the command group. Keep information in the TF 5 brief, with a purpose statement, short background summary, and coordination.

b. See figure 3-3, for the format of the decision memorandum.

(1) Office symbol. Type the office symbol of the proponent office at the left margin, 1 inch below the top of the page.

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

(3) Address. Address the decision memorandum FOR the person making the decision. Include appropriate members of the chain of command on the THRU lines. At a minimum, actions for the Commander, TRADOC will go through the DCOS and DCG/COS.

(4) Paragraph 1, Decision. Paragraph 1 states: FOR DECISION.

(5) Paragraph 2, PURPOSE. In one concise sentence state the action to be taken (for example, "To gain CG approval of the issues developed at the TRADOC Commanders Conference held at Fort Eustis, 23-24 Oct 18.").

(6) Paragraph 3, RECOMMENDATION(S). This paragraph contains specific recommendations; for example, CG sign the enclosed memorandum at TAB A-1. Under each recommendation type:

(7) Paragraph 4, BACKGROUND. This paragraph explains the origin of the action and conveys assumptions and facts necessary to understand the recommendation. Present facts as a chronological summary of actions or events leading to or bearing on the issue.

(8) Paragraph 5, DISCUSSION. This paragraph lists/assesses the alternatives considered. Assess the alternatives considered for the decision in terms of advantages and disadvantages. Include documents that support the recommendation as enclosures at tabs. Summarize their key points in the decision memorandum.

(9) Paragraph 6, IMPACT. This paragraph indicates impact of the recommended decision. A staff action may have an impact on personnel, equipment, funding, stationing, etc. Identify individuals or organizations the recommendation impacts, and to what extent. If none, state No impact.

(10) Paragraph 7, COORDINATION. This paragraph indicates with whom and when the action was staffed. Indicate concurrence/nonconcurrence by lining through the word that does

not apply. Type or write the rank, name, and title of the individual who gave the feedback on the blank to the left of CONCUR/NONCONCUR. Type or write the date the individual provided feedback in the blank before DATE. Prepare each line as follows:

(11) Paragraph 8, Point of contact. Include POC name/rank, title, telephone number, and email address.

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

Office Symbol 8 Aug XX

MEMORANDUM THRU

Deputy Chief of Staff  
Deputy Commanding General/Chief of Staff

FOR TRADOC Commanding General

SUBJECT: Decision Memorandum Format

1. FOR DECISION.

2. PURPOSE. To obtain...

3. RECOMMENDATION(S). CG sign memorandum at TAB A-1.

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.

TRADOC DCS, G-8 _____	CONCUR/NONCONCUR _____ DATE _____
TRADOC DCS, G-1/4 _____	CONCUR/NONCONCUR _____ DATE _____

8. POC is Mr. Xxxxx, organization, (757) 501-xxxx, joe.p.xxxx.civ@mail.mil.

Encl MICHAEL M. Xxxxxxx  
Major General, U.S. Army

**Figure 3-3. Decision memorandum format**

**3-6. Information paper**

Use an information paper to provide the reader pertinent facts in a clear and concise format. Figure 3-4 provides format and instructions for preparing an information paper. Note the authority block begins at the center of the page and one line below the last paragraph.

(UNCLASSIFIED/FOR OFFICIAL USE ONLY)

**INFORMATION PAPER**

ATCS-XS  
30 Aug XX

SUBJECT: Information Paper Format

1. Purpose: To provide guidance on the preparation and use of an information paper.
2. Facts:
  - a. An information paper provides facts in a clear and concise format.
  - b. Include the subject and the purpose. Paragraphs will contain only essential facts concerning the subject. There is one line between the title "INFORMATION PAPER" and the office symbol. There is one line between the date and the subject line. Do not "bold" any text.
  - c. Information papers are self-explanatory and will not refer to enclosures, except for tabular data, charts, or photographs.
  - d. Information papers should not exceed one page in length. If a continuation page is unavoidable, number pages starting on page 2, bottom center. Do not repeat the subject line, title, or date on the second page.
  - e. Information papers do not require signature, but must include the AO's name and telephone number at the bottom of the page. Type the AO's information on the second line below the last paragraph. Type an approval line below AO's name and number to indicate directorate approval by principal, deputy, or director. Begin typing at the center of the page.
  - f. Avoid using acronyms and abbreviations, except those that are familiar outside the Army. Avoid using classified information when it does not contribute to understanding the issue.
  - g. Information papers should not include a decision statement, ask for a decision, include recommendations, or courses of action.
  - h. An information paper is forwarded under cover of a TRADOC Form 5-E.

Mr. John Brown/(757) 501-1234  
Approved by: COL Paul C. Swift

(UNCLASSIFIED/FOR OFFICIAL USE ONLY)

**Figure 3-4. Sample format for an information paper**

### **3-7. Point paper**

Use a point paper to provide assessment, recommendations, and discussion points in outline form. It features short, to the point, easy to read bullet phrases. Use a point paper when the reader has a thorough knowledge of the subject. See figure 3-5, for instructions on preparing a point paper. Minor variations in the point paper format are acceptable, if needed, to better present the information.

MAJ R. Sample ATCS-XE/2513 8 Aug XX	<p><b>POINT PAPER</b></p> <p><b>SUBJECT:</b> Point Paper Preparation</p> <p>1. <b>Purpose:</b> To provide sample point paper format.</p> <p>2. <b>Assessment:</b> Identify stakeholders and implications of his/her position on topic or issue. Consider impact to operations, organizations, resources, public opinion, etc.</p> <p>3. <b>Recommendation(s):</b> Based on the <b>assessment</b>, provide the recommended position or course of action. N/A (if not applicable).</p> <p>4. <b>Discussion Points:</b></p> <ul style="list-style-type: none"> <li>• Font: Arial 12. Margins: 1 inch for the top, bottom, left, and right.</li> <li>• Use bullet statements to outline discussion points supporting paragraphs 2 and 3 above. Short, to the point, easy to read.</li> <li>• One page preferred. However, if two or more pages, place page number at bottom center beginning on the second page, 1 inch from edge.</li> </ul>
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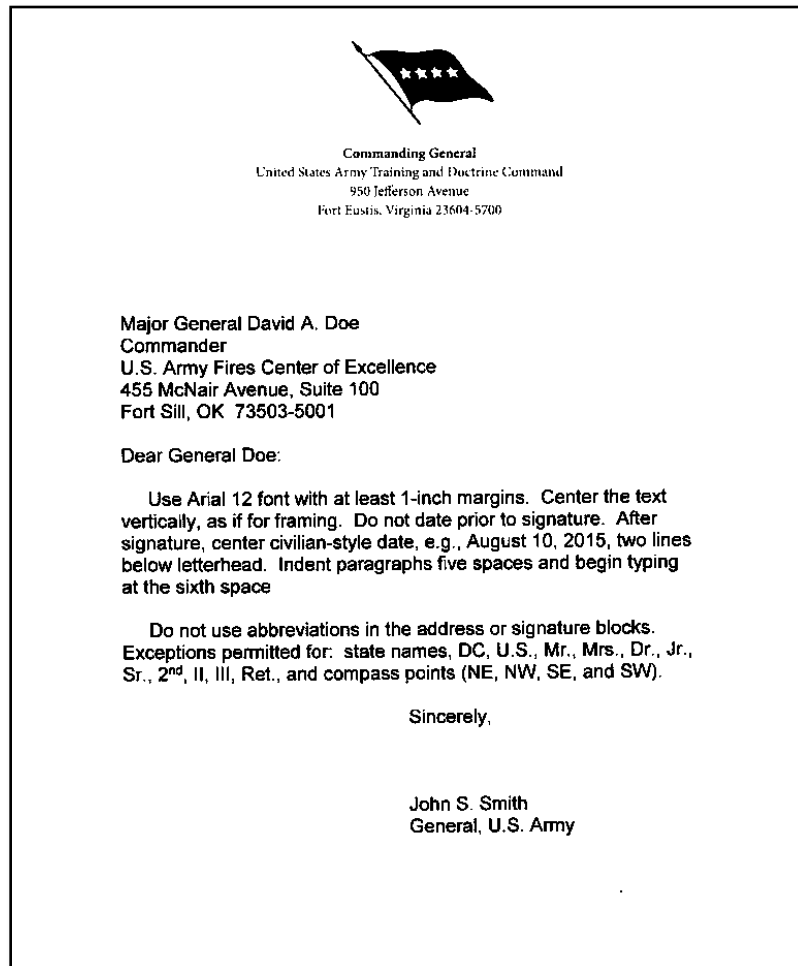
**Figure 3-5. Sample point paper**

### **3-8. Star note**

a. Only GOs use star notes, normally for brief personal replies or to convey congratulations, appreciation, welcome, regrets, etc. Prepare the star note according to the personal preference of the GO signing the note. Include appropriate information in the TF 5; for example, “PURPOSE: To obtain CG’s signature on star note (TAB A) to Mr. Jonathan (John) E. Doe for his selection as TRADOC Employee of the Year.” The preparer may also put first name/nickname on small adhesive notes on each letter within the package. Star notes are normally one page in length. See figure 3-6 for a sample CG star note with formatting instructions.

b. Use Arial 12 with at least 1-inch margins and center text on the page for framing. Do not date the star note prior to signature, but leave space for it when typing. After signature, center the civilian-style date, for example, August 10, 2018, two lines below printed return address. Indent paragraphs five spaces and begin typing at the sixth space.

c. Do not use abbreviations in the address or signature blocks. Exceptions permitted for: state names, DC, U.S., Mr., Mrs., Dr., Jr., Sr., 2<sup>nd</sup>, II, III, Ret., and compass points (NE, NW, SE, and SW).



**Figure 3-6. Sample commanding general star note**

### **3-9. U.S. Army Training and Doctrine Command policy letters and delegations of authority**

a. TRADOC policy letters are statements the CG signs that apply to all TRADOC activities, schools, and HQ staff offices. These letters (correspondence memorandum format is used) express the commander's intent or position on selected topics of concern (such as open door

policy, anti-harassment and equal opportunity (EO)). Per AR 25-30 policy letters will not be used as substitutes for issuing, changing, or revising Army/TRADOC policy and procedures.

b. Delegations of authority are statements the CG signs authorizing a subordinate to perform a duty or responsibility otherwise reserved for the CG.

c. Staff elements will forward policy letters and delegations of authority under cover of a TF 5, through the SGS for CG approval. Policy letters and delegations must be coordinated through the OSJA, TRADOC G-6 Publications Control, and any other staff as required.

d. Once the CG approves, SGS will consecutively number the policy letters, secure OPSEC approval and PAO approval to post to the TRADOC Publications and Resources website <https://www.tradoc.army.mil/Publications-Resources/>. SGS will maintain an index of the policy letters and delegations (those in delegation memorandums and those written into administrative publications).

e. Each new CG will review policy letters and delegations of authority upon assumption of command. The issuing staff elements will review their policy letters and delegations and ensure the information is still valid and current. Some policy letters may require earlier review based on the subject matter and separate regulations that govern their functional area. Policy letters are effective until superseded or rescinded.

f. Consistent with AR 25-30, TRADOC policy letters will not be used as substitutes for issuing or revising Army- or TRADOC-wide policy and procedures that should be included in administrative publications.

## **Chapter 4**

### **Conferences and Briefings**

#### **4-1. U.S. Army Training and Doctrine Command hosted or sponsored conferences**

TRADOC hosted or sponsored conferences will be conducted in accordance with governing policy, to include AR 1-50 and supplementing TRADOC policy. Official conference records are permanent and will be maintained in accordance with ARIMS record number 1-1m1.

#### **4-2. Headquarters TRADOC conference room locations and responsible staff offices**

DCSs and chiefs of special staffs are responsible for scheduling conferences and briefings in the Command Conference Room and Morelli Auditorium via the Conference Room Scheduler.

a. The Office of the Commanding General (OCG) approves requests for the Command Conference Room.

b. ESO approves requests for the Morelli Auditorium. For scheduled events hosted by the CG, DCG/COS, or DCOS that require protocol support, send requests to [Chief, ESO \(usarmy.jble.tradoc.mbx.hq-tradoc-eso@mail.mil\)](mailto:Chief,ESO@usarmy.jble.tradoc.mbx.hq-tradoc-eso@mail.mil).

#### **4-3. Scheduling conferences/briefings requiring command group participation**

a. DCSs and chiefs of special staffs are responsible for notifying the CG of short-notice taskings from DA and other sources to provide briefings to senior officials. To obtain command group input as early in the process as possible, coordinating staff will forward details and outline via email to CG's scheduler within 24 hours of receiving the mission. As required, CG will attend CSA briefings.

b. Chiefs of staff offices will obtain DCOS approval before conducting conferences or briefings requiring command group participation.

c. Meetings, conferences, or symposiums involving the command group will begin no earlier than 0900 to avoid conflicts with physical training schedules.

d. When arranging conferences and briefings, AOs will:

(1) Coordinate with command group schedulers and/or XOs to arrange the date, time, and location of conferences/briefings.

(2) Coordinate with G-33 Tasking Office to preclude scheduling conflicts with the TEC.

(3) Reserve appropriate conference rooms via the Conference Room Scheduler.

(4) Submit a TF 5 for DCG/COS approval of all conferences or briefings requiring expenditure of HQ TRADOC funds. TF 5 will include:

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

(b) Attendance requirements.

(c) Name or title of chair.

(d) Purpose of conference or briefing.

(e) Security classification.

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

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

(h) Uniform requirements.

(i) A request for names of attendees to be provided to the AO.

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

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

f. The lead staff office for organizing a conference or briefing for the command group will provide a note taker to record taskings and issues that surface during the conference/briefing.

g. The lead staff office will provide a seating chart for the CG when the CG holds a VTC or desk-side VTC. See Figures 4-1 and 4-2, for diagrams of seating charts.

h. Payment of conference costs for locally-hosted conferences:

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

(2) Subject to the applicable dollar threshold for the cardholder, the government purchase card may be used to pay for conference room rental expenses. The purchase card dollar threshold varies among cardholders. The card will not be used to purchase food or refreshments. If for any reason the card is not accepted, contact the Fort Eustis Agency Program Coordinator for assistance in providing applicable material category code to the vendor to allow the transaction to go through, or for information on accommodation check procedures.

(3) The host will provide TRADOC G-8, Budget Directorate, a summary list of costs, broken out by directorate.

(4) The TRADOC G-8 will locally reprogram the funds from the applicable DCS/activity to reimburse the host.

(5) Use of government funds to pay for food or refreshment items is extremely restricted. Violation of these restrictions can result in personal liability and/or a violation of the Antideficiency Act. Conference planners should consult with their servicing OSJA regarding the purchase of food and refreshments for consumption at conferences.

(6) Conference facilities contracts are subject to the TR 5-14 review process.

#### **4-4. Preparing visual aids**

a. A briefing template is available in the Staff Action Officer Resource Center under TRADOC Templates.

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

- c. Ensure each chart or graph has the bottom line up front, conveys a single idea or thought, and is simple and straightforward.
- d. Any slide should immediately communicate the intent to the audience within 30 seconds.
- e. For audiences outside the military, assume the audience has no military experience. Avoid use of Army acronyms. Graphics must stand alone to convey an effective message.
- f. Number briefing slides using “\_\_ of \_\_” format, such as, “2 of 15.” Place numbers at bottom center or bottom right of the slide. Do not number the first slide.
- g. Number presentation slides in the order they are displayed. For dual-screen projection, place "L" or "R" after the number to specify left or right screen as viewed from the audience. To allow easy change or reordering, annotate numbers on the viewgraph frame rather than the transparency itself.
- h. Mark classified slides at the top and bottom in accordance with AR 25-55 and AR 380-5. Ensure classification is clearly visible during the presentation.
- i. If more than one map is shown on a single visual aid, use the same scale.
- j. Provide color copies of slides to visiting dignitaries, GOs, civilian equivalents, and above. All other attendees receive black and white copies.
- k. Do not distribute paper copies of slides/conference materials to multiple attendees. Transmit material via email.
  - (1) Ensure all files are created with approved Army software.
  - (2) Upload files over 500 kilobytes to AKO and provide the AKO address for users to access the files.

