Department of the Army   ***TRADOC Memorandum 1-11**
Headquarters, United States Army
Training and Doctrine Command
Fort Monroe, Virginia 23651-1047

14 Jun 01
<mark>*(Updated as of 17 Aug 04)*</mark>

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Administration
STAFF PROCEDURES

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Summary. This memorandum establishes Headquarters, U.S. Army Training and Doctrine Command (HQ TRADOC) procedures and instructions for preparing and coordinating correspondence and other administrative actions, including conferences and briefings.

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

"R" forms. The "R" form at the back of this regulation is for local reproduction.

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

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

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*This memorandum supersedes TRADOC Memorandum 1-11, 1 March 1999.

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**Chapter 1
Introduction**

1-1. Purpose. The purpose of the memorandum is to prescribe administrative policy and staff procedures for Headquarters, U.S. Army Training and Doctrine Command (HQ TRADOC).

1-2. References. Required and related publications and prescribed and referenced forms are listed in appendix A.

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

1-4. Responsibilities.

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

      (1) Ensure incoming personnel are encouraged to review Chief of Staff (CofS) web site (http://www.tradoc.army.mil/cofs/staff_brief.htm) in their welcome/sponsorship letters.

      (2) Ensure newly assigned personnel (military and civilian) attend the first available Staff Officer Orientation Briefing (SOOB) after arriving for duty.

   b. **The Secretary of the General Staff** (**SGS)** will—

      (1) Designate action office lead, task, and track all official mail addressed to the Command Group and actions generated by the Command Group (para 2-7).

      (2) Manage the Command Action Tracking System (CATS) (para 2-2c).

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

   c. **Protocol** will—

      (1) Plan, coordinate, and supervise the execution of visit plans for distinguished visitors, ceremonies, and social functions the CG or DCGs host. Monitor other visits the TRADOC staff hosts. Provide advice and information to the HQ TRADOC staff and subordinate activities.

(2) Schedule and manage the TRADOC Command Conference Room and Morelli Auditorium (paras 8-1a and b).

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

(4) Send written invitations for key recurring events (para 3-2e).

(5) Review event plan the responsible activity for key recurring events submits (para 3-2g).

d. **Congressional Activities Office (CAO)** will provide assistance on all congressional actions (para 2-7c and B-4c). For further guidance and information, go to the CAO website on the TRADOC Homepage at http://www.tradoc.army.mil/cong/index.html.

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

(1) Receive all requests for military air (milair) travel (para 6-1a).

(2) Designate a primary and alternate courier to transport the HQ TRADOC Priority Mail Pouch (para 6-2).

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

g. **Fort Monroe Director of Information Management (DOIM)** will—

(1) Control and process incoming/outgoing classified mail/correspondence (para 4-1).

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

h. **Installation SGS** will ensure all staff products, e.g., decision memorandums, Executive Summaries (EXSUMs), etc., and readaheads, forwarded by subordinate commands to the Commanding General (CG), are in consonance with formats outlined in chapter 7 and appropriate appendices.

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Chapter 2
Staff Policy and Procedures

2-1. Correspondence.

a. Army Regulation (AR) 25-50 is the Army guide for preparing military correspondence. It is available on the web and also on the quarterly edition of CD-ROM, EM 0001, Army Electronic Library.

b. Prepare correspondence for Command Group CG, DCG/CofS, or Deputy Commanding General for Initial Entry Training (DCG(IET)) signature in final form, except as explained in paragraph 2-2a(15). Prepare correspondence for the DCG/CofS's signature, unless otherwise directed by staff section or SGS. Use TRADOC letterhead stationery and proponent's office symbol for all formal memoranda to be signed by Command Group. For letters, use CG, DCG/CofS, and DCG(IET) letterhead stationery and office titles in lieu of office symbols. Do not use office titles on letters for CG signature; leave the "Reply to the Attention Of" blank. Electronic letterhead templates are available on the TRADOC Homepage under Publications.

c. The slogan "TRADOC--Where Tomorrow's Victories Begin!" may be used in letters, memoranda, or messages of a complimentary, positive nature going to individuals and/or higher or subordinate commands. When used, it will be the last paragraph of the correspondence. Do not use slogan if it will add a second page to the correspondence; it is not mandatory.

d. As a general rule, respond in like form; e.g., personal letter with a personal letter; message with a message; PERSONAL FOR message with a PERSONAL FOR message. Use a memorandum to respond to a memorandum.

e. Memorandums of Commendation will be addressed THRU the chain of command and FOR the recipient by name.

f. All correspondence going to the Command Group for signature will be forwarded through the SGS and DCG/CofS. Correspondence presented for signature during briefings will be provided in advance to SGS for proofing, editing, assignment of CATS control number and approval prior to presentation during the briefing. Following briefing, copy of HQ TRADOC Form 30 and signed correspondence will be returned to SGS for official files.

g. Correspondence signed by the Command Group will be dated by the Command Group Administrative Center (CGAC) and returned to the appropriate staff agency for mailing/dispatch (para 2-2a(16)).

2-2. Staff action process.

a. Action officers (AOs) will—

(1) Familiarize themselves with AR 25-50, Preparing and Managing Correspondence, and TRADOC Reg 10-5, Organization and Functions (http://www.tradoc.army.mil/dcsrm/index.htm (click on Management Directorate and scroll to the link to the draft TRADOC Reg 10-5)), and information on the SOOB prior to attending the briefing.

(2) Determine what action is required, level of approval, and who is to sign the action in accordance with (IAW) guidance in this memorandum.

(3) Execute a thorough staff analysis of the action. CG is looking for the second and third order effects, the implications to TRADOC and The Army. Think at the strategic level. Ask yourself:

(a) What does it mean?

(b) What are the issues?

(c) What are the implications?

(d) What is your assessment?

(e) What are your recommendations?

(4) Provide maximum assistance to subordinate commands/activities. Instructions to subordinate commanders will be clear, concise, and leave no doubt as to their objectives. Act on requests or recommendations by subordinate commanders promptly. If they must be disapproved, discuss the answer with the affected school/installation before forwarding to the Command Group for approval/signature. Intent is to give the field opportunity to understand the response that is forthcoming and make sure the answer is based on the most critical data points from the school perspective. Explain action fully and in a positive manner, pointing out alternatives, if available. Disapprovals/negative responses to subordinate activities, and/or other commands outside of TRADOC, require CG and/or DCG/CofS approval.

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

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

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

(8) Complete coordination with staff, subordinate commands, and other major Army commands (MACOMs), as appropriate (para 2-10). Coordinating office should be commensurate with level of signature; e.g., if TRADOC CG is signing correspondence requiring coordination with U.S. Army Forces Command (FORSCOM), FORSCOM CG should be the coordinating authority.

(9) Comply with applicable security regulations, i.e., AR 380-5.

(10) Ensure the distribution is appropriate (para 2-11).

(11) Ensure staff action has a complete HQ TRADOC Form 30 (chap 7, para 7-3).

(12) Obtain approval of the proper authority (paras 2-4 and 2-5).

(13) Ensure Assistant Secretary of the General Staff (ASGS) is made aware of time-sensitive actions to facilitate quick turn-around and tracking. The reason action is time sensitive should be clearly stated and highlighted on HQ TRADOC Form 30 or attached note.

(14) Ensure a disk is included with all correspondence forwarded to SGS for Command Group signature. Minor corrections that do not change the intent of the correspondence will be made by the ASGS, time permitting.

(15) Ensure letters of appreciation/commendation are prepared expeditiously (normally within 30 days of the event). This can be a lengthy process, especially when there are a number of different letters or invitations to send. To expedite the process and save paper, the following procedures will be utilized:

(a) When a large number of individuals are to be recognized, submit one letter or memorandum for Command Group signature along with a list of addressees in mailing format with proposed salutations for approval. Once approved, action will be returned to the staff agency for completion.

(b) Ensure Command Group invitations to major events are prepared in a timely manner (normally mailed 30 days prior to the event). To expedite the process, submit one letter or memorandum along with a list of invitees broken out by categories; e.g., retirees, former commanders, civilian contractors, etc., along with mailing address in correct format and proposed salutation for approval. If situation is such that CG may want to personally deliver or pen a personal note to some of the invitees, so indicate and provide CG with recommendation on breakout of proposed invitees.

(16) Determine method of delivery, based on sensitivity of contents, suspense dates, etc., to ensure correspondence is received expeditiously (chap 4, para 4-3). Options include scanning and E-mailing, faxing, regular mail, FEDEX, and courier (if going to the Pentagon).

(a) If scanning and E-mailing to HQ TRADOC subordinate commands and/or schools and activities, send to the **SGS - TRADOC** distribution list, so they can track the action and get it to their Command Group. If counterparts at subordinate activities are already working the action, tell the SGSs when you send it and .CC your counterparts. If it is determined that subject matter/sensitivity of action requires Chiefs of Staff attention, .CC the **CHIEFS - TRADOC** distribution list.

(b) Forward critical and/or strategic-level actions to your Front Office DCS and/or ADCS or Chiefs of Special Staff Offices for them to dispatch, via E-mail, directly to **COMMANDERS - TRADOC** or **CHIEFS - TRADOC** distribution lists, with .CC to **SGS - TRADOC**. Action Officers are responsible to follow up and ensure receipt.

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

(d) If CG or DCG/CofS signed correspondence with a suspense, and has an interest in the action, an implied task for you and your DCS is to send an EXSUM informing the CG or DCG/CofS of status, and/or letting them know when action is complete.

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

b. The SGS will—

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

(2) Conduct monthly SOOB to familiarize newly assigned AOs with staff procedures and maintain essential information related to the headquarters organization on the DCG/CofS SOOB website for AO review and reference.

(3) Assign actions to appropriate offices and monitor suspense dates using CATS. Self-generated actions are tracked by assigning an External Suspense (ES) CATS control number upon receipt by the CGAC.

(4) Pick up from OCG, scan, assign staff lead/assists, and immediately dispatch via E-mail CG taskers/requests for information to respective XOs with a .CC to DCG/CofS, staff principal, and action officer (if known) (see para 2-7c).

(5) Send electronic notices to subordinate commanders/commandants and their SGS, acknowledging receipt of action and informing them of the CATS control number assigned, the headquarters action agency tasked, and initial suspense date. ASGS will send updated acknowledgments to installation SGS if suspenses are extended.

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

(7) Monitor correspondence and actions within the Command Group to ensure appropriate actions are taken.

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

(9) Once the Command Group approves, ensure copies of TRADOC responses to HQDA Executive Communications and Control (ECC) and Office of the Chief, Legislative Liaison (OCLL) taskers are faxed to the ECC and OCLL, as appropriate, and original returned to originator for dispatch.

2-3. Readaheads (RAs). RAs are a special type of staff action forwarded with the HQ TRADOC Form 30 (para 7-3), normally tasked on short notice (less than 10 working days) and requiring immediate action, that prepares the CG for trips, visits of civilian or military dignitaries, or briefings. As such, the completeness of a RA is critical to the success of each of the CG's calendar events. READAHEADS MUST FOCUS THE CG'S THOUGHTS; NOT JUST COVER BACKGROUND INFORMATION. Include only essential items, using the key points that you believe the CG should know before the meeting. The amount of time the CG has to spend on a RA is very limited, so make sure all pertinent issues are covered succinctly and to the point in the Executive Overview. See appendix C on procedures for preparing RAs.

2-4. Command Group notification, review, or approval. Specific items of Command Group interest requiring Command Group notification, review, approval, and/or signature include—

   a. Urgent requests for information that impose a shorter, less than 30-day TRADOC "suspense" to subordinate installation commanders must have DCG/CofS approval (unless directed by high headquarters).

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

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

   d. Responses to incoming communications addressed personally to CG, DCG/CofS, or DCG(IET), unless directed otherwise.

   e. Correspondence to and from—

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

      (2) Any MACOM commander or deputy commander, Chief of Staff, Army (CSA), or Vice CSA (VCSA).

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

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

      (5) TRADOC commanders or school commandants.

   f. Nonconcurrences and disapprovals.

      (1) Nonconcurrence with actions proposed by higher headquarters or other MACOMs .

      (2) Disapprovals of actions proposed by subordinate commands (see para 2-2a(4)).

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

      (1) TRADOC Supplements contain policies, responsibilities, and administrative procedures required to implement Army Regulations (ARs). They are the only medium authorized to provide subordinate commanders additional instructions to implement an AR. Supplements do not supersede, change, or rescind any portion of an AR.

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

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

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

(5) TRADOC Pamphlets (Pams) are instructional or informational and apply TRADOC-wide. (NOTE: Since pamphlets only provide guidelines and procedures, they can be approved at the DCS level.)

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

i. Communications that convey even a suggestion of censure, including errors, deficiencies, or irregularities alleged by higher headquarters or other MACOMs.

j. Reports of significant financial or property irregularities.

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

l. Communications as determined by DCS/staff office chiefs of exceptional information or importance that require prompt command attention or are not covered by existing policy.

m. Visits to TRADOC HQ, subordinate commands, and/or activities by general officers (GOs), civilian equivalents, and/or foreign dignitaries. Provide Command Group notification/feedback by EXSUM via E-mail.

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

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

p. Requests for approval of outside continental United States (OCONUS) or conference travel. Guidance for submitting requests for OCONUS or conference travel is found in Department of Defense (DOD) 4500.54-G, Department of Defense Foreign Clearance Guide, and AR 55-46, chapter 8. Submit requests to Deputy Chief of Staff for Personnel, Infrastructure and Logistics (DCSPIL), ATBO-BPS, on TRADOC Form 712-R at least 60 days prior to travel. All information indicated on form must be provided to avoid delay in processing. Also include detailed itinerary, purpose, and point of contact (POC) for each location/facility to be visited. Requests for travel based on invitations, previously approved clearances, or initiated by other MACOMs will include copies of such documentation with the request. Staff principals are

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

q. Reports of Annual General Inspections of TRADOC major subordinate installations.

r. Recommended decorations and awards.

2-5. Authority line.

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

b. "FOR THE COMMANDER" authority line. Command correspondence is military correspondence that the CG or DCG(IET) does not sign, containing command decisions, policy, official recommendations, suspense dates, taskings directed to subordinate commands, or addressed outside TRADOC. Such correspondence will bear a "FOR THE COMMANDER" authority line. Deputy Chiefs of General and Chiefs of Special Staff Offices or their deputies may sign command correspondence totally within the purview of their areas of responsibility. **DO NOT** further delegate this authority.

c. Authority line will be omitted when there is a phrase in the text, such as "The Commanding General received your 2 Jan 03 memorandum, read it, and asked that I respond on his behalf."

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

2-6. Signature blocks/complimentary closings.

a. Use signature blocks IAW AR 25-50, chapter 6, section II. Signature blocks begin at the center of the page, on the fifth line below the authority line or last line of text. See figure 2-1 for CG, DCG/CofS, and DCG(IET) signature blocks.