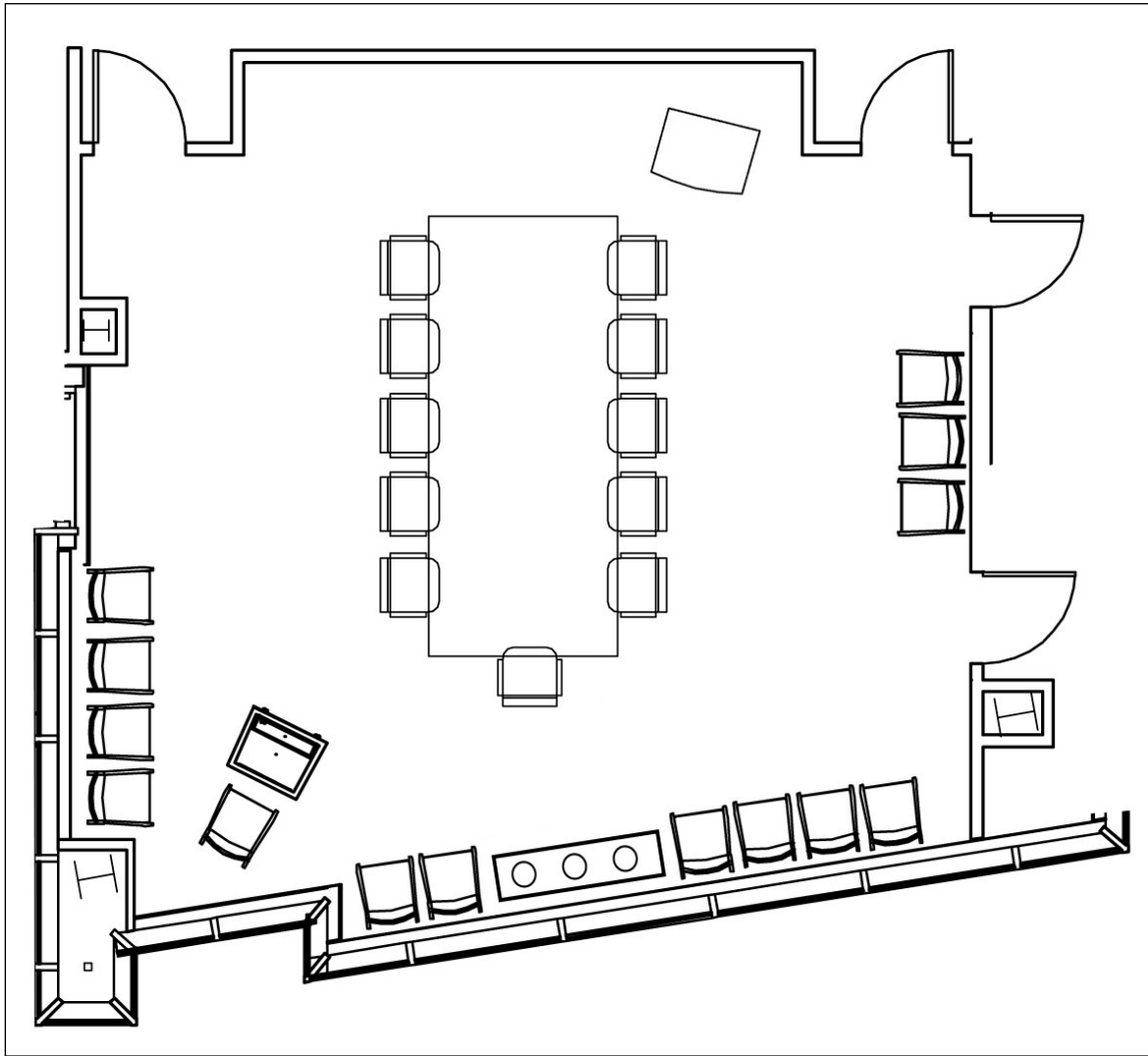
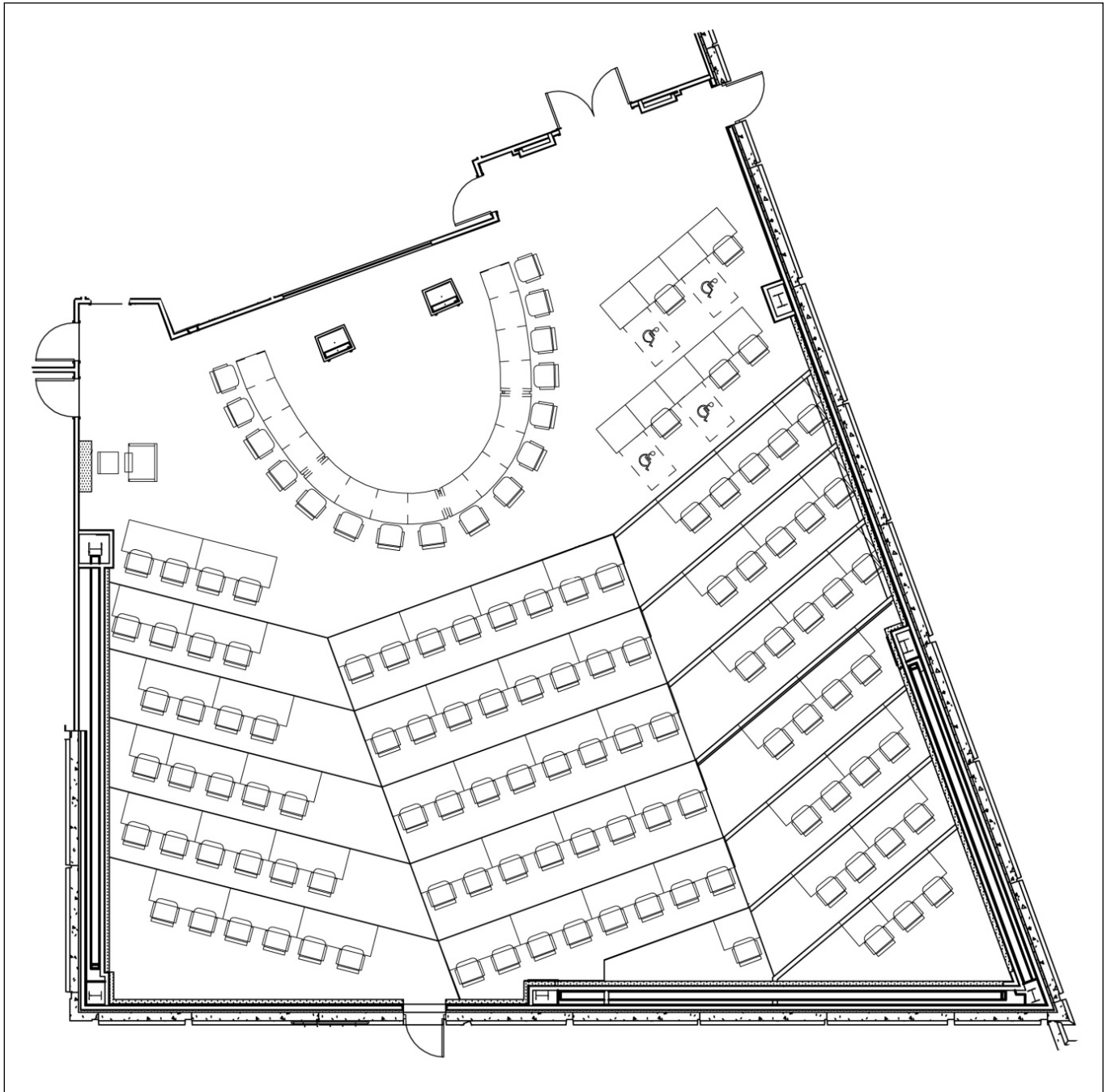


Figure 4-1. Diagram of Command Conference Room



**Figure 4-2. Diagram of Morelli Auditorium**

**4-5. Tracking conference taskings**

Lead agency for the conference (for example, TRADOC Senior Leaders Conference, Former TRADOC Commanders Conference, RC GO Conference) will have responsibility for tracking, collating, and updating the command group on status of conference taskings on a periodic basis.

## Chapter 5 Use of Enterprise Email

### 5-1. Email

a. Enterprise email enables Soldiers, government Civilians, and selected contractors (as per terms of each particular contract) to accomplish their work efficiently and effectively. This email service is provided for official use and authorized purposes only.

b. AOs should use email to quickly, efficiently, and effectively accomplish tasks, but care must be taken not to bypass command channels for any actions that should be routed through the chain of command. TRADOC AOs should employ discretion when using email to communicate and AOs must be conscious of the time it takes others to access, analyze, and act upon emails. Unnecessary emails distract recipients from other more important tasks, consume network resources, and contribute to inefficiency. Use caution in using “reply all” vice “reply” on responses. Only include as addressees those who need the information contained in an email or who need to take action on an email. AOs should use the TO, cc, and blind copy address lines appropriately. TO addressees should be considered “action” addresses; cc should be considered “for information” addressees.

c. TRADOC AOs should use judgment regarding to whom emails are addressed. Commanders, directors, and other senior leaders should not be distracted from other tasks by emails pertaining to routine matters. Such emails should be sent to the receiving organization’s administrative staff or to an organizational email address – not to the commander or director of the organization. AOs should also not assume that sent emails will be immediately read by the recipient(s). For short suspense actions, AOs will follow up with a telephone call to ensure those who need to take action are aware.

d. AR 25-1, prescribes email digital signature and encryption requirements. Digital signatures on emails provide a means to determine the exact originator of a particular message, a capability commonly referred to as non-repudiation. Encrypted emails can only be opened and read by those with access to a private decryption key associated with the recipient. Currently the Public Key Infrastructure (PKI) to enable digital signing and encrypting of emails is available on non-secure internet protocol router network (NIPRNET).

(1) An email must be sent encrypted if it contains sensitive information. Sensitive information includes, but is not limited to, FOUO information, personally identifiable information, information protected by the Freedom of Information Act, and the Privacy Act of 1974.

(2) All emails sent from an Army owned system or account that contain an active (embedded) hyperlink (uniform resource locator web address or email address) and/or attachment must be digitally signed with an approved DOD PKI certificate. This applies to emails originating on workstations physically connected to the network, virtually connected wireless devices (for example, two-way email devices, personal digital assistants, etc.) and remote workstations (such as connected using a virtual private network). Additionally, emails

when considered official business (constituting orders, promulgating policy, or committing resources) should be digitally signed.

e. TRADOC organizations should use the Army's approved email banner tool to help ensure emails containing sensitive information are appropriately labeled. Those originating emails should also use descriptive subject lines and descriptive filenames on attachments that include such terms as FOUO in order to provide a ready indication of the contents of the email and any attachments. Information management officers will notify the local installation network enterprise command if the email banner is not enabled.

f. TRADOC personnel generating email in their official capacity will not include slogans, quotes, or other personalized information as part of the individual senders signature block in accordance with AR 25-1.

g. AOs should avoid unnecessary attachments. Attachments are difficult to read by those accessing email from a mobile device. Emails with attachments are to be digitally signed, and encrypted when FOUO. If information can be placed directly in the body of a message, vice in an attached file, then do so.

h. AOs should use the out of office assistant tool to provide status and alternate POC information during absences in excess of 1 workday.

## **5-2. Organizational Messaging Service (OMS) and Automated Message Handling System (AMHS)**

a. OMS provides the ability to exchange official information between the military services, DOD agencies, Combatant Commanders (CCDRs), non-DOD U.S. government activities and the Intelligence Community. OMS is available on both NIPRNET and secure internet protocol router network (SIPRNET).

b. Subordinate organizations, special activities, FOAs, schools and centers, and HQ TRADOC will maintain, and actively monitor, OMS accounts on both NIPRNET and SIPRNET.

c. Messages. TRADOC organizational account users prepare and release OMS messages electronically via the [DOD Enterprise OMS/AMHS \(http://www.amhs.army.pentagon.mil/\)](http://www.amhs.army.pentagon.mil/) on the Pentagon Website. Follow procedures below when preparing AMHS traffic the command group will release:

(1) Organizational messages. Follow guidance outlined in paragraph 3-2 to package staff actions containing AMHS messages for command group approval/release, and process the same as other actions. When forwarding TF 5 for command group release, include administrative instructions recommending the mode to send message (for example, once approved, recommend sending signed message, but not encrypted).

(a) To send Personal For organizational messages, list addressees in the text of the message, in grade order, with names in alphabetical order within each grade. The only exception is when two addressees are grouped by the same organizational account (address).

(b) When it is important to emphasize the releaser of a message (in addition to the office symbol on the FROM line in the text) use SIGNED before beginning the message text (for example, SIGNED GEN SMITH). When preparing messages for the command group to release to subordinate activities that are directive in nature, use SENDS (for example, CG TRADOC SENDS). Always include the suspense in parentheses after the subject on messages that contain a suspense date in the body of the message.

(c) Once approved, a designated user with release authority for the FROM organizational account is responsible for dispatching the message using OMS/AMHS software. Once dispatched, a copy of the message is printed from the sent items folder and placed in the package behind tab A. Then, the entire package, with TF 5 showing approval, is uploaded to the lead organization's folder and notification made to SGS to close action in CATS.

### **5-3. Organizational email accounts**

a. Using individual email accounts (accounts assigned to specific person with that person's name as the account name) to transmit official emails causes a number of complications. Email accounts created for organizations alleviate many of these complications. Organizational accounts are not group accounts or address lists, although the accounts can be configured to provide similar functionalities. A specific individual must be responsible for each account and the responsible individual will control shared access to the account. This shared access can be enabled without sharing the password for the account. Organizational email accounts can be found on the HQ TRADOC SACO Points of Contact roster and the TRADOC SGS/G-3 Points of Contact roster. Both rosters are available on the Staff Action Officer Resource Center site under the "Telephone Information, Rosters and Directories" heading.

b. Subordinate organizations, special activities, FOAs, schools and centers, and HQ TRADOC will obtain and actively monitor organizational email accounts on NIPRNET and SIPRNET. For the accounts on NIPRNET, organizations will obtain PKI certificates in order that others may send encrypted emails to organizational accounts.

### **5-4. Use of calendars within email**

AOs should use the calendar function within email to manage their daily schedules. This will allow others to easily plan and coordinate meetings. AOs should set calendar permissions to allow the maximum feasible ability to view individual schedule information by others on the local installation network. AOs should freely share their schedules with other AOs within their organization.

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**Chapter 6**

**Headquarters, U.S. Army Training and Doctrine Command Ethnic/Special Observances, Organization Day, and Other Recurring Events**

**6-1. Ethnic/special observance tasking timeline**

See table 6-1 for ethnic/special observances tasking timelines.

**Table 6-1  
Ethnic/special observances tasking timelines**

Timeframe	Responsible Proponent Office
120 days prior to observance date	<p>Coordinate date of event (or keynote event if a series of events) with their TEC POC or the Office of the Commanding General (OCG), Office of the DCG/COS, or Office of the DCOS to ensure no conflicts with the TEC.</p> <p>Assign an AO (rank of field grade officer (O-4 through O-6) or DA Civilian (grade of GS-13 or above) and provide the name of the AO to the Command Diversity Office (CDO) and SGS POC. CDO will provide specific observance guidelines and oversight for all ethnic/special observances.</p>
90 days prior to observance date	Submit a plan of action/milestones to the CDO.
70 days prior to primary event	Brief event concept plan to the first GO/SES in the chain of command.
60 days prior to primary event	<p>Note: Send the SGS a memorandum announcing scheduled events for approval/signature, under cover of a TF 5. If CG, DCG/COS, or DCOS is involved in the program, send the DCOS an information paper. Coordinate concept with appropriate agencies but, at a minimum, with CDO and TRADOC ESO. Distribute announcement memorandum to the staff immediately upon DCOS signature.</p>
At conclusion of observance	Provide a written after action report in memorandum format to SGS for the DCOS with copy furnished to CDO no later than 30 days after event.

**6-2. Headquarters, U.S. Army Training and Doctrine Command Organization Day**

TRADOC was founded on 1 July 1973 under General William E. DePuy. TRADOC celebrates that founding every year with a variety of special activities. There is no centralized program honoring TRADOC’s founding. TRADOC HQ staff organizations, located on Fort Eustis, will honor TRADOC’s founding by conducting individual organization celebratory programs customized to meet their members’ preferences and responsibilities.

a. TRADOC HQ organizations responsible for conducting organization day activities are:

(1) Command group, personal, and select special staff (includes Office of the CG, Office of the DCG/COS, Office of the DCOS, CPG, Office of the CSM, Office of the SGS, CAO, ESO, PAO and Band, Command Chaplain, Inspector General, OSJA, Internal Review and Audit

Compliance Office, Quality Assurance Office, Knowledge Management Office, Special Troops Battalion, Army National Guard, and U.S. Army Reserves).

(2) G-1/4 (includes Military History, Safety Office, Surgeon's Office, Command Diversity Office (CDO), and the TRADOC Library).