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

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

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     Military Correspondence         Non-Military Correspondence

CG  KEVIN P. BYRNES                  Kevin P. Byrnes
    General, U.S. Army               General, U.S. Army
    Commanding

CG (for MOUs)


    _____
    KEVIN P. BYRNES
    General, U.S. Army
    Commanding General
    U.S. Army Training and Doctrine
      Command

    _____
              (Date)

DCG/CofS

    ANTHONY R. JONES                 Anthony R. Jones
    Lieutenant General, U.S. Army    Lieutenant General, U.S. Army
    Deputy Commanding General/
      Chief of Staff

DCG(IET)

    (To be determined)               (To be determined)
    Lieutenant General, U.S. Army    Lieutenant General, U.S. Army
    Deputy Commanding General
      Initial Entry Training
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Figure 2-1. CG, DCG/CofS, and DCG(IET) signature blocks

2-7. Suspenses.

   a. The SGS designates the action office for all official mail addressed to the Command Group and actions the Command Group generates. The ASGS tasks items that require Command Group attention, assigns control numbers, and maintains a transmittal record in the CATS.

   b. Unless otherwise indicated, items for CG or DCG(IET) approval, information, review, or signature are assigned a default suspense of 7 working days and a CG (Commanding General) or

DT (DCG(IET)) CATS Control Number. Items for DCG/CofS approval, information, review, or signature are assigned a 14 working-day suspense and a CS (Chief of Staff) CATS control number.

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

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

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

      (3) When delivering responses to CG actions to SGS, ensure positive control is maintained to ensure expeditious processing through the DCG/CofS to the CG within the 5-day suspense date.

   d. Written congressional inquiries normally have 5 working days for suspense from date of receipt in SGS. Delegate signature level for routine inquiries no further than one organizational level below the staff principal; e.g., directors within DCSs.   When circumstances clearly prevent a final or draft reply within the suspense date, provide an interim reply. The interim reply will contain as much information as is available at the time, inform the Member of Congress of the reason for the delay (if appropriate), and set a specific time period for a final response. The SGS will task and track congressional inquiries in CATS if suspense date is more than 3 working days from date of receipt. Congressional Activities Office (CAO) will send short-fused congressional inquiries direct, via E-mail, to the designated staff lead Executive Officer (XO) and SGS. The SGS will review short-fused E-mail congressional taskings from CAO to the staff, and provide comments, guidance, rebuttal, etc., if appropriate, within 24 hours. No additional guidance from the SGS on E-mailed congressional taskers constitutes agreement with the tasking.

   e. When staff offices cannot meet suspenses, staff XOs or designated representatives will contact their ASGS for an extension. Submit control number, subject, and rationale for extension by E-mail to ASGS. If the action has an external suspense, XOs are to ensure the external suspense was extended with agency establishing the suspense before requesting SGS extension. Interim responses, normally in form of EXSUMs, are encouraged, and will contain acknowledgment of the requirement/request, plan of action/approach, milestones, and an estimated date of completion. The CAO seeks extensions directly from HQDA, OCLL, on congressional taskers.

   f. If it appears an action was assigned to the wrong office, the office tasked with the lead may informally contact another activity to determine proper proponency.   SGS will not transfer action lead until receiving XO has notified their appropriate ASGS that the transfer is accepted. Concurrence from the SGS is required before an action lead is transferred. In isolated instances

when staff offices cannot reach agreement, the SGS/Assistant CofS (ACofS) may direct staff lead as deemed appropriate.

2-8. Note-taking and suspenses. To ensure unity of effort and maintain visibility on guidance, taskings, and observations the TRADOC CG provides in various venues (meetings, VTCs, visits, conferences, discussions en route, etc.), responsible staff offices, in coordination with the Commander's Planning Group (CPG), will forward a summary of significant issues that arise, with specific taskings and guidance highlighted, to the SGS via E-mail (with copies furnished to the ACofS and CPG). E-mail summaries will provide the 5Ws of the event (who, what, where, when, why), and only significant CG guidance, decisions, and taskings. See chapter 8 for guidance on conferences and taskings.

a. A CG calendar event (office, Morelli, VTC, etc.). Staff lead, in coordination with CPG, submits E-mail summary of CG decisions, taskings, and/or guidance NLT next duty day.

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

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

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

e. Commanding General attendance at CSA conferences. Staff lead sends staff representative to take notes/capture taskings, unless relieved of responsibility prior to event. If CPG Chief is only one present, the CPG Chief will forward CG-directed taskers, decisions, and guidance to the SGS, with copies furnished to the ACofS, CPG, and DCG/CofS. The SGS may also receive formal CSA taskers from HQDA Executive Communications and Control (ECC).

f. Commanding General discussions en route. Recipient of decisions, taskings, and/or guidance sends E-mail NLT next duty day.

2-9. Staff assistance. All taskers initiated through SGS will identify a headquarters' staff lead, as well as staff sections and/or subordinate commands or activities that may need to provide assistance to the lead staff section. On occasion, all staff sections that need to assist the staff lead are not identified at the time the tasker is initiated. A good staff requires a "one team" mindset when it comes to assisting others in completing taskers. Consider the request from the staff lead as a valid requirement, even though your DCS or special staff office is not identified on the original tasker. Resolve conflicts at the XO/Deputy Assistant level before bringing issue to SGS/ACofS level. Additionally, if staff lead has a major tasker that needs further clarification, it is useful for the staff lead to publish a memorandum, with staff principal (FOR THE COMMANDER) or DCG/CofS signature, clearly delineating responsibilities, plan of action, and milestones.

2-10. Coordination.

a. All staff actions will be fully coordinated. Staff coordination pulls all pieces of an action together. Examine actions from the viewpoint of the commander to determine proper coordination. Do not limit to horizontal staffing; e.g., actions impacting Initial Entry Training should be coordinated with the DCG(IET) and actions impacting NCOs/soldiers should be coordinated with the TRADOC Command Sergeant Major (CSM). Coordinating office should be commensurate with level of signature; e.g., Command Group correspondence requires DCS, Assistant DCS (ADCS), or special staff principal level coordination. Often, coordination is required with subordinate and higher headquarters.

b. Activities should be given a reasonable period of time (e.g., 72 hours) to provide their position (concurrence/nonconcurrence), within the constraints of the suspense date. Extensions may be requested to ensure necessary coordination is effected but will not be utilized as a substitute for good staff work. If a coordinating activity fails to submit concurrence/ nonconcurrence within a reasonable period and the action comes due, the action will be submitted to the Command Group with an explanation as to why coordination could not be achieved/completed.

c. Use telephone calls, E-mail, Desktop Video Teleconferences (DVTC), and briefings to coordinate actions. The following guidelines are provided to expedite coordination:

(1) Use TRADOC Reg 10-5 (http://www.tradoc.army.mil/dcsrm/index.htm (click on Management Directorate and scroll to the link to the draft TRADOC Reg 10-5)) to determine offices with which to coordinate. Get complete coordination before submitting an action for approval or dispatch. Make every effort to resolve nonconcurrences.

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

(3) Notify all interested staff offices of on-line document location for simultaneous staffing.

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

(5) The coordinating office chief or his designated representative indicates completed coordination/concurrence by entering office, rank, last name, position, concur/nonconcur, and date on the HQ TRADOC Form 30 in the "Coordination" paragraph of the Summary; e.g., DCSOPS&T COL Sample, Chief of Operations, CONCUR/NONCONCUR 22 Sep 03. Indicate concurrence/nonconcurrence by lining through the word that does not apply. All staff actions going to the Command Group must either show coordination, or on the rare occasion when no coordination is required, must include the statement "Coordination not required" on the Form 30.

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

General and special staff office chiefs or their deputies will sign all nonconcurrences and Considerations of Nonconcurrence (fig 2-2).

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

```
OFFICE SYMBOL (MARKS NUMBER)                    (DATE)


 MEMORANDUM FOR RECORD

SUBJECT:   CONSIDERATION OF NONCONCURRENCE


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

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

3.  Send a copy furnished to the nonconcurring
office.

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

5.  Place as last tab of the staff action.




                        PETER W. GREENE
                        Colonel, GS
                        Office Chief

CF:
Xxxxx
```

Figure 2-2. Consideration of nonconcurrence

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

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

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

f. To preclude conflict of schedules and facilities, coordinate all major events, symposiums, conferences, seminars, etc., with ADCSOPS for inclusion in the TRADOC Long Range Calendar. The TRADOC Long Range Calendar is found on MS Outlook under "Public Folders."

g. Coordinate all actions impacting strategic communications with PAO, CPG, and CAO.

2-11. Distribution.

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

b.   The following distribution is used when addressing correspondence to all HQ TRADOC subordinate activities:

DISTRIBUTION:
Commander
U.S. Army Accessions Command
U.S. Army Combined Arms Center
U.S. Army Combined Arms Support Command

Commandants, TRADOC Schools

Director
Futures Center
U.S. Army TRADOC Analysis Center
U.S. Army Aeronautical Services Agency
U.S. Army Nuclear and Chemical Agency

c. Use the following collective term when addressing correspondence to all HQ TRADOC DCS and special staff offices located at Fort Monroe: Deputy Chiefs of General and Chiefs of Special Staff Offices, HQ TRADOC.

d. See DA Pam 25-50 at http://www.army.mil/usapa/epubs/pdf/p25_50.pdf and TRADOC Message Address and Mailing List (MAML) in the Public Folders under GO News for addresses.

e. TRADOC subordinate activities and key headquarters staff principals are identified on the TRADOC Principal Commanders and Key Staff Officers Roster the SGS produces monthly, located in the Public Folders under GO News.

2-12. Acronyms. Use military and civilian acronyms in correspondence, if appropriate. Do not, however, use military acronyms when writing to individuals or organizations that would not be familiar with their use. When an acronym is used more than once and is not well known or contained in AR 310-50, spell out the word or title the first time it is used and follow it with the abbreviated form in parentheses. Thereafter, the acronym may be used.

2-13. Type fonts and sizes. Courier 12 or Courier New 12 is the TRADOC standard font and will be used in all correspondence except proposed E-mail for the CG and all items to be included in RAs. These will be prepared in Courier or Courier New 14.

2-14. Identification of point of contact. This information is generally placed in the last paragraph of the correspondence--military rank or civilian prefix, name, telephone number, and if appropriate, facsimile (FAX) number and E-mail address. For example, "Point of contact is Major Sample, 757-788-XXXX, DSN 680-XXXX, FAX 680-XXXX; samplem@monroe.army.mil." Do not include POC statements on correspondence going to CSA or higher.

2-15. Automated services.

a. E-mail is for official communications, incidental to government business only.

b. Action officers will use the Out of Office Assistant under Tools on MS Outlook/Exchange to provide their status and alternate POC.

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

d. Use E-mail as directed when replying to taskers to prepare proposed E-mail responses for the Command Group. Staff actions providing proposed E-mail responses will be forwarded with a HQ TRADOC Form 30 and a disk through the SGS requesting approval and dispatch. The proposed E-mail will be in the following format and IAW guidelines below.

(1) Draft E-mail, along with E-mail address of recipient, will be submitted on plain bond paper, Courier or Courier New 14-point font. The text should be double-spaced and paragraphs should be indented 1/2-inch. Margins should be 1.25-inch on the left, with 1-inch on the right, top, and bottom.

(2) Generally, E-mail prepared for the CG should follow this basic outline:

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

(b) Bottom Line Up Front (BLUF). State the answer as TRADOC sees it, up-front, so that the addressee's time is not wasted. "The classrooms you saw are the last scheduled for renovation and completion is contingent upon release of $15M currently being withheld by HQDA."

(c) Analysis. This is the key piece. It is not simply a history lesson, rather it is the "so what" associated with the issue, and it is why the CG is personally becoming involved in the issue. As applicable, this should address the implications for the Army of accepting or rejecting the TRADOC position. Example: "Release of the $15M by 1 May 01 is essential if we are to fully realize our vision of 21st century classrooms throughout TRADOC. Of the $50M invested in classroom renovation since 1995, $7.5M has been provided from within TRADOC's already limited budget. While we have been able to absorb this level of funding in the past, it has required some painful tradeoffs in the length and content of the officer basic course as well as ANCOC. If we are required to fund the final $15M from within the TRADOC budget, we will be forced to either further reduce instructor contact hours in both courses or eliminate the field training exercise from OBC. Either of these options is unacceptable since it will provide the field inadequately trained graduates."

(d) Restate the answer, elicit addressee's support (if applicable), and end with a short, personal close. Example: "In conclusion, the key to resolving classroom renovation issues at Fort Swampy is HQDA release of $15M by 1 May 01. I stand ready to discuss this further with you as you desire. V/R, John."

e. Use E-mail to expeditiously transmit time-sensitive information/documents to HQ TRADOC staff offices/subordinate installations. Organizational documents are those that document the conduct of the command's business. Copies of organizational documents that reflect the will of the commander (e.g., formal taskings) require an authority line (FOR THE COMMANDER) (para 2-5, above). Annotate signature blocks with the words "Signed" or "Signed by . . . for." If the document has not been signed, indicate that the document is "DRAFT" at the top and bottom of each page.

f. Use E-mail for both internal and external coordination. Staff electronically as extensively and at the same level as staffing by paper. Indicate on the HQ TRADOC Form 30 the office, name, rank, and date of coordination.

g. When sending files as an attachment to E-mail notes, ensure the file is in a software version all addressees have. This may require saving the document in a lower/previous software version prior to attaching to E-mail.

2-16. Privacy Act/Freedom of Information Act when using the Internet.

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

b. Documents exempt from disclosure under the Freedom of Information Act (FOIA) should not be placed on homepages. The nine exemptions are listed in AR 25-55, para 3-200.

2-17. Handling sensitive information via E-mail and hard copy.

a. The Computer Security Act of 1987 (Public Law 100-235) established requirements for protection of certain types of information in federal government Automated Information Systems (AIS) considered "sensitive." The Act defines this "sensitive" information as: "Any information, the loss, misuse, or unauthorized access to or modification of which could adversely affect the national interest or the conduct of federal programs, or the privacy to which individuals are entitled under section 552a of Title 5, USC (the Privacy Act), but which has not been specifically authorized under criteria established by an Executive Order or an Act of Congress to be kept secret in the interest of national defense or foreign policy." Much of the information fitting the Act's definition of "sensitive" is defined among various categories in AR 380-5.

b. TRADOC produces and exchanges information identified as sensitive, not fitting within the categories defined by AR 380-5. This information will be tagged with a sensitive information banner (fig 2-3). The banner is applicable to all forms of written information; that is, electronic mail messages, E-mail attachments, and hard copy correspondence. The banner should be placed at the top (or bottom if using letterhead) of all sensitive documents (**hard copy and E-mail attachments**) using your word processing program.

Sensitive Information
This document is for use within the Department of Defense (DoD). It may not be released outside DoD unless authorized by law or regulation, directed by a contracting officer, or pursuant to the direction of a management official in the conduct of official business (it may be provided to contractors to support official business). This prohibition continues until the office originating the document determines the document is no longer sensitive. Improper release of this document may result in disciplinary or administrative action.

Figure 2-3. Sensitive information banner

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

3-1. Tasking. The SGS is responsible for tasking staff responsibility for key recurring events at Fort Monroe; e.g., special/ethnic observances, TRADOC Organization Day, and other official events. Staff responsibility for special/ethnic observances and other recurring HQ TRADOC and

TRADOC Memo 1-11

Fort Monroe events for fiscal years (FY) 2005-2008 are found on the HQ TRADOC Recurring Events Schedule.