(3) G-2.

(4) G-3/5/7.

(5) G-6.

(6) G-8.

b. Lead organization will draft memorandum for DCOS's signature announcing the date(s) and parameters for the events. Lead organization will also collect after action reports from the participating organizations and prepare a single after action report for the DCOS's review. The after action report will be submitted under cover of a TR Form 5 through the SGS SAD, no later than 30 days following the final organization day event.

c. Organizations may join together to maximize resources or may conduct separate events.

d. Organizations will conduct activities on or about TRADOC's birthday, 1 July. Activities will not be in conjunction with Independence Day, nor the associated training holiday.

e. Activities will be conducted on Fort Eustis, unless the DCOS approves an exception.

f. Activities will reflect positively on TRADOC and the Army.

g. Activities will focus on team building, enhancing working relationships, and will support Army values.

h. Activities should recognize TRADOC's history, mission, and traditions.

i. See table 6-2, for the list of HQ TRADOC Organization Day and recurring events schedule and the responsible organizations.

**Table 6-2  
Headquarters, U.S. Army Training and Doctrine Command Organization Day and other recurring events schedule, 2020-2024**

HQ TRADOC Recurring Events					
Event	2020	2021	2022	2023	2024
<b>Army Emergency Relief</b> May	733 <sup>rd</sup> MSG	733 <sup>rd</sup> MSG	733 <sup>rd</sup> MSG	733 <sup>rd</sup> MSG	733 <sup>rd</sup> MSG
<b>Savings Bond Campaign</b> June	733 <sup>rd</sup> MSG	733 <sup>rd</sup> MSG	733 <sup>rd</sup> MSG	733 <sup>rd</sup> MSG	733 <sup>rd</sup> MSG
<b>HQ TRADOC Organization Day</b> July	G-8	G-3/5/7	G-1/4	G-2	G-6
<b>TRADOC Best Warrior Competition</b> July	G-3/5/7	G-3/5/7	G-3/5/7	G-3/5/7	G-3/5/7
<b>Instructor of the Year</b> August	G-3/5/7	G-3/5/7	G-3/5/7	G-3/5/7	G-3/5/7
<b>Drill Sergeant of the Year</b> September	CIMT	CIMT	CIMT	CIMT	CIMT
<b>Combined Federal Campaign</b> September-November <sup>3</sup>	733 <sup>rd</sup> MSG	733 <sup>rd</sup> MSG	733 <sup>rd</sup> MSG	733 <sup>rd</sup> MSG	733 <sup>rd</sup> MSG
<sup>1</sup> Army Emergency Relief - HQ TRADOC proponent is G-8. <sup>2</sup> HQ TRADOC Organization Day - Responsibility rotation is G-1/4, G-2, G-3/5/7, G-6, G-8. <sup>3</sup> Combined Federal Campaign - HQ TRADOC proponent is G-1/4. When TRADOC CG serves as Honorary Chairman, G-1/4 has oversight and intraservice coordination responsibilities.					

**6-3. Ethnic/Special observances**

a. The CG, TRADOC has directed TRADOC HQ staff provide enhanced support to ensure the high quality of ethnic/special observance events on Fort Eustis.

b. Commander, CIMT is the Senior Commander and final approval authority for Fort Eustis observances plans per HQ, TRADOC Ethnic/Special Observance Committee (ESOC) recommendation.

c. Ethnic/special observances are: Dr. Martin Luther King, Jr., Birthday; African-American/Black History Month; Women’s History Month; “Days of Remembrance” for Victims of the Holocaust; Lesbian, Gay, Bisexual, and Transgender Pride Month; Asian-American and

Pacific Islander Heritage Month; Army Heritage Month; Women's Equality Day; National Hispanic Heritage Month; and National Native American/Alaskan Native Heritage Month.

d. Responsibility for TRADOC-sponsored observances lies with the designated TRADOC DCS or command group. Non TRADOC-sponsored observances are within the responsibility of the identified command. See table 6-3, for the ethnic/special observance schedule and the responsible organizations.

e. Future support for identified observances will be on a rotating basis among each DCS. TRADOC will provide support for a minimum of two events each year in order to comply with guidance contained in AR 600-20. Tasking will be posted 3 years in advance in order to provide sufficient planning time for execution.

f. Mandatory members of TRADOC ESO will include a representative from CIMT, CDO, PAO, and ESO. TRADOC OSJA will provide legal reviews and G-8 will process approved funding requests.

g. ESO representatives will provide quality control and oversight for all ethnic/special observances in support of the CG, CIMT, Fort Eustis Senior Commander.

h. Funding for ethnic/special observances is available through the ESOC for facilities, speakers, tokens of appreciation, and ethnic food tasting. Organizations can use a budget planning factor of \$2,500 per event.

**Table 6-3**  
**Ethnic/Special Observances Schedule for calendar years 2020 - 2023**

Ethnic/Special Observance	2020	2021	2022	2023
Dr. MLK, Jr. Birthday Observance January	128 <sup>th</sup> AV Bde	ATSC	TRADOC G-6	597 <sup>th</sup> TC Bde
African-American/Black History Month February	TRADOC G-1/4	597 <sup>th</sup> TC Bde	93d Sig Bde	ATSC
Women's History Month March	7 <sup>th</sup> TBX	MEDDAC	DENTAC	TRADOC G-8
"Days of Remembrance" for Victims of the Holocaust April/May	TRADOC G 8	7 <sup>th</sup> TBX	597 <sup>th</sup> TC Bde	93d Sig Bde
Asian-American and Pacific Islander Heritage Month May	ATSC	TRADOC G-2	TRADOC G 3/5/7	128 <sup>th</sup> AV Bde
Army Birthday/Army Heritage Month June	TRADOC G-3/5/7	FCC	ATSC	7 <sup>th</sup> TBX
Lesbian, Gay, Bisexual, and Transgender Pride Month June	93d Sig Bde	TRADOC G-3/5/7	FCC	TRADOC G-1/4
Women's Equality Day 26 August	597 <sup>th</sup> TC Bde	93d Sig Bde	7 <sup>th</sup> TBX	MEDDAC
National Hispanic Heritage Month 15 Sep-15 Oct	DENTAC	TRADOC G-1/4	128 <sup>th</sup> AV Bde	FCC
National Native American/Alaskan Native Heritage Month November	FCC	128 <sup>th</sup> AV Bde	TRADOC G1/4	TRADOC G3/5/7

#### 6-4. Administrative guidelines for ethnic/special observances

a. To ensure timely command group awareness of event concepts and use of proper protocol procedures, responsible organization or special staff office will follow timelines in table 6-1 and include events in the TEC.

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

c. For TRADOC-sponsored observances, TRADOC ESO will send electronic invitations of scheduled event(s) to all GOs/SESs and other special guests. The ESO will also send electronic invitations to the XO distribution list for dissemination to the remaining staff.

d. Leadership should encourage attendance at all events and attend all functions or, at a minimum, the keynote event, if a series of events, to set the example.

- e. When desiring command group participation (to introduce guest speaker, present recognitions, etc.), send request on a TF 5 through SGS to the DCOS, DCG/COS, or OCG. If none is available, request the DCG/COS designate a representative.
- f. CDO and ESO will review event plan (sequence of events, seating, program, flyers, posters, bulletins, etc.) to ensure compliance with accepted standards.
- g. Coordinate CG remarks with designated CPG speechwriter. When requesting remarks from DCG/COS or DCOS, responsible organization coordinates with their respective XO to prepare draft remarks and forwards remarks as part of readahead, or separately, as directed. Brief command group participant(s) 1 week prior to the event(s) and forward readahead at least 4 workdays prior to IPR.
- h. Tasked TRADOC organizational lead will provide escorts for guest speakers/guests of honor.
- i. Coordinate with the CDO, ESO, PAO, and OSJA prior to obligation of funds for fees, honoraria, or awards for presentation to non-DOD personnel participating in the ethnic/special observance or related key events. The appropriate authority for the payment of fees or honoraria under \$2,000 is the coordinating staff responsible for the event; for honoraria in excess of \$2,000 the approval authority is the VCSA.
- j. The committee chairperson must coordinate in advance with the proper award authority to determine the appropriateness of providing awards in recognition of any DOD members/DA civilians' participation in ethnic/special observance events.
- k. Organization leads should refer to the [Defense Equal Opportunity Management Institute \(DEOMI\)](https://www.deomi.org/human-relations/special-observances.cfm) (<https://www.deomi.org/human-relations/special-observances.cfm>) website for the current theme, posters, invitations, presentations, and other observance products.

## **Chapter 7**

### **U.S. Army Training and Doctrine Command Invitational Travel Authorization Procedures**

#### **7-1. Invitational travel authorization guidelines**

This chapter prescribes ITA procedures, specific forms, and formats for use at HQ TRADOC and TRADOC schools and centers.

#### **7-2. Preparation of an invitational travel authorization request**

- a. ITA request memorandums for all official TDY not involving spousal representational travel as described in paragraph 7-2b, will be prepared and submitted in accordance with the Joint Travel Regulation, AR 600-8-105, and current Army policy. (See figure 7-1, for an example of an ITA request.) ITA request memorandums must be signed by the approving official within the requesting organization.

(1) TRADOC subordinate organizations, FOAs, and special activities must follow approval procedures set forth by their organization.

(2) All HQ TRADOC ITA packets requesting military air will be staffed through G-3/5/7 Flight Operations Division and then forwarded to the TRADOC OSJA for review at least 15 calendar days prior to the travel date. G-3/5/7 Flight Operations Division will forward the ITA request package, with any legal review, through the SGS SAD for DCG/COS approval. The ITA packet will contain:

(a) TF 5 (with TRADOC G-3/5/7 concur/nonconcur recorded if military air travel is requested, with TRADOC OSJA review recorded).

(b) ITA request memorandum signed by the budget analyst (even if cost is zero) and organization's approval authority.

b. ITA request memorandums for accompanying spousal representational travel will be prepared and submitted in accordance with Joint Travel Regulation . (See figure 7-2, for spousal representational travel request.) The ITA request memorandum must be signed by the funding budget analyst and spouse's sponsor. All TRADOC subordinate organizations, FOAs, special activities, and HQ TRADOC organizations will forward the ITA packet through the G-3/5/7 Flight Operations Division (if military air is requested) to the TRADOC OSJA for review at least 15 calendar days prior to the travel date. After review, the TRADOC OSJA will forward the ITA request package to the SGS SAD for DCG/COS approval. The ITA package will contain:

(1) Spousal representational travel request memorandum will contain the text: "This travel authorization authorizes the spouse to accompany the sponsor to attend an official function. It does not authorize per diem or other expense allowances for the spouse. If the spouse does not desire to bear the expenses ordinarily reimbursed through per diem or other expenses allowances, this travel authorization is canceled." See figure 7-2, page 67.

(2) TF 5 (with TRADOC G-3/5/7 concur/nonconcur recorded if military air travel is requested, with TRADOC OSJA review recorded).

(3) ITA request memorandum signed by the funding budget analyst (even if cost is zero) and spouse's sponsor.

(4) Legal review from the requesting organizations servicing legal advisor.

(5) Spouse's agenda.

**Table 7-1**  
**Invitational travel authorization request approval authority**

	Non-spouse travel	Spousal representational travel
HQ TRADOC	Approval authority is DCG/COS	Approval authority is DCG/COS
Subordinate organizations	Approval authority delegated to senior TRADOC commander/commandant. No further delegation allowed	Approval authority is DCG, Combined Arms for personnel assigned to U.S. Army Combined Arms Center subordinate commands, centers of excellence, schools, and activities
All TRADOC organizations	Requests are signed by the traveling Soldier or general schedule civilian	Requests are signed by the traveling spouse's sponsor



REPLY TO  
ATTENTION OF

DEPARTMENT OF THE ARMY  
REQUESTING ORGANIZATION'S LETTERHEAD  
123 HEADQUARTERS CIRCLE  
FORT PATRIOT, VIRGINIA 23341-5701

Office Symbol

8 Aug XX

MEMORANDUM THRU (Enter organization's servicing legal office)

FOR (Enter the section responsible for issuing the ITA.)

SUBJECT: Invitational Travel Authorization

1. Request publishing of ITA for the individual below.
  - a. Name, title or position:
  - b. Mailing address:
  - c. Proceed date:
  - d. Itinerary. FROM (*enter location traveling from*) TO (*enter location traveling to*) and RETURN.
  - e. Itinerary attached? Yes
  - f. Length of travel:
  - g. Point of contact: name and phone number.
  - h. Modes of travel for entire visit: (Commercial air, rental car, MILAIR, POV, etc.)
  - i. Purpose of travel:
  - j. Estimated cost
    - (a) Per diem: \$0
    - (b) Travel: \$0
    - (c) Fund cite: (if applicable. If DTS, annotate DTS line of accounting.)

Analyst's signature  
Budget Analyst's signature block  
(Signature required, even if cost is \$0.)

**Figure 7-1. Invitational travel authorization request memorandum**

Office Symbol

SUBJECT: Invitational Travel Authorization

2 Justification for travel:

a.

b. Secure video teleconference or other means of Web-based communication is not sufficient to accomplish travel objectives because... *(Add a detailed justification to explain why other means of communication are not acceptable.)*


*explain why other means of communication are not acceptable.*

X Encls

\_\_\_\_\_  
Approving official's signature

Approving official's signature block

**Figure 7-1. Invitational Travel Authorization request memorandum, continued**

	<p>DEPARTMENT OF THE ARMY REQUESTING ORGANIZATION'S LETTERHEAD 123 HEADQUARTERS CIRCLE FORT PATRIOT, VIRGINIA 23341-5701</p>
<p>REPLY TO ATTENTION OF:</p>	
<p>Office Symbol</p>	<p>8 Aug XX</p>
<p>MEMORANDUM THRU TRADOC STAFF JUDGE ADVOCATE</p>	
<p>FOR Deputy Commanding General, U.S. Army Training and Doctrine Command, 950 Jefferson Avenue, Fort Eustis, VA 23604</p>	
<p>SUBJECT: Spousal Representational Travel – Spouse's name, date/place of travel</p>	
<p>1. Reference Joint Travel Regulations (JTR) (Uniformed Service Members and DOD Civilian Employees), 1 Mar 20.</p>	
<p>2. In accordance with section 10 of referenced memorandum, the purpose of this correspondence is to request approval of accompanying spouse travel.</p>	
<p>3. Request publishing of individual travel authorization (ITA) for individual below:</p>	
<p>a. Name, title or position: Mrs. Mary Smith – Spouse of General Smith</p>	
<p>b. Mailing address:</p>	
<p>c. Proceed date: (Date leaving home station.)</p>	
<p>d. Itinerary. FROM (<u>enter location traveling from</u>) TO (<u>enter location traveling to</u>) and RETURN.</p>	
<p>e. Itinerary attached? Yes</p>	
<p>f. Length of travel:</p>	
<p>g. Point of contact: (Name and phone number.)</p>	
<p>h. Modes of travel for entire visit: (Commercial air, rental car, MILAIR, POV, etc. If by vehicle note they will be a passenger in sponsor's vehicle)</p>	
<p>i. Purpose of travel:</p>	
<p>(1) To attend the (name of event.)</p>	

**Figure 7-2. Spousal representational travel request memorandum**

Office Symbol

SUBJECT: Spousal Representational Travel – Spouse’s name, date/place of travel

(2) Individual meets the eligibility requirements for ITAs found in JTR, Appendix E, paragraph A, and is NOT a non-appropriated funds official (or employee traveling on non-appropriated fund business), a contractor employee, a Federal employee (unless traveling in a leave status), or uniformed service member.

(a) Estimated cost:

(b) Per diem: \$0 (may not be applicable)

(c) Travel: \$0

j. Fund Cite: DTS Line of Accounting

4. This travel authorization authorizes the spouse to accompany the sponsor to attend an official function. It does not authorize per diem or other expense allowances for the spouse. If the spouse does not desire to bear the expenses ordinarily reimbursed through per diem or other expenses allowances, this travel authorization is canceled.