3-2. Administrative guidelines for special/ethnic observances. To ensure timely Command Group awareness of event concepts and use of proper protocol procedures, the following guidelines are provided:

   a. Each organization or special staff office will ensure responsibility for key recurring events is assigned an action officer in the rank of field grade officer or GS-13 and above. Action officers will be assigned and notify the TRADOC/Installation Equal Opportunity (EO) Office 120 days prior to scheduled special/ethnic observance. The TRADOC/Installation EO Office will provide specific installation observance guidelines, and provide baseline funding and oversight for all special/ethnic observances.

   b. Responsible organization or special staff office will submit a plan of action/milestones to the TRADOC/Installation EO Office 90 days prior to scheduled ethnic observance events. A representative from the TRADOC/Installation EO Office, the Post EEO Office, the Post Public Affairs Office (PAO), Post Plans and Training, and TRADOC Protocol are mandatory members of special/ethnic observance committees. Action officers will provide IPR minutes to the TRADOC/Installation EO Office NLT 7 working days following each meeting.

   c. Responsible organization or special staff office will provide the DCG/CofS or first general officer/SES in their chain of command an event(s) concept brief not later than (NLT) 70 days prior to primary event. Coordinate concept with appropriate agencies but, as a minimum, with TRADOC/Installation EO Office and the TRADOC Protocol Office. Provide the memorandum announcing scheduled events for DCG/CofS approval/signature during event concept briefing. The announcement memorandum is distributed to the staff a minimum of 2 weeks prior to the beginning of the observance period. At the conclusion of the observance, provide a written After-Action Report (AAR) to the TRADOC/Installation Equal Opportunity (EO) Office.

   d. If available, staff principals or/their deputies will personally host the event(s) (or keynote event if a series of events). It is the activity's responsibility to obtain appropriate level host if the staff principal cannot be present. If the activity does not have an appropriate level host, coordination with ODCG/CofS is required to determine who will host.

   e. The TRADOC Protocol Office will send written invitations of scheduled event(s) to all GOs/SESs/Protocol, Hampton City Officials, and any other special guests. Send electronic invitations directly to all COL/GS-15s and to those below the grade through XO distribution.

   f. When Command Group participation is desired, e.g., to introduce guest speaker, present recognitions, etc., request will first go to the CG, followed by the DCG/CofS. If neither is available request the DCG/CG designate a stand-in.

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

h. Coordinate CG remarks with designated CPG speechwriter. When DCG/CofS, DCG(IET), or DCG(Futures) is asked to give remarks, responsible organization or special staff office is responsible for coordinating with their respective XO to prepare draft remarks and forwarding 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 working days prior to IPR.

i. Additional responsibilities:

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

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

_____

Chapter 4
Mail and Distribution

4-1. General. Fort Monroe DOIM is responsible for processing incoming/outgoing correspondence. The DOIM M&D Center and Classified Mailroom (DCM) are located in Building 183, 102 McNair Drive. Hours of operation are 0700-1645, Monday through Friday. The M&D Center provides for proper processing of all unclassified incoming and outgoing official mail and correspondence, except Telecommunications Center message traffic. The DCM handles all classified official mail and correspondence, both incoming and outgoing.

4-2. Incoming mail and correspondence.

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

b. Staff sections are required to pick up the mail and distribution at least twice a day—once in the morning and once in the afternoon.

c. Only authorized personnel may pick up incoming mail. Under no circumstances will M&D Center personnel surrender mail to unauthorized individuals.

d. An established activity that was deactivated/transferred must provide the OMM with a memorandum of this action, with the signature of the agency chief.

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

4-3. Outgoing mail and correspondence.

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

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

c. All outgoing mail must indicate the preparing agency's mail accumulator code on the front, upper left corner of the envelope or mailing label (beneath the return address). The M&D Center will return outgoing mail received without properly annotated mail accumulator codes, or typed address complying with street address/ZIP+4 standards, to the originator for correction.

d. To ensure fast and efficient delivery of mail sent to HQDA and all addresses in the Pentagon, properly address envelopes using HQ TRADOC Label 1001 (Pouch Mailing Label). The originating office must address and place all mail sent to HQDA and Pentagon addresses in an official envelope, including mass distribution (e.g., orders, modification tables of organization and equipment, etc.), no later than 1500 daily. Per HQDA, under no circumstance is classified mail dispatched through HQ TRADOC pouch. For additional information on the courier service, see TRADOC Memo 1-2 (http://www.tradoc.army.mil/tpubs/memos/m1-2/m1-2.htm).

e. All outgoing classified mail and distribution is handcarried to the DCM for processing.

4-4. Special handling mail (Classified Material). All HQ TRADOC special handling mail, incoming and outgoing, is handcarried to the DCM for appropriate processing. The DOIM is responsible for proper control and processing of all incoming/outgoing classified mail and distribution.

a. Incoming classified correspondence. Individuals retrieving classified distribution from the DCM must have a DD Form 285 (Appointment of Military Postal Clerk, Unit Mail Clerk, or Mail Orderly) and a memorandum on file at the M&D Center. The agency director, deputy chief of general and/or chief of special staff office signs the memorandum designating a primary and alternate(s) to retrieve classified distribution. Designated individuals must possess at least a SECRET security clearance. In addition, each appointee must have a DD Form 2501 (Courier Authorization Card) his unit security manager signed. The DCM will distribute classified distribution only to the agency's designated courier. Agency administrative offices are responsible for distribution to their divisions.

b. Outgoing classified correspondence.

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

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

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

(4) All outgoing classified correspondence sent through the USPS (Registered Mail) is handcarried to the DCM for processing. The DCM is the only HQ TRADOC agency authorized to dispatch classified material.

4-5. Express Mail (USPS Express/Federal Express).

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

b. Requests for express mail service are submitted by informal memorandum to the Chief, M&D Center. The administrative or executive officer (on file with the OMM) must sign and submit the request to the M&D Center before 1500 to ensure next-day delivery. Express mail normally is not accepted on Friday, unless special arrangements are made to have a person available on Saturday at the addressee's office, to accept custody of the mail.

c. All outgoing express mail is delivered to the M&D Center unsealed, to ensure contents are unclassified official government business.

Chapter 5
Awards

5-1. Military awards. Guidance for submitting military awards is found in AR 600-8-22. Recommendations should be submitted to HQ TRADOC, ATTN: ATBO-BPS, prior to presentation date as follows: Meritorious Service Medal and below at least 30 days, Legion of Merit at least 60 days, all recommendations for allied soldiers at least 120 days, and Distinguished Service Medal at least 90 days. All Distinguished Service Medal recommendations must have disk attached with narrative, proposed citation, and proposed memorandum for TRADOC CG signature. The Commander, Combined Arms Center, Combined Arms Support Command, or Accessions Command (as appropriate) must endorse all recommendations for the Distinguished Service Medal before forwarding to HQ TRADOC. Supervisors need to anticipate and plan to ensure awards are submitted in a timely manner. Nomination packages MUST include a statement regarding desired presentation date. Recommendations received within 14 days of presentation date must have memorandum of lateness addressed to DCG/CofS, TRADOC, stating specific reasons for late submission. Information packet on preparation of awards is available on the TRADOC Homepage http://www.tradoc.army.mil/tpubs/misc/Awards/seniorldr.doc

5-2. Civilian and public service awards. AR 672-20 and DA Pamphlet 672-20 govern civilian and public service awards. Additional administrative instructions on policy and procedures used in processing civilian awards can be found in TRADOC Supplement 1 to AR 672-20 and on the Civilian Personnel Advisory Center (CPAC) web site at http://fort.monroe.army.mil/cpac/Awards/awards.htm.

a. Nominations for the Decoration for Exceptional Civilian Service Award, Meritorious Civilian Service, Distinguished Civilian Service Award, Secretary of the Army Public Service Award, and Outstanding Civilian Service Award should be submitted to HQ TRADOC, Performance Management and Awards Committee, ATTN: Executive Secretary, ATBO-CL, for processing. Allow 60 days for processing awards approved by the Commander, TRADOC; allow 90 days for processing awards approved by the Secretary of the Army (SA). All honorary awards to be approved by the SA must have disk attached along with narrative and proposed citation. Nomination packages MUST include a statement regarding desired presentation date. Recommendations requiring SA approval received within less than 30 days of presentation date and recommendations requiring Commander, TRADOC, approval received within less than 15 days of presentation date must have a memorandum of lateness addressed to Commander, TRADOC, stating specific reason for late submission.

b. Nominations for the Superior Civilian Service Award, Commander's Award for Civilian Service, and the Achievement Medal for Civilian Service are forwarded to the Civilian Personnel Advisory Center for processing.

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

5-3. Nominations for competitive awards.

a. Correspondence and/or E-mail soliciting nominations from subordinate installations for MACOM-level competitive awards will be addressed to installation commanders and forwarded through installation SGSs to ensure Command Group awareness of the requirement and tracking of suspense for timely submission of nominees to higher headquarters and/or other affiliated organizations.

b.   When preparing Command Group staff actions forwarding TRADOC nominations for award competitions; e.g., Presidential Rank Awards; Federal Energy Conservation Awards; Society of American Military Engineers Awards; Association of the United States Army Awards; Salute to Excellence; etc., the following information will be included in the HQ TRADOC Form 30:

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

(2) Method used to obtain nominations.

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

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

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

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

Chapter 6
Military Aircraft

6-1. General.

   a. Travel by military aircraft may be necessary because of mission requirements, scheduling constraints, or cost effectiveness. In order to ensure legal requirements are satisfied, submit DD Form 2768 to Flight Operations, Operations, Readiness and Mobilization Directorate, ADCSOPS, as soon as travel details are available. Requests must be reviewed and signed by travel authorizing official within each directorate designated to fill out DD Form 2768, with the appropriate information for colonels and below. For HQ TRADOC brigadier generals and above, the approval authority for milair requests is the HQ TRADOC DCG/CofS. All requests will be signed by the senior federal traveler on the requested aircraft prior to forwarding to Flight Operations, Operations, Readiness and Moblization Directorate. Commercial air itineraries and costs will be included on the request along with any additional information that assists in justifying the request for milair.

   b. All passengers traveling to the Washington, D.C. area are required to sign in at the TRADOC Liaison Office at the Pentagon, Room 2A474. If time precludes this, call the office (703-697-2588/2591 or DSN 227-2588/2591), and they will sign you in.

   c. Requesting OCONUS travel on CONUS-based aircraft shall be IAW current SA travel policy. All requests must be submitted to Flight Operations, Operations, Readiness and Mobilization Directorate, 30 days prior to departure date for processing.

   d. Exceptions to travel (spouse travel, non-DoD employees, foreign nationals) on military aircraft require HQ TRADOC or HQDA approval, depending on the category of the traveler. All requests will be processed through Flight Operations, Operations, Readiness and Mobililzation Directorate. Additional information is available in TRADOC Reg 95-5.

6-2. Courier pouch. Flight Operations, Operations, Readiness and Mobilization Directorate, designates a primary and alternate courier to carry priority mail via pouch to and from the Pentagon. Primary and alternate couriers are round-trip Pentagon-only passengers selected based on grade/rank. Only HQ TRADOC DOD personnel can be designated as courier. For additional instructions, see TRADOC Memo 1-2, paragraph 4-1.

   a. Urgent unclassified material requiring handcarry within the Washington, D.C., area may be dispatched via special pouch. Pouch is normally delivered to the TRADOC Liaison Officer at HQDA by 1000 the following workday. Use HQ TRADOC Label 1001 for dispatch (fig 6-1). Pouch mail must contain telephone number of addressee.

b. Obtain approval to dispatch bulky material via courier from DOIM Classified M&D Center, extension 2121, prior to delivery.

c. The HQDA pouch is dispatched each day of the week there is a courier flight (fig 6-2).

Figure 6-1. HQ TRADOC Label 1001

Military Shuttle Schedule

Monday through Friday

Depart	Langley AFB	0630	Arrive	Davison AAF	0725
Depart	Davison AAF	0740	Arrive	Langley AFB	0825
Depart	Langley AFB	0830	Arrive	Davison AAF	0925
Depart	Davison AAF	1500	Arrive	Langley AFB	1545
Depart	Langley AFB	1600	Arrive	Davison AAF	1655
Depart	Davison AAF	1710	Arrive	Langley AFB	1755

Figure 6-2. Military shuttle schedule

Chapter 7
HQ TRADOC Forms and Formats

7-1. General. Specific forms and formats for HQ TRADOC are provided below. Only correspondence formats prescribed in this chapter are authorized for use within HQ TRADOC.

Do not change or modify electronic or printed letterhead stationery (AR 25-30, para 11-25). Use HQ TRADOC letterhead stationery for military correspondence and the proponent office symbol. The following general guidelines apply to all staff actions:

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

b. Use the correct font (para 2-13), and ensure headers and footers are in the same font as the text.

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

d. Generally, minor corrections will be made by the ASGS. If there are substantive changes that need to be made or an inordinate amount of errors, staff action will be returned for rewrite and/or corrections. Items returned for corrections should be resubmitted to SGS with the marked-up copy folded over and included at the back of the package.

7-2. Assembling a staff action. All staff actions, except RAs, will be assembled as shown in figure 7-1. Ensure signature flags are included in packages requiring signature. Do not use plastic executive cover sheets. It is not mandatory that the first tab be "A," but tabs must be consecutive and explained in order on the HQ TRADOC Form 30. Refer to figure C-1 when assembling RAs.

a. First TAB: Original paper requiring signature (or approval). If more than one page, assemble in normal sequence and place signature post-it flag (in lieu of DA Label 116) to mark signature page. When transmitting more than one paper with HQ TRADOC Form 30 for signature or approval, attach the separate papers as TABs A-1, A-2, A-3, etc. When multiple letters similar in content are to be signed, forward the HQ TRADOC Form 30 with only one letter for signature and a listing of other addressees/proposed salutations who will receive similar letters. If the CG, DCG/CofS, or DCG(IET) approves the letter, the paper will be returned to the originating staff office to prepare the remaining memorandums or letters. Entire package will be returned to SGS for signatures on the remaining correspondence.

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

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

d. Any enclosure printed in landscape mode (printed along the long axis of the paper) will be assembled with the head of the document to the left so that when the entire package is rotated

clockwise, the enclosure is right side up. Most common enclosures are paper copies of briefing slides.

Figure 7-1. Assembling a staff action

7-3. HQ TRADOC Form 30 (Transmittal, Action and Control). HQ TRADOC Form 30 accompanies Command Group correspondence whether for information, signature, or approval. The Form 30 ensures staff actions are tracked within CATS, provides an official record of approvals/disapprovals, and copies are retained by the CGAC in official files. Pay special attention to the preparation of the Form 30. It is more than just an administrative tool to track, record, and file. The Form 30 should be well thought out so it enables the CG, DCG/CofS, or DCG(IET) to quickly review a summary of the details they need to know at their level before taking the action being requested on the Form 30. A well-prepared Form 30 will increase your success rate in getting actions through the Command Group and signed without questions. See appendix F for instructions on completing HQ TRADOC Form 30.

7-4. Messages. The Defense Message System (DMS) is DOD's new global messaging system. All TRADOC installations have completed implementation of UNCLASSIFIED and CLASSIFIED required DMS Organizational Accounts. The Chief Information Officer (CIO) is the HQ TRADOC proponent for implementing DMS. The DMS software has undergone several modifications and will continue to evolve and improve as issues surface. The following procedures are provided for use when preparing DMS traffic the HQ TRADOC Command Group will release:

   a. Organizational Messages.

(1) TRADOC organizational account users will prepare and release messages electronically using DMS software. Step-by-step instructions for preparation of DMS messages and the DMS Users Handbook are available at the following web site: http://www.tradoc.army.mil/DMS/DMSClientRefGuide3.01.pdf.