Analyst’s signature

\_\_\_\_\_  
Budget Analyst

*(Signature required, even if cost is \$0.)*

a. Mrs Smith will be accompanying GEN Smith to (name of event/responsibility at event, if any).

b. Secure video teleconference or other means of Web-based communication is not sufficient to accomplish travel objectives because... *(Add a detailed justification to explain why other means of communication are not acceptable.)*

Sponsor’s signature

\_\_\_\_\_  
Sponsor’s signature block

*(The sponsor MUST sign this request.)*

**Figure 7-2. Spousal representational travel request memorandum, continued**

### **7-3. Publication of the invitational travel authorization**

After the ITA is approved, the requesting organization will process the ITA in the Defense Travel System (DTS). For details on preparing an ITA in DTS, refer to the [Defense Travel Management Office](https://www.defensetravel.dod.mil/Docs/Training/Invitational_Travel_Guide.pdf) website to see the Travel Guide ([https://www.defensetravel.dod.mil/Docs/Training/Invitational\\_Travel\\_Guide.pdf](https://www.defensetravel.dod.mil/Docs/Training/Invitational_Travel_Guide.pdf)).

a. Routing lists within DTS will be set up in accordance with local procedures. Subordinate organizations, FOAs, and special activities will follow procedures set forth within their organization.

b. Each organizations defense travel administrator (DTA) is responsible for creating the DTS travelers profile (to include all mandatory information) on all individuals traveling on an ITA. The traveler must have a social security number; however due to DOD policy, the organization will contact the traveler directly to obtain social security number and banking information.

c. The organizations DTA will ensure the AO is trained and appointed in writing and the AO is aware of all ITA procedures.

d. The organization's DTA ensures a non-designated entry agent (NDEA) is trained and appointed in writing. The NDEA signs the voucher for the individual traveling on the ITA and should be familiar with all NDEA procedures and requirements.

e. When preparing the ITA, the requesting organization will enter the trip type as:

(1) E-invitational (only for non-spousal representational travel), or

(2) E-family transportation only or e-family full travel (for accompanying spouse or other travel), which then sets up a DTS template for authorized entitlements.

f. The requesting organization will ensure that entitlements are entered correctly. For example, in most cases of spousal representational travel, the spouse is not entitled to per diem; it is the organization's responsibility to ensure the lodging and meals are removed from the authorization. G-1/4 and G-8 will also review for accuracy and ensure all required statements are on the authorization.

g. All approval documents (approved Form TF 5, ITA request memo, legal review, agenda, etc.) are required to be scanned into the DTS authorizations substantiating records.

h. The ITA traveler is responsible for completing, signing, and submitting DD Form 1351-2 (Travel Voucher) to the proponent organization within 5 days of completion of travel. Receipts for all expenses will be submitted with the voucher.

i. The organization's appointed NDEA is responsible to scan and upload all supporting documents (expense receipts, airline receipts, etc.) to the substantiating records section of the voucher, then sign the voucher in DTS as T-entered.

j. After the traveler's voucher is paid, the organization DTA will detach the individual from their organization; this will ensure the availability of the individual's profile to other organizations in the event they travel on an ITA at a later date.

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## **Chapter 8**

### **U.S. Army Training and Doctrine Command Enterprise Calendar**

#### **8-1. U.S. Army Training and Doctrine Command Enterprise Calendar overview**

The TEC (<https://hq.tradoc.army.mil/sites/TEC2/layouts/calendar/index.aspx>) is a web-based calendar that provides information on key events affecting TRADOC organizations. It is designed to keep the command informed of key events and to provide a tool to help prevent scheduling conflicts. The online version of the TEC is the authoritative version of the TRADOC master activities calendar. The TEC is shown in real time, as all events are immediately reflected on the calendar once approved.

#### **8-2. U.S. Army Training and Doctrine Command Enterprise Calendar management and access**

- a. The TEC is managed by the TRADOC G-3/5/7, G-33, and requires a common access card for access.
  - b. To prevent duplicate entries, the event sponsor (or TRADOC lead) is responsible for inputting the event into the TEC and then nominating the event higher.
  - c. Information placed on the TEC will be designated no higher than FOUO. The TEC itself is designated FOUO. The TEC will not contain names of, nor specific movement data for general officers or members of the SES.
- 

## **Appendix A References**

### **Section I**

#### **Required Publications**

ARs, DA pamphlets, and DA forms are available at <https://armypubs.army.mil/>. TRADOC publications and forms are available at <https://www.tradoc.army.mil/Publications-Resources/>.

AR 25-50

Preparing and Managing Correspondence

TR 10-5

U.S. Army Training and Doctrine Command

TR 10-5-1

Headquarters, U.S. Army Training and Doctrine Command

## **Section II**

### **Related Publications**

A related publication is a source of additional information. The user does not have to read a related reference to understand this publication.

AR 1-20  
Legislative Liaison

AR 10-87  
Army Commands, Army Service Component Commands, and Direct Reporting Units

AR 20-1  
Inspector General Activities and Procedures

AR 25-1  
Army Knowledge Management and Information Technology

AR 25-30  
The Army Publishing Program

AR 25-51  
Official Mail and Distribution Management

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

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

AR 55-46  
Travel Overseas

AR 335-15  
Management Information Control System

AR 340-21  
The Army Privacy Program

AR 380-5  
Department of the Army Information Security Program

AR 600-8-22  
Military Awards

AR 600-8-105  
Military Orders

AR 672-20  
Incentive Awards

DA Memo 25-52  
Staff Action Process and Correspondence Policies

DA Pam 672-20  
Incentive Awards Handbook

DOD 4500.54-G  
Department of Defense Foreign Clearance Guide

JTR  
Joint Travel Regulation

TR 5-14  
Acquisition Management and Oversight

TR 10-5-4  
United States Army Combined Arms Center

TR 10-5-5  
United States Army Combined Arms Support Command and Sustainment Center of Excellence

TR 10-5-8  
United States Army Center for Initial Military Training

TR 10-5-9  
Institute for Noncommissioned Officer Professional Development and United States Army  
Sergeants Major Academy

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

TR 37-2  
Temporary Duty Travel Policies and Procedures

TR 95-5  
Flight Operations

TRADOC Supplement 1 to AR 600-8-22  
Military Awards

[Government Printing Office Style Manual](#)

### **Section III Prescribed Forms**

TF 5  
Transmittal, Action and Control

TF 712  
Request for Official OCONUS Temporary Duty Travel

### **Section IV Referenced Forms**

DD Form 1351-2  
Travel Voucher

HQDA Form 5  
Army Staffing Form

Fiscal Standard Form 7600A  
Interagency Agreement (IAA)

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## **Appendix B Helpful Hints for Preparing Correspondence and Processing Actions**

### **B-1. Introduction**

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

### **B-2. Reference materials**

Follow AR 25-50, DA 25-50, and this regulation to assist in preparing correspondence.

### **B-3. Processing staff actions**

a. PURPOSE statement on TF 5 refers to the purpose of the form, not the purpose of the action being transmitted. It tells what you want the form to accomplish. For example: “To obtain CG signature on memo to MG Brown (TAB A) nonconcurring with his proposed changes to FM XX-X (TAB B).”

b. RECOMMENDATION statement on TF 5 tells the recipient what you want him to do and is usually worded similarly to the PURPOSE statement. For example: “CG sign memo to MG Brown (TAB A) nonconcurring with his proposed changes to FM XX-X (TAB B).”

- c. Ensure the CATS control number is in block 1 on the TF 5. If the action is generated by the proponent, CGAC will assign a CATS control number with an ES prefix for tracking purposes when it is submitted to the SGS.
- d. TAB A is document requiring signature or action. When forwarding more than one action for approval/signature, use TABs A-1, A-2, A-3, etc. TAB A can also be an information paper you are sending to the command group.
- e. TAB B is the document that generated the action. Additional background information follows, using succeeding tabs in order mentioned in TF 5.
- f. Always use editing and proofreading tools available (spelling and grammar check) as an initial step in the proofreading process. Review correspondence to ensure document is error free and ready for signature and dispatch prior to submission to SGS for command group signature.
- g. Ensure SGS SACO is aware of time sensitive actions to assist in expediting through the command group.
- h. AOs will provide the designated organization POC an electronic copy of all documents to upload in accordance with Appendix H. The POC will make administrative corrections, but will not change the content of the documents. SACOs will retrieve the documents, make administrative corrections, but will not change the content.
- i. If SGS or the command group returns action for corrections, include marked-up copy with returned package.
- j. Hand-carry or upload to Staff Actions Library actions returned for corrections to SAD or the appropriate SACO. Actions are logged out in CATS and must be logged back in to maintain tracking.
- k. If not dated at time of signature, SAD dates correspondence upon command group signature, and original is returned to the appropriate action office for dispatch.
- l. Do not send copies or internal routing slips to the command group.
- m. All actions going to the command group must come through SAD/SGS. Do not take actions directly to command group offices. Do not pick up actions from the command group. Actions received in the command group without SGS approval are returned to the SGS without action. In urgent situations, if a proponent picks up an action from the command group, ensure SGS receives a file copy of the signed/approved/dated action and the TRADOC Form 5.
- n. If an action requires presentation to the CG, DCG/COS, or DCOS for signature during a briefing, provide the SGS an advanced copy of the correspondence for proofreading, editing, assignment of CATS control number, and approval prior to the briefing. Following the briefing, return a copy of both the TF 5 and the signed correspondence to SGS.

#### **B-4. Correspondence**


- a. Put yourself in the shoes of the person signing the action. Ensure the TF 5 answers the 5Ws. When preparing CG correspondence, write at the 4-star level.
  - b. Write in active voice: subject, verb, and then object.
  - c. Prepare all staff action papers using the Army effective writing package structure:
    - (1) Make reference(s) to the first paragraph.
    - (2) Begin the paper with the most important information.
    - (3) Separate the body of the paper, clearly dividing sections using paragraphs, headings, or titles.
  - d. Avoid overusing the pronoun "I" in official CG correspondence.
  - e. Avoid the use of my as an adjective; for example, my staff. Use instead the HQ staff or the TRADOC staff.
- 

#### **Appendix C**

##### **Headquarters, U.S. Army Training and Doctrine Command tasking order format**

- C. TRADOC tasking order format. See figure C-1, for the tasking order format.

**UNCLASSIFIED (or) UNCLASSIFIED//FOR OFFICIAL USE ONLY**



**U.S. ARMY TRAINING AND DOCTRINE COMMAND**  
**G-33 CURRENT OPERATIONS**  
 620 Jefferson Avenue (Suite 1010)  
 Fort Caville, Virginia 22044-5711  
 (703) 691-5580 or 5894; 360-691-5580  
 UNCLAS POC: 0922 or SecOps POC: 0922

**HQ TRADOC TASKING ORDER**

S: 30 JUN XX  
 (Or enter "Multiple" if more than one suspense)

*{NOTE: Suspense less than 30 days requires COL/GS-15 approval. Approving official must be listed in paragraph 5D}*  
*{CAVEAT: TASKORD is for internal TRADOC taskings only. This order cannot be used outside of TRADOC}*

DTG:

**SUBJECT:** TRADOC TASKORD (insert title. Use plain language – do not use acronyms or abbreviations. G-33 will add control number)

- 1. Situation.** *Instructions for this paragraph: 12pt Arial black font. (Background leading to the need for the tasking. Describe why this tasking is needed, what is the mission/intent of higher HQ and higher HQ/DA timeline. Describe the Commander's intent. Frame the problem or issue so all can understand why this tasking is needed. If TASKORD has a short suspense justify why the urgency, what is the external suspense being met. If you have background documents describe and list as an enclosures. Ensure the electronic attachments are named the same as written in the order. Situation subparagraphs may be used to describe missions or parallel efforts of other ACOMs, ASCCs or DA Staff.)*
- 2. Mission.** *Instructions for this paragraph: (Who, What, Where, When, Why (5Ws) and overall suspense. Mission statement contains no subparagraphs. Be clear, concise, specific and directive. Active voice. Should be a single sentence. TRADOC level mission statement.)*
- 3. Execution.**
  - 3.A. Suspense:** *Instructions for this paragraph: (DDM//M//YY) such as 03JUNXX. If multiple suspenses, list each with brief description. All suspenses must be referenced within the body of the TASKORD under 3.C TASKS. NOTE: If suspense is less than 30 days, submission must be approved by COL/GS15. Approving official must be listed in paragraph 5D.)*
  - 3.B. Concept of operations.** *Instructions: (Expand on situation and mission paragraphs. Describe how the Lead sees the actions of subordinate units fitting together to accomplish the mission. May be a single paragraph or multiple subparagraphs. Address decisive and shaping operations. Address phases if appropriate. This is not the paragraph for specific tasks only a description of how the overall mission)*
  - 3.C. Tasks.** *Instructions for this paragraph: (Identify each in a separate line; the standard first task is always 3.C.1 acknowledge receipt of tasking to primary POC. Use actual name - do not just refer to a following paragraph.)*
    - 3.C.1. Acknowledge.** *Instructions for this paragraph: Within 2 working days reply via e-mail to Lead point of contact (POC) (Use actual name - do not just refer to a following paragraph.)*

(Note1: Delete all instructions from final version.)  
 (Note2: Enter appropriate protective marking or classification (AW AR 380-5))

**UNCLASSIFIED (or) UNCLASSIFIED//FOR OFFICIAL USE ONLY**  
Version 11 F33 29. Previous versions are obsolete.

**Figure C-1. Sample Headquarters, U.S. Army Training and Doctrine Command tasking order**

(Note1: Delete all instructions from final version.)  
(Note2: Enter appropriate protective marking or classification IAW AR 380-5)

**UNCLASSIFIED (or) UNCLASSIFIED//FOR OFFICIAL USE ONLY**

ATXX-XXXX (Office symbol of Originator)  
SUBJECT: TRADOC TASKORD (G-33 will add control number. Insert title. Use plain language – do not use acronyms or abbreviations.)

**3.C.2.** Instructions for this paragraph: (Specify tasks to CFL, CoE, and Staff in separate lines. Be clear what is to be done. Tasks should be to CFL, CoE and not to sub-elements within a major organization.)

**3.C.2(a).** Instructions for this paragraph: (Format for multiple subparagraphs.)

**3.D.** Coordinating Instructions. Instructions for this paragraph: (Always the last subparagraph in paragraph 3. List any CCIRs, specific formats, spreadsheets, etc., that respondents must use to answer the task. Provide web address to any referenced documents.)

**4. Admin and Log.** Instructions for this paragraph: (List what is required to support the tasking, funding, or administrative instructions. Cite any references or enclosures here. Ensure attachments (i.e., Enclosures, Annexes, Exhibits, etc.) are named the same, as cited in the TASKORD.)

Classification markings – if TASKORD is marked UNCLASSIFIED//FOR OFFICIAL USE ONLY, then beginning of each paragraph must be marked to indicate (U) or (U//FOUO).

**5. Command and Signal.**

**5.A. Lead.** Instructions for this paragraph: (Provide a Primary and Secondary POC or subject matter expert (SME) name, phone, and e-mail (NPRNET and SIPRNET).)

**5.B. Asset.** Instructions for this paragraph: (List POC/action officer name(s), if known for tasked organizations.) Note: See DISTRIBUTION below.

**5.C. Originator.** Instructions for this paragraph: (Initiating office is office of primary responsibility (OPR). Include POC/SME name, phone, and e-mail (NPRNET and SIPRNET (if appropriate).)

**5.D. Approval.** Instructions for this paragraph: (NOTE: Suspense less than 30 days requires COL/GS-15 approval. 15 days or less requires G3/5/7 GO/FO approval)

CECILIO R. COLEMAN  
Deputy Chief, Taskings Division  
HQ TRADOC G-33

**Enc.** Instructions for enclosures (List in para 4 above. Ensure any attached references and enclosures are named the same as cited in the TASKORD)

Instructions for Distributions (below): (customize the below list to reflect the intended audience for your tasking. Do not indicate distribution into sub-elements. Delete any organization not involved in the tasking to minimize tasking spam. For tasking involving all Schools, we may task to A(MEDD), USAJFKSWC and JAG School by exception.)

**DISTRIBUTION:**  
Commander

(Note1: Delete all instructions from final version.)  
(Note2: Enter appropriate protective marking or classification IAW AR 380-5)

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Version 2 11 FEB 23. Previous versions see obsolete

Figure C-1. Sample HQ TRADOC Tasking Order, continued

(Note1: Delete all instructions from final version.)  
(Note2: Enter appropriate protective marking or classification IAW AR 380-5)

**UNCLASSIFIED (or) UNCLASSIFIED//FOR OFFICIAL USE ONLY**

ATOC-XXX (Office symbol of Originator)  
SUBJECT: TRADOC TASKORD (G-33 will add control number. Insert title. Use plain language – do not use acronyms or abbreviations.)

U.S. Army Combined Arms Center  
U.S. Army Combined Arms Support Command  
U.S. Army Initial Military Training  
U.S. Army Cadet Command  
U.S. Army Recruiting Command  
Centers of Excellence  
U.S. Army Soldier Support Institute  
Asymmetric Warfare Group

Commandants, TRADOC Schools

Director  
Rapid Equipping Force  
U.S. Army Center of Military History

Deputy Chiefs of General Staff and Chiefs of Special Staff Offices,  
HQ TRADOC  
(Who do you actually need to review this tasker?)

CF: FCC (Army Capabilities Integration Center)  
ETC.

(Note1: Delete all instructions from final version.)  
(Note2: Enter appropriate protective marking or classification IAW AR 380-5)

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Version 2-11 REG 33. Previous versions are obsolete.

**Figure C-1. Sample HQ TRADOC Tasking Order, continued**



## Appendix D Procedures and Formats for Readaheds

### D-1. Procedures for readaheds

a. The OCG determines readahead requirements and forwards them to the SGS SACO. When a proponent is not identified, the SGS SACO assigns an office of primary responsibility as the HQ TRADOC staff lead. The SACO assigns CATS control numbers and notifies designated action offices via official tasker. Lead will submit readahead packet electronically in accordance with instructions in paragraphs D-2a(1) through D-2a(3) and table D-1.

b. The lead coordinates directly with external agencies and other staff offices to obtain pertinent topics and information for timely completion of readahead products. For events that a member of the command group or external agencies schedule, the lead consolidates all input and assessments into the final readahead product. Upon receipt of the tasker, lead will email the name of the AO to the CG scheduler and the OCG operations NCO. No later than 2 workdays prior to event, the lead must email the list of attendees to the CG scheduler and the OCG Operations NCO.

c. Suspense for submission of the readahead to SGS is no later than 4 workdays prior to the event. Pending GO/SES approval or receipt of information from external agencies must not delay submission; however, if the GO is TDY, the appropriate official should approve the readahead prior to submission to SGS. The partial submission is vital to alert all concerned of the status and to initiate review and analysis. Include a “placeholder” page in partial submissions to identify what is pending, from whom, and date of expected completion. At a minimum, ensure executive overview is submitted on time. Upon completion of delayed items, add to the initial partial submission as an update, rather than reconstructing an entirely new submission.

d. AOs can contact the CPG upon receipt of a CG readahead tasking for advice and/or recommendations to ensure an accurate, timely, and relevant product for the CG. Coordinate any required or desired Opening Remarks with CPG prior to submission of the readahead and mention in the executive overview (first tab of readahead). AO can contact the TRADOC [SGS SAD \(usarmy.jble.tradoc.mbx.hq-tradoc-sad@mail.mil\)](mailto:usarmy.jble.tradoc.mbx.hq-tradoc-sad@mail.mil) or DSN 501-5199/5202, (757) 501-5199/5202 for administrative guidance or questions pertaining to readahead preparation.

e. When the CG uses desktop VTC or VTC facilities, the AO will provide the CG Executive Officer with a seating chart that includes personnel in the VTC room with the CG, as well as the VTC participants (first name, last name, and position). The AO is responsible for collecting and reporting all VTC site ids/aliases to the HQ TRADOC VTC Team via the Conference Room Scheduler. The AO is responsible for notifying all attendees of cancellations or changes in times and/or locations as they occur.

f. Upon submission of the readahead to SGS, the SACO checks for format compliance and uploads the documents to a secure portal so the command group (CG, DCG/COS, DCOS, and CPG) can print and process accordingly.

**Table D-1.  
Configuration of readaheads**

Type of readahead	TAB A	TAB B	TAB C	TAB D	TAB E	TAB F
Briefings	Executive Overview and top 4 bullets	Briefings	Point and/or Information Papers			
CG Office Calls	Executive Overview	Biography (only if CG is not familiar with visitor)	Briefings (as appropriate, and with facing pages, as required)	Point and/or Information Papers	Social Schedule (as appropriate)	Visitor Template
Conferences	Executive Overview	Agenda	Participants	Briefings		
Distinguished Foreign Visits	Executive Overview	Itinerary	Biographies	Briefings	Country Information (as appropriate)	
Installation Visits	Executive Overview	Briefings	Point and/or Information Papers	Biography/ Biographies (as appropriate)	Social Schedule (as appropriate)	
Social Events	Executive Overview	Itinerary	Logistics			
Speaking Engagements	Executive Overview	Speech	Itinerary	Point and/or Information Papers	Logistics	
*Include visitor template for all visitors to TRADOC, except foreign visitors.						

**D-2. Format**

a. Composition and transmittal.

(1) CG readaheads. All CG readaheads will be emailed electronically to the TRADOC SGS office. Submit readahead documents NLT 4 days prior to the event, or in accordance with the CATS suspense via email to the TRADOC SGS office. Ensure all document file names for readahead electrons are clearly named (for example, HQ TF 5, TAB A - Executive Overview, TAB B - Briefing Slides, etc.) SGS will upload CG readaheads to a secure portal and provide email notification to the command group. The respective command group offices will print the CG, DCG, DCOS, and CPG copies of the readahead. If the readahead document changes, provide updates via email to the TRADOC SGS office. SGS will upload updated documents to the secure portal and notify the command group of the changes.

(2) DCG readaheads. All DCG readaheads will be sent electronically and directly to the DCGs office. Submit readahead documents NLT 2 days prior to the event via email to the DCGs

Executive Assistant and cc the DCGs XO and Aide. AO must also provide hard copy of the readahead at the meeting or briefing to the DCG.

(3) DCOS readaheads. All DCOS readaheads will be sent electronically and directly to the DCOS office. Submit readahead documents no later than 2 days prior to the event via email to the DCOS Executive Assistant and the DCOS NCOIC and cc the DCOS XO.

b. TF 5. Forward all readaheads to the [SGS SAD \(usarmy.jble.tradoc.mbx.hq-tradoc-sad@mail.mil\)](mailto:usarmy.jble.tradoc.mbx.hq-tradoc-sad@mail.mil) with a one-page TF 5, as outlined below. The following paragraphs on the TF 5 will include minimal information. Include expanded details in the executive overview. Subject line on TF 5 should read exactly like the subject of the actual tasking.

(1) PURPOSE. To complete the sentence Prepare the CG for... explain the 5Ws (see figure D-1).

(2) DISCUSSION. Include your key discussion points.

(3) COORDINATION. Ensure pertinent coordination across TRADOC in accordance with TR 10-5. Consider early contact with PAO, CPG, SJA, ESO, and SGS.

c. Table of contents. Place the table of contents as the first page under the TF 5. See figure D-2, for a table of contents example.

### READAHEAD GUIDANCE

*TRADOC Form 5* : What is the purpose of the CG's participation in the event, visit, or brief?

The answers should address the following:

- Who is participating?
- What is TRADOC there to accomplish?
- When will the event take place?
- Where will it occur?
- Why is it important to the Nation, the Army, and TRADOC to do this and why now?

(Specifics)

*BLUF*: Is this readahead going to prepare the CG for the event? Will this readahead ensure the CG is expert at representing TRADOC's position?

- Include only essential items (4 bullets) using key points the CG should know before the event.
- Ensure all pertinent issues are covered succinctly and to the point in the Overview.
- Do not delay submission pending GO or SES approval.
- CPG review of readahead is for content and relevancy.
- The Overview must capture all salient points found in the remainder of the readahead.
- Must include a *Strategic Analysis* with reference to points in following tabs in the readahead

(tabs are listed in the Table of Contents):

- Executive Overview (*required*)
- Itinerary (*required for visits, events*)
- Participants/Points of Contact (*required*)
- Other items (*Put briefs here*)
- Social Schedule (*for social events only*)
- Background (*only topics directly relevant to the main issue or brief; include biography only if this is the first meeting with the CG*)
- Logistical Requirements (*not usually required; CG's office will develop*)
- Visitor Template (*include for all but foreign visitors*)
- Work Plan (*include only if this is a prep for a major event or conference, like Requirements Review Council or Association of United States Army*)

**Figure D-1. Readahead guidance**

**Visit of General (R) Moring**  
**3-4 Nov XX**  
**TABLE OF CONTENTS**

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

**Figure D-2. Readahead table of contents**

### **D-3. Assembling readaheads**

#### Description of readahead tabs.

a. Executive overview and index cards with four bullets (required for all readaheads). This is the most important part of the readahead. In one to two pages, succinctly frame all primary issues and include any joint perspective and a strategic analysis. State the issue or topic and identify each stakeholder, his/her position, and both the implications of his/her position and any hidden agendas for engaging the CG. For each issue or topic, provide the response options available to the CG and the recommended TRADOC position, based on the detailed staff assessment, joint perspective, and strategic analysis (figure D-3 is an example of an executive overview).

b. Briefing(s) (in presentation/agenda timetable sequence). If printing a hard copy, print paper slides on one side, in color, if the use of color differentiates data. Ensure briefing slides include page numbers.

c. Information paper(s). Include point and/or information papers only when additional details have a distinct bearing on the purpose of the event involving the CG. Do not duplicate information contained in the executive overview or primary brief; include only papers directly relevant to the purpose of the brief. Do not provide the CG with too much information. Use standard formats for discussion, information, point, or position papers, as appropriate for the topic(s) and event. Use decision memorandums only in exceptional cases.

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

e. Participants/POCs. List attendees, including all from TRADOC, in descending order, senior official at top. Include grade, name, title, and organization. At the bottom, list POCs with primary responsibility for actions during the event. Include office telephone numbers to reach individuals during the event (including portable electronic device numbers), see Figure D-5, for an example. Email the list to appropriate command group office no later than 2 workdays prior to event and provide updates on participants as they occur. If the CG is attending, include a seating chart diagram of the meeting room (see figure 4-1 and figure 4-2). Do not provide the CG biographies of TRADOC personnel or other GOs that the CG knows or works with routinely.

f. Other items of interest. In point paper format, include topics not on the itinerary, but which may occur should the opportunity present itself. Include tentative office calls and anticipated sidebar discussions. This tab should also include a list and biographical sketches of key attendees, any formal remarks, and the seating arrangement for the CGs table.

g. Social schedule. Include as required. If there is no social event, omit this tab.

h. Background material. Include other biographies, historical information, and other related documents (email, articles, white papers, etc.). Also, include any additional papers with a distinct bearing on the purpose of the event involving the CG, but do not duplicate information contained in the primary brief.

**Executive Overview**  
**Visit of General (R) Moring**  
**3-4 Mar 18**

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

2. **BACKGROUND.** This CSA-invited visit results from a meeting between French Army Chief of Staff and CSA on 18 Jan 18 in the Pentagon. General (R) Moring led the French Army's transformation efforts. The visit is to share lessons learned. See TAB H.

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

- a. Express that France is an extremely important ally and close friend of the U.S. Army-to-Army relations, in particular, are excellent, as evidenced by French and American Soldiers serving together in Operation Enduring Freedom.
- b. Endorse the utility of maintaining the full-time liaison and exchange personnel within the French and U.S. Armies. Highlight the key role that the French Army Senior Liaison to TRADOC and the TRADOC Senior Liaison to French Army play in keeping TRADOC and CDES synchronized.

4. **STRATEGIC ANALYSIS.**

- a. The French-U.S. Army liaison and exchange network remains robust and very beneficial.
- b. The French/U.S. Army Staff Talks program, in existence since 1979, has conducted 27 staff talks to date. Staff talks focus on doctrine, training and education, materiel and equipment, and logistics. These areas facilitate an ongoing dialogue on transformation-related topics. The theme for the 2018 staff talks is "Future Warfighting in Military Operations in Urban Terrain by a Digitized and Reinforced Combined Arms Brigade."

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

- a. Encourage a strong French defense; encourage close French-NATO cooperation; and to maintain a bilateral defense relationship designed to maximize common interests around the globe.
- b. Since 2005, when the French military began its latest round of dramatic transformation, the French Army has shrunk by almost half (TAB C).

**Figure D-3. Readahead executive overview**

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

7. **DATE/TIME/PLACE.** Arrival 2 Mar 18 at 1300, CG office call 1330-1430, DCG/CoS office call 1430-1445, roundtable discussion in the Command Conference Room 1500-1700, and CG-hosted dinner in the evening. Departure after a no-host breakfast on 5 Mar 18 at 0900. See TAB D for detailed itinerary, and TAB G for social schedule.

As of: 1 Mar XX  
Prepared: LTC Bos/501-5669  
Approved: COL Ietendre/501-5690

**SAMPLE**

**Figure D-3. Readahead executive overview, continued**

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

j. Visitor template. For visitors to HQ TRADOC (except foreign visitors), prepare a presentation slide deck that provides pertinent information for the CG, DCG/COS, or DCOS (biography of visitor, any previous visits to HQ TRADOC, purpose of visit, others accompanying the visitor, itinerary, seating chart, command takeaways). Include a printout of the presentation slides as a part of the readahead.

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

<b>ITINERARY</b>			
<b>IPR – THE MARS COLONY MISSION 20XX</b>			
<b>DATE/TIME</b>	<b>WHAT</b>	<b>WHERE</b>	<b>TAB</b>
19 Oct 18 0500-0630	C21 Flight	LAFB to Kennedy Space Center (KSC)	A
0700-0745	Breakfast	KSC HQ Bldg Dining Facility	B
0800-0930	NASA Project Status Overview	KSC HQ Bldg, Rm 21	C
0945-1030	OMB Budget Briefing	KSC HQ Bldg, Rm 21	D
1045-1145	DOD Overview	KSC HQ Bldg, Rm 21	E
1200-1300	Working Lunch	KSC HQ Bldg, Rm 46	
1300-1330	USAF Astronaut Selection Status Briefing	KSC HQ Bldg, Rm 35	F
1330-1430	Army Corps of Engineers Mission Facility Meeting	KSC Assembly Bldg	
1445-1615	DoD/MI/AF Mission Application Briefing	KSC VTC Facility	G
1615-1700(T)	Office Call with CINCSpace	KSC HQ Bldg, Rm 7	
1800-0100	Social/Dinner	KSC Club	H
20 Jan 0130-300	C21 Flight	KSC to LAFB	

**Figure D-4. Readahead itinerary**

CG, TRADOC Trip		
CG, TRADOC Trip		
Vint Hill Farms Station, Virginia		
3-4 Nov XX		
1. Video teleconference - After Action Review and Lessons Learned (3 Nov, 1600-1800)		
GEN Xxxxx	Commander	TRADOC
LTG Xxxxx	DCG, ARCIC	TRADOC
BG Xxxxx	Dep Comdt	CGSC
2. Leader Development (4 Nov, 1130-1200)		
GEN Xxxxx	Commander	TRADOC
LTG Xxxxx	DCG, ARCIC	TRADOC
MG XXXXX	DCS, G-3/5/7	TRADOC
BG Xxxxx	Dep Comdt	CGSC
3. Video teleconference - Integrating New Operational Environment into Training and Leader Development (4 Nov, 1230-1345)		
LTG Xxxxx	Commander	CAC
LTG Xxxxx	DCG, ARCIC	TRADOC
MG Xxxxx	DCG, G-3/5/7	TRADOC
Mr. Xxxxx	DCS, G-1/4	TRADOC
BG Xxxxx	Dep Comdt	CGSC
<b>POCs/Phone Numbers</b>		
XO to CG, CAC: LTC Bob Jones, DSN 552-XXXX, 913-XXX-XXXX		
CGSC, Staff Group Leader, LTC Tom Davis, DSN 552-XXXX, 913-XXX-XXXX		

**Figure D-5. Readahead participants/points of contact**

**Appendix E**

**U.S. Army Training and Doctrine Command Form 5**

**E-1. Completing TF 5**

See figure E-1, for a sample and instructions page to complete TF 5 for CG, DCG/COS, and DCOS correspondence.

**E-2. Assembling the action**

See figure 3-1, for assembling the staff action in the proper order.