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

(3) Although DMS does not support individual accounts, to send "Personal For" organizational messages via DMS, list addressees in the text of the message as shown in figure 7-2. List addressees in rank order, with names in alphabetical order within each rank. The only exception is if two addressees are grouped by the same organizational account (address). See TRADOC Message Address and Mailing List (MAML), which SGS updates and publishes monthly on MS Outlook in the Fort Monroe Public Folder, "General Officer News".

(4) When it is important to emphasize who released the message--over and above the office symbol on the FROM line in the text--use "SIGNED" before beginning text of message (e.g., SIGNED GEN BYRNES). When preparing messages that are directive in nature, for the Command Group to release to subordinate activities, use "SENDS" (e.g., CG TRADOC SENDS). (See fig 7-3.) Always include the suspense in parentheses after the subject on messages containing suspense dates.

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

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

SGS TRADOC DMSv3

To: CAC CMD GRP(uc)
Cc: CG(uc) FORSCOM FT MCPHERSON GA//AFCG//; CASCOM CG(uc)
Subject: PERSONAL FOR: SAMPLE DMS MESSAGE

UNCLAS *(NOTE: See para 5 below)*

FROM: CDR TRADOC FT MONROE VA//ATCG//

TO: CDR CAC FT LEAVENWORTH KS//ATZL-CG//

INFO: CDR FORSCOM FT MCPHERSON GA//AFCG//

CDR USACASCOM FT LEE VA//ATCL-CG//

PERSONAL FOR LTG RILEY INFO GEN ELLIS, MG JUSKOWIAK

FROM GEN BYRNES

SUBJECT: PERSONAL FOR: SAMPLE DMS MESSAGE

1. THIS IS AN EXAMPLE OF A "PERSONAL FOR" MESSAGE PREPARED FOR THE CG USING THE DMS (SEE PARA 7-4A(3)).

2. TO ENSURE IMMEDIATE IDENTIFICATION AND FORWARDING, SUBJECT LINES ON PERSONAL FOR MESSAGES WILL BEGIN WITH " PERSONAL FOR:" FOLLOWED BY AN APPROPRIATE SUBJECT.

3. THE "FORTEZZA ROLE" AND THE "FROM" LINE WILL BE AUTOMATICALLY INSERTED WHEN THE MESSAGE IS RELEASED BY THE DESIGNATED CG RELEASE AUTHORITY.

4. MESSAGE PREPARERS MUST SYNCHRONIZE THEIR PERSONAL ADDRESS BOOKS (PAB) WITH THE DIRECTORY INFORMATION TREE (DIT) PRIOR TO CREATING THE DMS MESSAGE AND SELECTING THE **TO** AND **CC** ADDRESSES FROM THEIR PAB. RECOMMEND RELEASERS SYNCHRONIZE THEIR PAB PRIOR TO RELEASE/DISPATCH OF MESSAGE, AS WELL.

5. CLASSIFICATION WILL BE AUTOMATICALLY INSERTED AT THE BEGINNING OF THE TEXT IF MESSAGE IS SENT SIGNED/ENCRYPTED. IF ADMINISTRATIVE INSTRUCTIONS ARE FOR THE MESSAGE TO BE SENT SIGNED (BUT NOT ENCRYPTED), THE CLASSIFICATION MUST BE INCLUDED AT THE BEGINNING OF THE TEXT.

6. TRADOC FORM 30'S FORWARDING DMS MESSAGES FOR COMMAND GROUP RELEASE WILL INCLUDE ADMINISTRATIVE INSTRUCTIONS; E.G., ONCE APPROVED, RECOMMEND MESSAGE BE SENT SIGNED, BUT NOT ENCRYPTED (OR SIGNED AND ENCRYPTED).

7. PRIOR TO RELEASE, CHECK UNDER "MILITARY" OPTIONS TAB (ABOVE THE FROM BOX) AND CLICK ON RELEASE DATE TIME GROUP TO ENSURE DTG IS ADDED WHEN MESSAGE IS DISPATCHED. TO CONFIRM DELIVERY, GO UNDER "RECIPIENTS" AND SELECT DELIVERY REPORT FOR ALL RECIPIENTS.

Figure 7-2. Sample PERSONAL FOR message

```
SGS TRADOC DMSv3

To:              CDRUSAEC(uc) FT LEONARD WOOD MO//ATSE-Z//; COMDT CMLSCH(uc) FT LEONARD
                 WOOD MO//ATSN-CM//; COMDT MPSCH(uc) FT LEONARD WOOD MO//ATSJ-MP//
Subject:         PREPARING A DMS "CG TRADOC SENDS" MESSAGE

Bcc:             DCSDEV(uc); CG TRADOC SGS(uc)


FROM:  CDR TRADOC FT MONROE VA//ATCG//

TO:  COMDTUSAES FT LEONARD WOOD MO//ATSE-Z//

COMDT CHEMSCH FT LEONARD WOOD MO//ATSN-CM//

COMDT MPSCH FT LEONARD WOOD MO//ATSJ-MP//

CG TRADOC SENDS

SUBJECT:  DMS MESSAGE

1.  THIS IS AN EXAMPLE OF A "CG TRADOC SENDS" MESSAGE PREPARED FOR THE CG USING THE DEFENSE

MESSAGE SYSTEM (DMS) (SEE PARA 7-4A(6)).

2.  MESSAGE PREPARERS MUST SYNCHRONIZE THEIR PERSONAL ADDRESS BOOKS (PAB) WITH THE

DIRECTORY INFORMATION TREE (DIT) PRIOR TO CREATING THE DMS MESSAGE AND SELECTING THE **TO** AND

**CC** ADDRESSES FROM THEIR PAB.  RECOMMEND RELEASERS SYNCHRONIZE THEIR PAB PRIOR TO

RELEASE/DISPATCH OF MESSAGE, AS WELL.

3.  CLASSIFICATION WILL BE AUTOMATICALLY INSERTED AT THE BEGINNING OF THE TEXT IF MESSAGE IS

SENT SIGNED/ENCRYPTED.  IF ADMINISTRATIVE INSTRUCTIONS ARE FOR THE MESSAGE TO BE SENT SIGNED

(BUT NOT ENCRYPTED), THE CLASSIFICATION MUST BE INCLUDED AT THE BEGINNING OF THE TEXT.

4.  TRADOC FORM 30'S FORWARDING DMS MESSAGES FOR COMMAND GROUP RELEASE WILL INCLUDE

ADMINISTRATIVE INSTRUCTIONS; E.G., ONCE APPROVED, RECOMMEND MESSAGE BE SENT SIGNED, BUT

NOT ENCRYPTED (OR SIGNED AND ENCRYPTED).

5.  PRIOR TO RELEASE, CHECK UNDER MILITARY OPTIONS TAB (ABOVE THE FROM BOX) AND CLICK ON

RELEASE DATE TIME GROUP TO ENSURE DTG IS ADDED WHEN MESSAGE IS DISPATCHED.

TO CONFIRM DELIVERY, GO UNDER "RECIPIENTS" AND SELECT DELIVERY REPORT FOR ALL RECIPIENTS.

6.  THE "FORTEZZA ROLE" AND THE "FROM" LINE WILL BE INSERTED WHEN THE MESSAGE IS RELEASED BY

THE DESIGNATED CG RELEASE AUTHORITY.
```

Figure 7-3. Sample CG TRADOC SENDS message

b. Eyes Only messages.

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

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

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

(b) DOD civilian officials (GS-16 and above).

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

(3) Due to classification level of Eyes Only messages, they are only prepared in the DCSINT SSO Sensitive Compartmented Information Facility (SCIF), Room 210, Building 133. Ensure the following information is included:

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

(b) Delivery instructions; i.e., Immediate or Next Duty Day, etc.