( UNCLASSIFIED )				Attachments Menu
<b>TRANSMITTAL, ACTION AND CONTROL</b> <small>For use of this form, see TRADOC Reg 1-11; the proponent agency is SGS.</small>		1. CATS CONTROL NUMBER <b>EX000000</b>	2. TODAY'S DATE (YYYYMMDD) <b>20180201</b>	3. SUSPENSE DATE (YYYYMMDD) <b>20180427</b>
4. OFFICE SYMBOL <b>ATRM-PD</b>		5. SUBJECT <b>TRADOC Fiscal Year (FY) 2019-2023 Program Objective Memorandum (POM) Commander's Narrative Assessment (CNA)</b>		
6. ROUTING: (SGS USE ONLY) Initial      Date		TRADOC SGS SACO (Signature) 	SGS SACO NAME	PHONE (XXX) XXX-XXXX
<input type="checkbox"/>	CG	<input type="checkbox"/>	COMMAND GROUP COMMENTS:	
<input type="checkbox"/>	CG XO	<input type="checkbox"/>		
<input type="checkbox"/>	DCG/CoS	<input type="checkbox"/>		
<input type="checkbox"/>	DCGCoS XO	<input type="checkbox"/>		
<input type="checkbox"/>	DCoS	<input type="checkbox"/>		
<input type="checkbox"/>	DCoS XO	<input type="checkbox"/>		
<input type="checkbox"/>	CPG	<input type="checkbox"/>		
<input type="checkbox"/>	CSM	<input type="checkbox"/>		
<input type="checkbox"/>	SGS	<input type="checkbox"/>		
7. EXECUTIVE SUMMARY				
<b>KEY POINTS</b>				
<ul style="list-style-type: none"> <li>■ Memorandum (TAB A) outlines the command's most critical shortfalls and concerns for the Army to consider in building the FY 19-23 POM.</li> <li>■ The FY 19-23 POM CNA addresses our top resource issues and the commander's FY 19-23 key issues requiring additional funding.</li> <li>■</li> </ul>				
Ref: N/A				
Encl: TAB A: Memorandum, TRADOC FY 19-23 POM Commander's Narrative Assessment TAB B: CAC DCG Statement of Nonconcurrency TAB C: ARCIC Dir Statement of Nonconcurrency TAB D: G-3/5/7 DCS Comments				
<b>1. Purpose:</b> Obtain CG's signature on memorandum at TAB A forwarding the FY19-23 POM CNA to the CSA.				
<b>2. Discussion:</b> <ol style="list-style-type: none"> <li>a. The purpose of the CNA is to give each Army commander the opportunity to provide an assessment of their command's resource posture and the shortfalls in meeting the Army's goals and objectives.</li> <li>b. The FY 19-23 POM CNA addresses our top resource issues (military/civilian manpower and base funding shortfalls) and the commander's FY 19-23 key issues requiring additional funding: leader development, initial military and functional training, training the 13 Aviation brigades, training support, and current and future Army capabilities.</li> <li>c. Specific details of each of the issues addressed in the FY 19-23 POM CNA have been forwarded to the HQDA staff through the TRADOC G-8.</li> </ol>				
<b>3. Recommendation:</b> CG sign memorandum at TAB A forwarding the FY19-23 POM CNA to the CSA.				
APPROVED <input type="checkbox"/> DISAPPROVED <input type="checkbox"/> NOTED <input type="checkbox"/> SEE ME <input type="checkbox"/> COMMENT <input type="checkbox"/>				
TRADOC FORM 5-E, DEC 2014		( UNCLASSIFIED )		<small>Previous editions are obsolete. Page 1 of 3 TRADOC LC v1.005</small>

Figure E-1. Sample U.S. Army Training and Doctrine Command Form 5



INSTRUCTIONS
<p><b>PARENTHESES AT TOP FORM:</b></p> <p>Fill in classification (UNCLASSIFIED, FOUO, etc.)</p> <p><b>Block 1. CATS CONTROL NUMBER:</b></p> <p>If the action has been assigned a tasker number by the G-33 Tasking Office or SGS Staff Actions Division, enter that number.</p> <p><b>Block 2. TODAY'S DATE:</b></p> <p>Enter today's date. The Army standard date format: YYYYMMDD. Example: 20140210.</p> <p><b>Block 3. SUSPENSE DATE:</b></p> <p>Use format: YYYYMMDD. If the action is responding to an external suspense, enter the date of the assigned suspense. If the suspense date is established internally, enter that date.</p> <p><b>Block 4. OFFICE SYMBOL:</b></p> <p>Enter the office symbol of the agency responsible for the action. Example: (ATFC-Y).</p> <p><b>Block 5. SUBJECT:</b></p> <p>Enter the primary subject line of the action. The subject on the TRADOC Form 5 should match the subject used in the assigned tasker. Use upper and lower case letters and unbolded font.</p> <p><b>Block 6. ROUTING: (TRADOC SGS use only.)</b></p> <p>The TRADOC SGS will complete this block.</p> <p><b>Block 7. EXECUTIVE SUMMARY:</b></p> <p><b>Key Points:</b> The key points are the pieces of salient information that the CG, DCG/CoS, and/or DCoS need to know about this action. Write them at senior Army leaders' level. These are the points your principal or deputy want to convey to the CG, DCG/CoS, and/or DCoS. Each key point area allows you two lines (164 characters/spaces) to express your thought with a maximum of three key points.</p> <p><b>Ref:</b> List all references, e.g., CSA tasker; meeting; e-mail; etc. If none, state N/A.</p> <p><b>Encl:</b> List all enclosures and tabs. Explain what is included within the packet. If none, state N/A. For example: Enclosures: TAB A: Memorandum for CG's signature. TAB B: CSA tasking, and so on. If the packet has more than four tabs list them linearly separated by commas or semicolons within the "TAB A" and "TAB B" designated spaces. If necessary, continue in the undesignated space within the Encl section.</p> <p><b>1. Purpose:</b> Provide a short, clear statement describing the purpose (e.g., to obtain the CG's signature on the memorandum at TAB A).</p> <p><b>2. Discussion:</b> Summarize the information and provide a current status, if applicable. Why are you telling this to the CG, DCG/CoS, and/or DCoS? What should the CG, DCG/CoS, and/or DCoS know and discuss? Describe the task, its origin, issue, and requirements. Provide a fact-filled background and comment. This discussion should tell the story on an action without prompting questions. The final approval authority should fully understand why the action is necessary. Be concise.</p> <p><b>3. Recommendation:</b> Provide a brief statement of the desired action by the final approving authority and explain why it is the best option. For example: CG approve action and sign the memorandum at TAB A. Block 7 allows the CG, DCG/CoS, and/or DCoS to approve, disapprove, and/or comment on the action.</p> <p><b>Block 8. LEAD AGENCY STAFF COORDINATION (Lead agency use only.)</b></p> <p>These blocks are designated for the internal approval chain within the lead agency. Possible entries could include branch chief, division chief, director, deputy, or DCS. The appropriate releasing authority (Cdr, DCS, or Director) should electronically sign and date the action once they have released/approved it for forwarding to the next appropriate office for disposition.</p> <p>The command/coordinating staff will electronically initial or sign and date. His/her electronic initials or signature represents concurrence with the contents of the form and the final product to be submitted to SGS for CG, DCG/CoS, and/or DCoS review.</p> <p><b>ACTION OFFICER (Name/Title/Phone Number/E-Mail):</b> Enter the responsible person's name, rank and/or position title, office phone number, and e-mail address. This information is especially important to ensure any questions can be quickly directed to the appropriate POC. The action officer will electronically sign.</p> <p><b>FILE LOCATION:</b> N/A</p> <p><b>SACO'S NAME (Name/Phone Number/E-Mail):</b> Enter the SACO's name, office phone number, and e-mail address. The SACO will electronically sign.</p> <p><b>RECOMMENDATION FOR COORDINATING STAFF:</b> This block allows for recommendations to the coordinating staff. For example, DCS, G-3/5/7 approve memorandum at TAB A by electronically initialing block 8.</p> <p><b>Block 9. STAFF COORDINATION:</b></p> <p>When staffing an action for review and comment, include each office and POC's information that the action is being staffed with, and include instructions for the addressees to indicate their concurrence by checking the corresponding block and returning it to the originator. If concurrence indicates "concur with comments," include comments at appropriate tab.</p> <p><b>Block 10. REMARKS BY TRADOC SGS: (TRADOC SGS use only.)</b></p> <p>The TRADOC SGS will complete this block.</p> <p><b>RETURNED REQUESTING ADDITIONAL INFORMATION/CLARIFICATION:</b> SGS will use this block to identify all actions being returned for additional information.</p>
<p>TRADOC FORM 5-E, DEC 2014</p> <p style="text-align: right;">Page 3 of 3 TRADOC LC v1.00ES</p>

Figure E-1. Sample TF 5, continued

**Appendix F**

**Zone Improvement Plan (ZIP)+4 Address Format**

**F-1. Mandatory lines of address**

a. An address must contain three mandatory lines (DOD activity name line; delivery address line; and city, state, and ZIP code line) but may include up to five lines. The United States Postal Service limits the DOD activity name line to 48 characters, including spaces. If using abbreviated DOD activity names, ensure the abbreviated name is clear and understandable to all parties concerned. Examples of addresses are shown in figures E-1 through E-3. Note: District of Columbia will be abbreviated as DC. See figure E-1 below.

b. Outgoing delivery address: All delivery addresses will use ZIP+4 values.

DOD ACTIVITY NAME LINE	OFFICE OF THE SECRETARY OF THE ARMY
DELIVERY ADDRESS LINE	101 ARMY PENTAGON
CITY STATE ZIP CODE+4	WASHINGTON DC 20310-0101

**Figure F-1. Example of an outgoing (delivery) three-line ZIP+4 address**

OFFICE NAME LINE	OFFICE OF THE DCS G-3/5/7
ATTENTION LINE	ATTN ATTG ZA
DOD ACTIVITY NAME LINE	TRADOC
DELIVERY ADDRESS LINE	950 JEFFERSON AVENUE
CITY STATE ZIP CODE+4	FORT EUSTIS VA 23604-5711

**Figure F-2. Example of an outgoing (delivery) five-line ZIP+4 address**

c. Return address: The “DEPARTMENT OF THE ARMY” is the first line of the return address. All return addresses will show ZIP+4 values (23604-5700).

DEPARTMENT OF THE ARMY	DEPARTMENT OF THE ARMY
OFFICE NAME LINE	OFFICE OF THE DCS G-6
ATTENTION LINE	ATTN ATIM II
DOD ACTIVITY NAME LINE	TRADOC
DELIVERY ADDRESS LINE	661 SHEPPARD PLACE
CITY, STATE, ZIP CODE+4	FORT EUSTIS VA 23604-5733
OFFICIAL BUSINESS ACCOUNT #	OFFICIAL BUSINESS 40 06

**Figure F-3. Example of a return ZIP+4 address**

**F-2. Optional lines of address**

a. The two additional lines are optional and, if used, **MUST** appear above the mandatory three lines:

- 1st line: Office name line (*OPTIONAL*)
- 2d line: Attention line (individual’s name, office symbol) (*OPTIONAL*)
- 3d line: DOD activity name line (*MANDATORY*)

4th line: Delivery address line (*MANDATORY*)  
 5th line: City, state, ZIP code + 4 (*MANDATORY*)

**Figure F-4. Optional and mandatory lines of address**

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

**F-3. HQ TRADOC city designation**

When preparing a return label for official mail, use Fort Eustis as the city. Do not use Joint Base Langley-Eustis.

**Appendix G**

**Headquarters, Department of the Army Form 5**

**G-1. Use of HQDA Form 5**

Staff actions going to the SA, CSA, USA, VCSA, DAS, VDAS or SMA must include a HQDA Form 5 at TAB A. This form functions as the transmittal sheet for the response. It summarizes the action, identifies the originating office, and includes coordination and approval for release.

**G-2. Completing HQDA Form 5**

See figure G-1, for how to complete HQDA Form 5 using the instructions.

**G-3. Assembling the action**

Include the HQDA Form 5 under TAB A of the TF 5 when assembling the staff action (see figure 3-1).



( UNCLASSIFIED )

<b>14. LEAD AGENCY STAFF COORDINATION</b>		LEAD STAFF AGENCY: TRADOC	TRACKING NO.: Leave Blank Unless It's a Tasker			
TITLE	INITIAL	TYPE OR PRINT NAME		DATE (YYYYMMDD)		
CG, CAC		LTG Smith				
PRINCIPAL ONLY		GEN Robert C. Jones, CG, TRADOC				
ACTION OFFICER (Signature) <i>(Name/Title/Phone No./Email/Office Symbol)</i>		TRADOC Action Officer's name and contact information goes here.				
SAGO (Signature) <i>(Name/Title/Phone No./Email)</i>						
RECOMMENDATION FOR STAFF PRINCIPAL:						
<b>15. STAFF COORDINATION</b>						
CONCUR	NON-CONCUR	AGENCY	NAME (TITLE, LAST NAME)	PHONE <i>(XXX) XXX-XXXX</i>	DATE (YYYYMMDD)	REMARKS
		OGC				
		OTJAG				
<input checked="" type="checkbox"/>	<input type="checkbox"/>	G-3/5/7	Name of DA G-3/5/7	(703) 695-1111	20180103	
<input checked="" type="checkbox"/>	<input type="checkbox"/>	CPA	Name of Ch, Public Affairs	(703) 695-2222	20180103	
<input type="checkbox"/>	<input type="checkbox"/>					
<input type="checkbox"/>	<input type="checkbox"/>					
<input type="checkbox"/>	<input type="checkbox"/>					
<input type="checkbox"/>	<input type="checkbox"/>					
<input type="checkbox"/>	<input type="checkbox"/>					
<input type="checkbox"/>	<input type="checkbox"/>					
<input type="checkbox"/>	<input type="checkbox"/>					
<input type="checkbox"/>	<input type="checkbox"/>					
<input type="checkbox"/>	<input type="checkbox"/>					
<input type="checkbox"/>	<input type="checkbox"/>					
<input type="checkbox"/>	<input type="checkbox"/>					
<input type="checkbox"/>	<input type="checkbox"/>					
<b>16. REMARKS BY ECC:</b>						

HQDA FORM 5, AUG 2017 Page 2 of 3  
APO LC v1 00ES

( UNCLASSIFIED )

Figure G-1. Sample Headquarters, Department of Army Form 5, continued

INSTRUCTIONS
<p><b>PARENTHESES AT TOP AND BOTTOM OF FORM:</b> Select a classification (UNCLASSIFIED or FOUO) from the drop down menu. If for the Army's senior leadership (SA, CSA, USA and VCSA), use a minimum classification of FOUO (default). If using a classified BIPNet system, select a classification (FOUO, CONFIDENTIAL or SECRET).</p>
<p><b>Block 1. TRACKING NUMBER:</b></p> <ul style="list-style-type: none"> <li>a. If the action has been assigned a tracking number by ECC/OJDA, enter that number.</li> <li>b. If the action has been assigned a tracking number by the activity Staff Action Control Office (SACO), enter that number along with the ECC/OJDA tracking number (if applicable).</li> <li>c. When this form is being used as a read ahead coversheet, select from the drop down list "READ AHEAD COVERSHEET" in lieu of a tracking number.</li> </ul>
<p><b>Block 2. TODAY'S DATE:</b> Enter today's date. The Army standard date format is YYYYMMDD (for example, 20150130). This allows for HQDA Tracking System searches by a calendar date.</p>
<p><b>Block 3. SUSPENSE DATE:</b> The format is YYYYMMDD.</p> <ul style="list-style-type: none"> <li>a. If the action is responding to an external suspense, enter the date of the assigned suspense.</li> <li>b. If the suspense date is established internally, enter that date.</li> </ul>
<p><b>Block 4. LEAD STAFF AGENCY:</b> Select from the drop down menu the office responsible for generating the response to the requested action.</p>
<p><b>Block 5. SUBJECT:</b> Enter the primary subject line of the action. The subject on the HQDA Form 5 should match the subject used in the HQDA Tracking System (use upper and lower case).</p>
<p><b>Block 6. ROUTING: (ECC USE ONLY) or (OJDA USE ONLY):</b> The ECC POC or OJDA POC will complete the routing block. Select whether this action is to be routed through the ECC or OJDA from the drop down menu. This selection will also affect: ECC/OJDA POC and DIR, ECC as well as block 16.</p>
<p><b>Block 7. Origin: Requirement from:</b> Select only one block indicating the individual or organization prompting the submission of this HQDA Form 5.</p> <p style="padding-left: 20px;"><b>Meeting/Forum/Other:</b> Examples: Directed by the CSA at the 26 Apr XX Morning Update; the SA asked for this information at the 26 Apr XX GA update.</p>
<p><b>Block 8. What is in the packet?</b> List all enclosures/TABs. Explain what is included within the packet. If none, state N/A (for example, TAB A: Memorandum for SA signature. TAB B: DOD tasking and ECC tasking).</p>
<p><b>Block 9. Action seeks senior leader:</b> Select the most appropriate box defining the desired action by the final approval authority. Two lines are provided to clearly state/indicate the recommendation to the final approval authority and indicate where the senior leader should sign or initial (for example, to obtain the SA's signature on the memorandum at TAB A; approve this action by Initialing in block 13 at the bottom of this page).</p>
<p><b>Block 10. Key areas impacted:</b> Check all boxes that apply. If "other" is checked, specify accordingly.</p>
<p><b>Block 11. Key point(s) the senior leaders should get from this action:</b> The key points are the salient information that the SA, CSA, USA and VCSA need to take away from the action and are written at the Army senior leaders' level. These are the key points your Principal Official or Deputy wants to convey to the Army's senior leaders. Each key point area allows essentially two lines to express your key point with a maximum of two key points.</p>
<p><b>Block 12. Additional information:</b> Summarize the information and provide a current status, if applicable. Why are you telling this to the senior leader? What should the senior leader know and discuss? Describe the task, origin of the action, issue and the requirement. Provide fact-filled background and comment. This discussion should tell the "story" on an action without "begging questions." The final approval authority should fully understand why this action is necessary.</p>
<p><b>Block 13. Senior Leader/Decision/Comments:</b> This space allows the SA, CSA, USA and VCSA to approve, disapprove or comment on the action.</p>
<p><b>Block 14. LEAD AGENCY STAFF COORDINATION (Lead Staff Agency Use Only):</b> These blocks are designated for the internal approval chain within a Staff. Possible entries could include Branch, Division, Director and Deputy. The appropriate releasing authority should electronically sign and date the action once they have released/approved for forwarding to the next appropriate office for disposition. The Staff Principal will electronically sign and date. His or her electronic signature represents concurrence with the contents of the HQDA Form 5 and the final product to be submitted to ECC/OJDA for the Army's senior leaders to review. <b>Note: ONLY THE PRINCIPAL will sign in this space.</b> If the Principal Official is not available, the next most senior individual will initial in the space immediately above the "Principal Only" space and indicate "FOR" and clearly enter his or her name and title.</p> <p style="padding-left: 20px;"><b>ACTION OFFICER (Name/Title/Phone No./Email/Office Symbol):</b> Enter the responsible action officer's name, rank and/or position title, office phone number and Email address. This information is especially important to ensure any questions related to the action can be quickly directed to the appropriate point of contact avoiding delay in processing the action. Action Officer will electronically sign.</p> <p style="padding-left: 20px;"><b>SACO (Name/Title/Phone No./Email):</b> Enter the responsible SACO's name, rank and/or position title, office phone number and Email address. This information is especially important to ensure any questions related to the action can be quickly directed to the appropriate POC avoiding delay in processing the action. SACO will electronically sign.</p> <p style="padding-left: 20px;"><b>RECOMMENDATION FOR STAFF PRINCIPAL:</b> This block allows for recommendations to the Staff Principal (for example, G-3/5/7 approves the memorandum at TAB A by electronically signing block 14).</p>
<p><b>Block 15. STAFF COORDINATION:</b> When staffing an action for review and comment, include each office and POC information that the action is being staffed with and include instructions for the addressees to indicate their concurrence by checking the appropriate block and returning to the originator. If concurrence indicates "concur with comments," then include comments at appropriate tab. OGC and OTJAG are allocated special spaces because their offices do not concur/non-concur with actions, but rather provide legal reviews. These boxes are not meant to indicate that legal review is required for all staff actions.</p>
<p><b>Block 16. REMARKS BY ECC (ECC use only): or SERVICES COORDINATION (OJDA selection):</b> The ECC POC will complete the REMARKS BY ECC block. Lead Agency Action Officers will complete the SERVICES COORDINATION block.</p>

Figure G-1. Sample Headquarters, Department of Army Form 5, continued

## **Appendix H**

### **Uploading Documents to the U.S. Army Training and Doctrine Command Knowledge Environment Actions Library**

#### **H-1. Title TF 5 and supporting documents**

Upload documents to the [TKE Actions Library](#). On the left-hand side of the page, under ‘Libraries’, click ‘Actions Library’ to access organization folders.

#### **H-2. Title TF 5 and supporting documents**

a. If a CATS number is assigned:

(1) Title the TF 5 with the CATS number and Form 5 (for example IN509059 Form 5).

(2) Title each supporting document as “TAB” and labeled respectively (for example TAB A - One Time Review of SSN Use and Justification).

b. If a CATS number is not assigned:

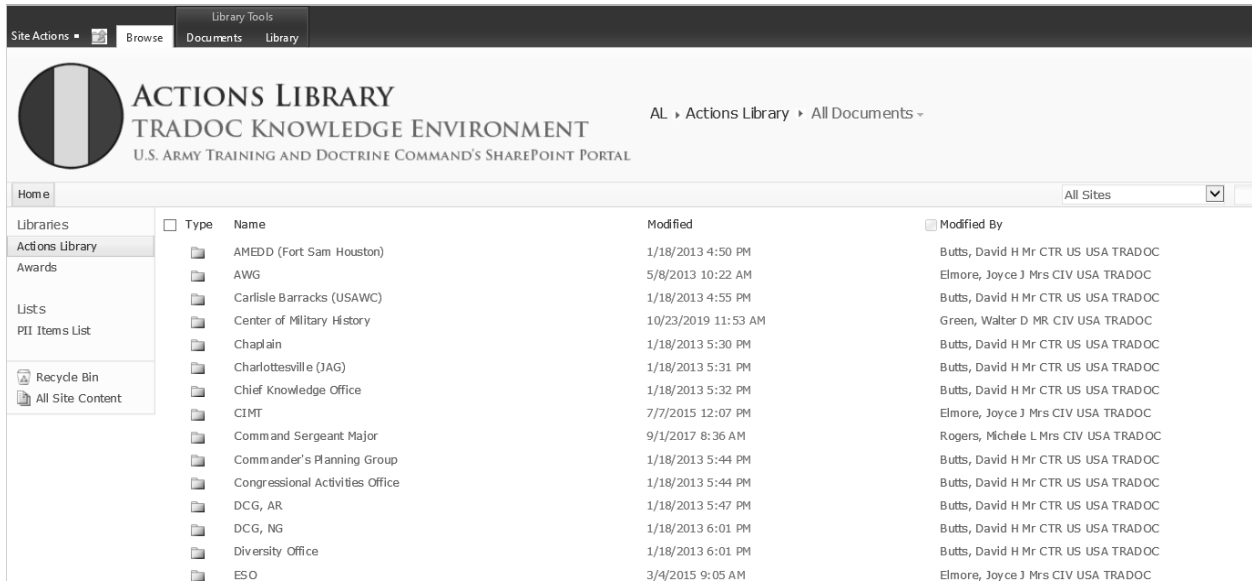
(1) Title the TF 5 as Form 5 and the subject (for example, Form 5 - One Time Review of SSN Use and Justification).

(2) Title each support document as “TAB” and the subject (for example, TAB A - One Time Review of SSN Use and Justification Memorandum).

c. The first tab “TAB A” is always the document requiring the recipient’s action or attention, such as signature (or approval) in accordance with paragraph 3-2.

#### **H-3. Upload TF 5 and supporting documents**

Designated organization POCs will electronically upload the digitally signed TF 5 and supporting documents to the TKE Actions Library (See figure H-1, for image of the TKE Actions Library). Notify TRADOC [SGS SAD](#) ([usarmy.jble.tradoc.mbx.hq-tradoc-sad@mail.mil](mailto:usarmy.jble.tradoc.mbx.hq-tradoc-sad@mail.mil)) that documents are uploaded.



**Figure H-1. TKE Actions library**

**H-4. Personally Identifiable Information (PII)**

Documents with PII will be placed in the PII Items List. This particular list is set up with restricted permissions in order to safeguard PII. Only individuals with the need-to-know can view all documents in the PII Items List. Those who upload documents in this list will only be able to see the specific documents they upload. For detailed instructions on how to upload to the PII Items List, click on “All Site Content” then “Announcements.”

**H-5. Organization folders**

Each TRADOC organization has a folder where designated POCs will upload tasking documents consisting of the TF 5 and supporting documents. Click your organization title to access your organization’s actions library (see figure H-2).

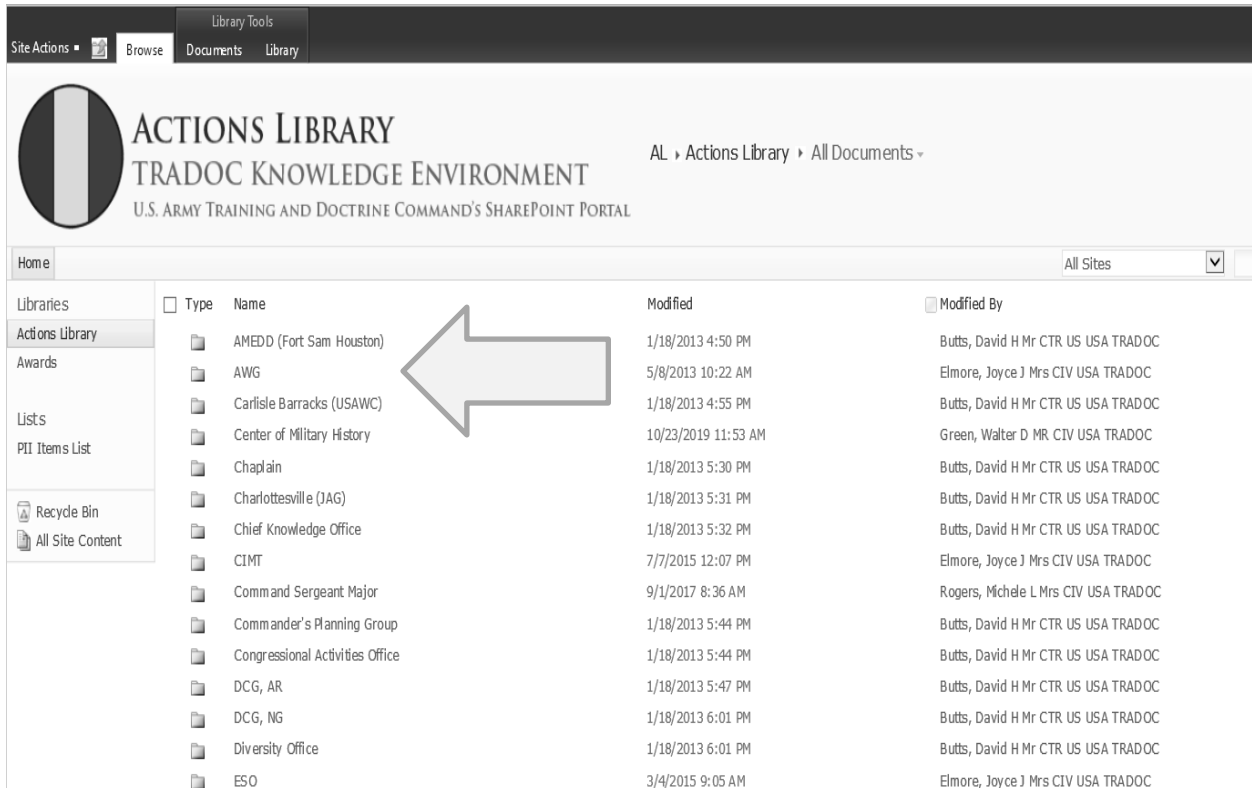


Figure H-2. Organization folders in TKE Actions Library

### H-6. Creating a new sub-folder

- a. See figure H-3, for how to create a new sub-folder to hold the documents to be uploaded. Click the “Documents” tab which will reveal the “New Folder” icon. Click the New Folder icon.

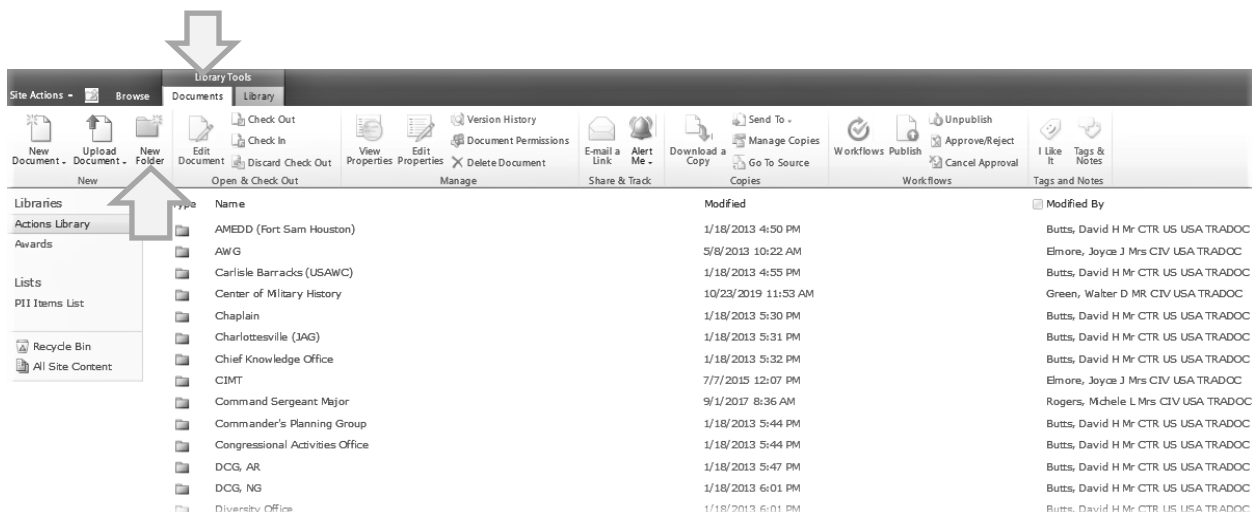
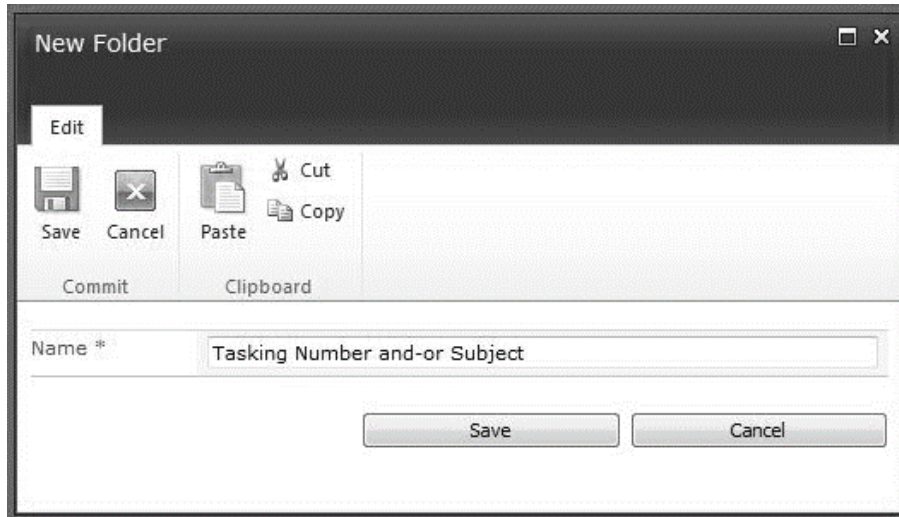


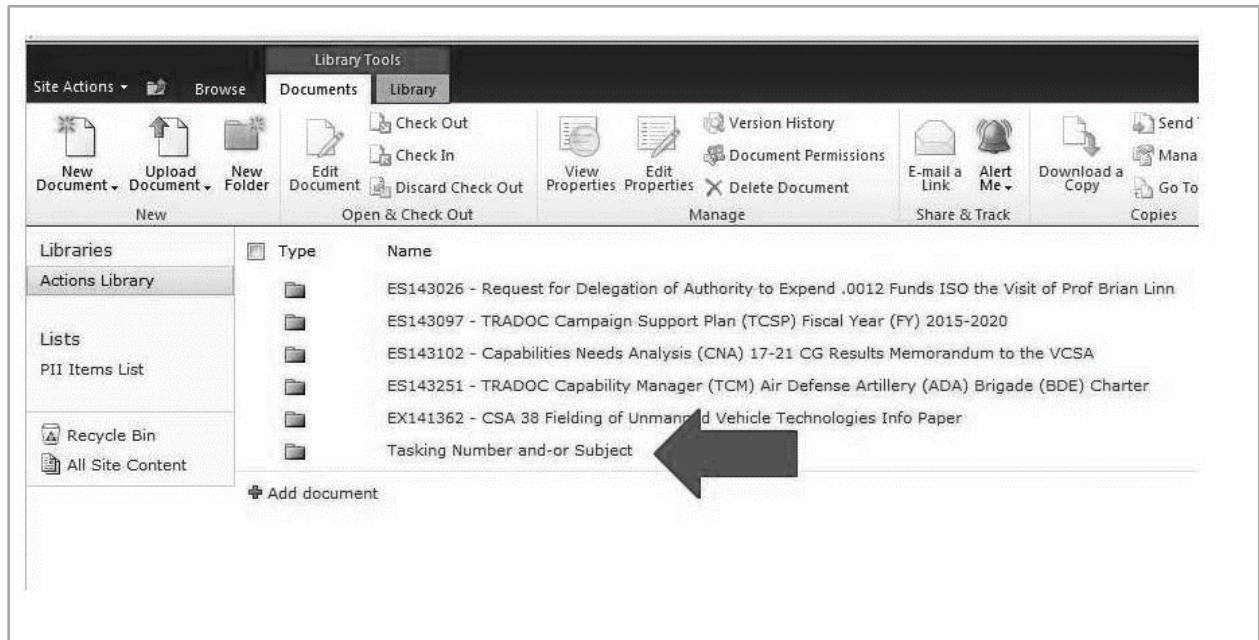
Figure H-3. Creating a new sub-folder

b. See figure H-4, for how to name the new sub-folder using the CATS number (if assigned) and the tasking subject name (for example: IN509059 - One Time Review of SSN Use and Justification).



**Figure H-4. Titling a new action folder**

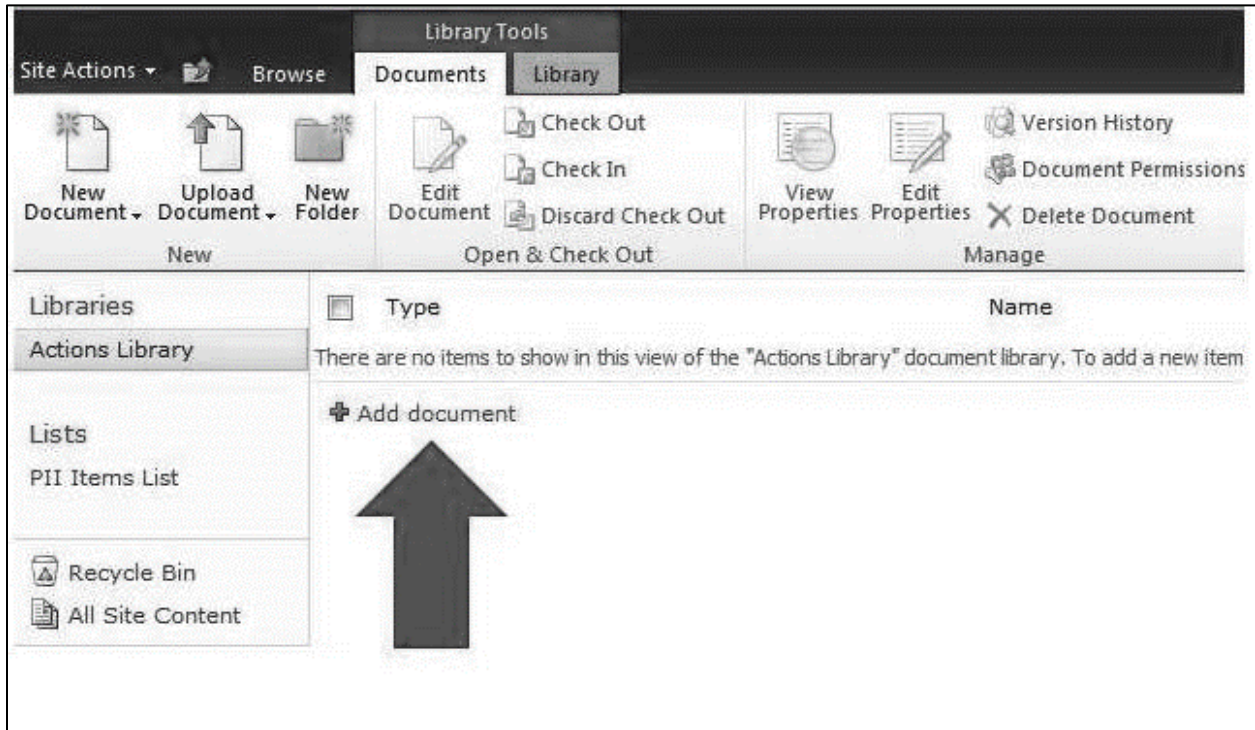
c. Click OK and the screen will refresh to show the new action folder, and see figure H-5, for the new action folder to appear.



**Figure H-5. New action folder is added**

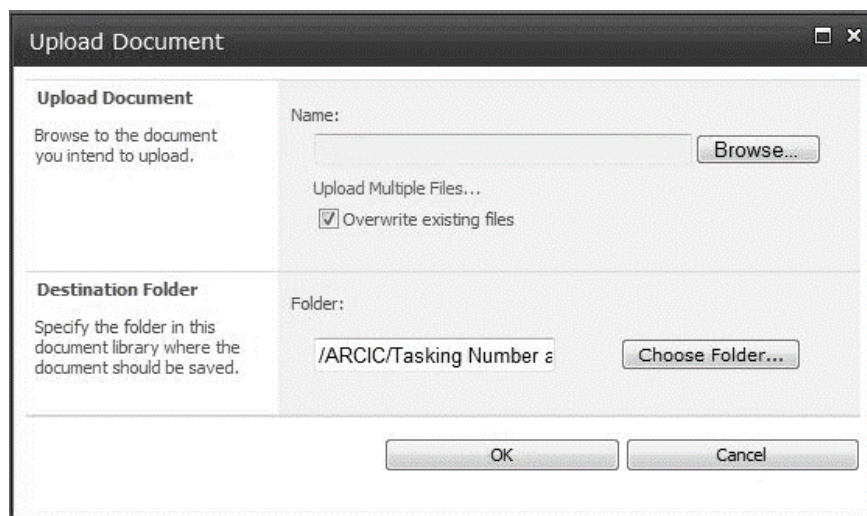
### H-7. Uploading document(s)

a. Click on the new action folder link and see figure H-6, to “Add document” link.



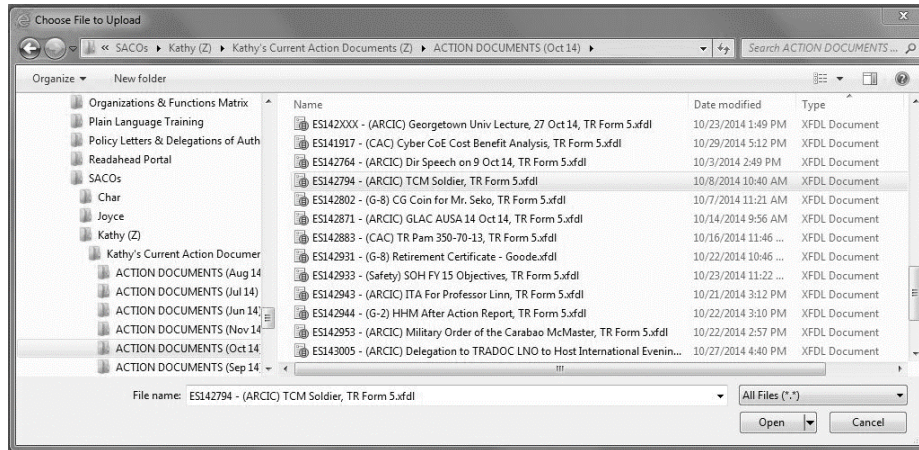
**Figure H-6. Add a document to the folder**

b. See figure H-7, a new window will open. Click on the “Browse” button to navigate to the document you want to upload. You can upload multiple documents at one time by clicking the “Upload Multiple Documents” link. Click “OK” after the “Name” populates. Make sure the “Overwrite existing files” box is checked.



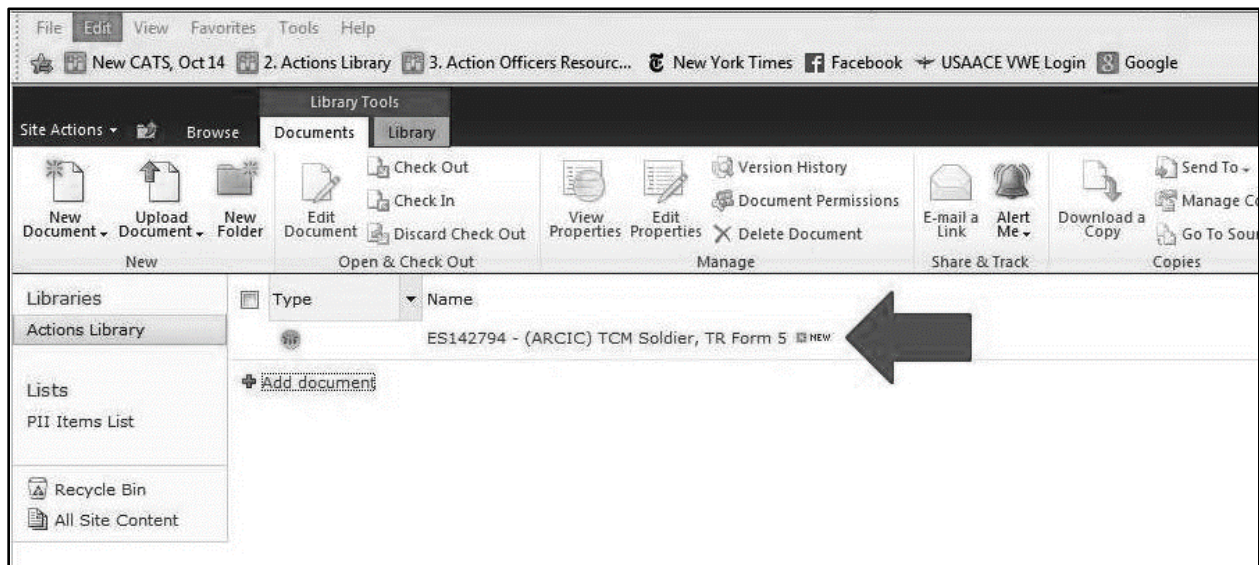
**Figure H-7. Upload one or more documents**

c. To upload a document, navigate to it in the drive in which it is stored and click “Open” (see figure H-8).



**Figure H-8. Choose document(s) to upload**

d. The document(s) will be uploaded and the screen will return to the main window of the document library. Figure H-9 shows the TF 5 in the titled action folder.



**Figure H-9. Selected document is added to action folder**

e. Close the browser when finished.

f. Notify TRADOC [SGS SAD \(usarmy.jble.tradoc.mbx.hq-tradoc-sad@mail.mil\)](mailto:usarmy.jble.tradoc.mbx.hq-tradoc-sad@mail.mil) that the documents have been uploaded. Title the subject line of the email with the CATS number (if assigned) and the subject title (for example, subject: IN509059 - One Time Review of SSN Use and Justification).

## Appendix I

### Public Distribution Lists

#### I-1. Command group email distribution lists

The command group email distribution lists include frequently used distribution lists such as commanders/commandants-TRADOC, chiefs-TRADOC, XO-TRADOC, SGS-TRADOC and TRADOC staff principals. These distribution lists are located on the global address list.

#### I-2. Guidance for using command group email distribution lists

The Commanders/Commandants-TRADOC distribution list should be used only by GOs and SESs. The Chiefs-TRADOC distribution list should be used by assistant deputy chiefs of staff or their equivalents. The SGS-TRADOC and XO-TRADOC distribution lists may be used by anyone. Used together, these two lists are the best tools for distributing information to all of TRADOC.

## Glossary

### Section I

#### Abbreviations and Acronyms

ACOM	Army command
AKO	Army Knowledge Online
AMHS	Automated Message Handling System
AO	action officer
AR	Army regulation
ARIMS	Army Records Information Management System
CAC	U.S. Army Combined Arms Center
CAO	Congressional Activities Office
CATS	Command Action Tracking System
cc	courtesy copy
CDO	Command Diversity Office
CG	commanding general
CGAC	Command Group Actions Center
COS	chief of staff
CPG	commander's planning group
CS	chief of staff (CATS Control Number Prefix)
CSA	Chief of Staff, Army
DA	Department of the Army
DCG	deputy commanding general
DCG/COS	deputy commanding general/chief of staff
DCOS	U.S. Army Training and Doctrine Command Deputy Chief of Staff
DCS	deputy chief of staff
DCS, G-1/4	Deputy Chief of Staff, Personnel and Logistics
DCS, G-2	Deputy Chief of Staff, Intelligence

## TRADOC Regulation 1-11

DCS, G-3/5/7	Deputy Chief of Staff, Operations, Plans, and Training
DCS, G-6	Deputy Chief of Staff, Command, Control, Communications, and Computers
DCS, G-8	Deputy Chief of Staff, Resource Management
DOD	Department of Defense
DSN	Defense Switch Network
DTA	defense travel administrator
DTS	Defense Travel System
ES	external suspense (CATS control number prefix for actions generated by proponent)
EX	external tasking prefix
EXSUM	executive summary
FOUO	for official use only
FOA	field operating activity
G-33	Deputy Chief of Staff, G-3/5/7 Current Operations
GO	general officer
HQDA	Headquarters, Department of the Army
HQ	headquarters
IN	internal tasking prefix
IPR	in-process review
ITA	invitational travel authorization
LGBT	lesbian, gay, bisexual, and transgender
MOA	memorandum of agreement
MOU	memorandum of understanding
NDEA	non-designated entry agent
NIPRNET	non-secure internet protocol router network
OCG	Office of the Commanding General
OMS	Organizational Messaging Service
OP	operational tasking
OSJA	Office of the Staff Judge Advocate
PAO	Public Affairs Office
PII	personally identifiable information
POC	point of contact
PKI	Public Key Infrastructure
RC	Reserve component
SACO	staff action control officer
SAD	Staff Actions Division
SES	senior executive service
SGS	Secretary of the General Staff
SIPRNET	secure internet protocol router network
SJA	staff judge advocate
SLA	service level agreement
SME	subject matter expert
SOOB	staff officer orientation briefing
TASKORD	tasking order
TDY	temporary duty

TEC	U.S. Army Training and Doctrine Command Enterprise Calendar
TKE	U.S. Army Training and Doctrine Command Knowledge Environment
TF	U.S. Army Training and Doctrine Command form
TMS	task management system
TR	U.S. Army Training and Doctrine Command regulation
TRADOC	U.S. Army Training and Doctrine Command
VCSA	Vice Chief of Staff, Army
VIP	very important person
VTC	video teleconference
XO	executive officer
ZIP	zone improvement plan

## **Section II**

### **Terms**

This section contains no entries.

## **Section III**

### **Special Abbreviations and Terms**

#### **5Ws**

Who, what, when, where, and why

#### **Assist**

Offices/activities that help or support the lead in preparing the final tasking deliverable.

#### **Designated organization points of contact**

The designated administrative individual, or team, within subordinate organizations, special activities, FOAs, schools and centers, and HQ TRADOC who interacts with the SGS SAD and G-33 Tasking Office on behalf of their organization.

#### **Lead**

Office/activity with the responsibility for preparing, coordinating, and submitting a final tasking deliverable by the assigned suspense date. This includes identifying and acquiring required resources (for example personnel, funding, facilities, etc.) for mission accomplishment.

#### **Mission analysis**

Evaluation and assessment to determine the specified, implied, and essential tasks; reason for GO involvement; identify critical facts and assumptions and available resources. Mission analysis is performed to varying degrees at different levels when completing an action. For example, TRADOC Operations (G-33) provide a mission statement to responsible organizations (lead and assists), including the 5Ws, purpose, action, and reason based on a brief version of mission analysis using available information with minimal or no research. At the subject matter expert level, specified or implied tasks are developed further.

**Proponent**

The proponent is the organization (command or staff) responsible for initiating, preparing, and coordinating actions and correspondence.

**Subordinate organizations**

Refers to all core function leads (CFLs) (U.S. Combined Arms Center, U.S. Army Cadet Command, U.S. Army Recruiting Command, and U.S. Army Center for Initial Military Training), special activities, field operating activities, schools, and centers.

**Tasker**

Any action originating from higher HQ; TRADOC CG; TRADOC activities or subordinate commands; HQDA; other services; outside agencies; Congress; the White House; and the general public that requires resources (personnel, equipment, funds) or policy/program decisions that is disseminated to a lead organization/staff office for analysis, review, and reply. Organizations/staff offices assigned as assists report to the lead for the action. Taskings are monitored through a tracking system that assigns control numbers and suspense dates.