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

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

(6) Contact the DCSINT SSO (extension 2315/2647) during duty hours, or pager 989-4539 after duty hours, for further guidance on Eyes Only messages. See figure 7-4 for a sample Eyes Only message.

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

7-6. Executive Summary. EXSUMs are used to provide information, updates, and interim responses to the Command Group. They are not meant to replace all other staff papers but to provide a time- and effort-saving method to get important information to the Command Group. Whenever possible, use EXSUMs instead of information papers. See appendix D for procedures and format.

```
                                    CLASSIFICATION

01  01                      OO      SSSS        AA   ZYUW  311501Z
NO

               SSO TRADOC

               SSO DA

CLASSIFICATION    EYES ONLY (FOR EXAMPLE ONLY)

QQQQ

EYES ONLY//EYES ONLY//EYES ONLY//EYES ONLY//EYES ONLY//EYES ONLY//

SSO DA FOR GEN SHINSEKI, CSA, WASH DC

FROM GEN BYRNES. TRADOC CG, FT MONROE, VA

SUBJECT:  EXAMPLE OF AN EYES ONLY MESSAGE

1.  ALL SSO ADDRESSEES LISTED IN THE UPPER ADDRESS PORTION MUST

BE LISTED AGAIN ABOVE THE SUBJECT LINE.  SHOW RANK, NAME, TITLE,

AND LOCATION.

2.  TITLE OR POSITION OF EACH RECIPIENT SHOULD BE LISTED TO

PRECLUDE DELIVERY TO ANOTHER PERSON WITH SAME RANK/NAME.

3.  AN SSO NOTE GIVING DELIVERY INSTRUCTIONS SHOULD FOLLOW THE

LAST PARAGRAPH OF THE MESSAGE.

SSO NOTE:  DELIVER DURING NORMAL DUTY HOURS




CPT RICK WOOD, TNG ANL
ATAA-XX, DSN 123-4567


   KEVIN P. BYRNES, GEN, ATCG, 3514

                              CLASSIFICATION
```

Figure 7-4. Sample Eyes Only message

7-7. Decision Memorandum. The Decision Memorandum is a special-purpose action, used when directed, to obtain decisions from Command Group or higher headquarters. It is prepared as an informal memorandum and should not exceed two pages, excluding supporting documents. See appendix E for preparation guidelines and sample format.

7-8. Discussion Paper. Discussion Papers impart information and help the reader express or respond to viewpoints. They are used in discussions, speeches, briefings, and conferences. These papers help readers remember key points, respond to opposing viewpoints, and guide discussion. See figure 7-6 for format and instructions for preparing a Discussion Paper.

7-9. Information Paper. Information Papers are used to give the reader easy access in a clear and concise format. Format and instructions for preparing an Information Paper are provided in figure 7-7.

7-10. Position Paper. Position Papers lay out an organization's position or policy on an issue. They are used when advancing or defending a position. Format and instructions for preparing a Position Paper are provided in figure 7-8.

7-11. Star Note. Star notes are used by GOs only. They are normally used for brief personal replies or to convey congratulations, appreciation, welcome, regrets, etc. There is no prescribed format for star notes. They are generally prepared to the personal preference of the GO signing the letter. Include addressee's first name or nickname so the GO can line through the salutation and write in the name, if desired. Information can be included in the HQ TRADOC Form 30; e.g., PURPOSE: To obtain CG signature on star note (TAB A) to Mr. Joseph (Joe) E. Smedlap for his selection as TRADOC Employee of the Year; or by putting first name/nickname on small Post-it note on each letter within package. If necessary, additional pages will be prepared on plain bond paper of the same stationery type and size. The page number will be placed at the top of the page in the same manner as a letter (i.e., centered 1-inch from the top edge of the paper, typing a dash on each side of the page number). HELPFUL HINT: Cover the embossed print on the star stationery with a Post-it note before you send the stationery through your laser printer; it will deter reprinting of the embossed area. A sample CG star note is at figure 7-9.

7-12. Commander's Statements.

   a. Commander's Statements, signed by the CG, express the commander's intent or position, on selected topics of concern (e.g., prevention of sexual harassment, equal opportunity, etc.). The subject or title of these statements will include the words "Commander's Statement" and will, if appropriate, include a reference paragraph as the first paragraph, citing the regulation or law that requires the commander to publish the statement.

   b. Staff sections issuing Commander's Statements will send a Microsoft Word file of the dated and signed statement to CIO via E-mail address atim@monroe.army.mil. Include the words "Commander's Statement" in the subject line of the E-mail. All Commander's Statements will be posted on the TRADOC homepage under the link "CG TRADOC Statements." They will remain on the homepage for reference until a new CG assumes command or the preparer of the statement issues a revision. HQ TRADOC staff elements issuing Commander's Statements on their functional topics will ensure currency and are responsible for updating statements upon change of command.

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

POINT PAPER

SUBJECT: Point Paper Preparation

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

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

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

4. **Discussion Points:**

- Font: Courier or Courier New, 14 pt.

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

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

- Margins: 1-inch top, bottom, and right; 1.25 inch on
  left to allow for hole punching.

Figure 7-5. Sample Point Paper

8 May 01

DISCUSSION PAPER

SUBJECT: Format for a Discussion Paper

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

2. **Facts.**

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

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

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

          (1) Determine background that recipient needs.

          (2) Avoid technical language and unexplained acronyms.

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

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

     e. Paper should be approved at directorate level.

3. **Key Points to be Stressed.**

     a. Present key points drawn from paragraph 2.

     b. Your opportunity to influence action.

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

Figure 7-6. Sample Discussion Paper

8 May 01

INFORMATION PAPER

SUBJECT: Information Paper Format

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

2. **Facts**.

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

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

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

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

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

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

                                        MAJ Sample/ATTG-I/1234
                                        APPROVED BY_____

Figure 7-7. Sample Information Paper

8 May 01

POSITION PAPER

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

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

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

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

4. **Against the Position**. Summary of each argument against the position. Be accurate when representing opposing views. You don't want your boss surprised by their strength.

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

6. **Sources**. List sources:
    - Action officer (name, office, phone).
    - Subject matter experts.
    - Supporting documents.
    - Related point or position papers.

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

MAJ Sample/ATTG-I/1234
APPROVED BY_____

Figure 7-8. Sample Position Paper

Commanding General
United States Army Training and Doctrine Command
7 Fenwick Road
Fort Monroe, Virginia 23651-1049

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

Dear General Doe:

     Margins on a star letter should be at least
1 inch and text should be centered on the page as
if it were to be "picture framed." As with other
Command Group correspondence, the star letter
should not be dated prior to signature. After
signature, civilian-style date will be centered
two lines below printed return address, e.g.,
June 1, 1998. Paragraphs will be indented four
spaces, type on the fifth.

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

                         Respectfully,

                         Kevin P. Byrnes
                         General, U.S. Army

Enclosures

Figure 7-9. Sample CG star note

Chapter 8
Conferences and Briefings

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

    a. Protocol is responsible for scheduling conferences and briefings held in the CCR, DePuy Hall, Building 37, and preparing the CCR for scheduled events involving the CG, DCG/CofS, or DCG(IET), to include the preparation of a seating chart upon receipt of attendee information from lead agency coordinating the meeting/briefing (see para 1-4c(4)).

    b. Protocol is responsible for scheduling conferences and briefings held in the Morelli Auditorium, Building 133, and preparing the Auditorium for scheduled events, to include the preparation of a seating chart upon receipt of attendee information from lead agency coordinating the meeting/briefing.

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

8-2. Procedures.

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

    b. Heads of staff offices will obtain DCG/CofS approval before conducting conferences or briefings requiring CG, DCG/CofS, or DCG(IET) participation.

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

    d. When arranging conferences and briefings, AOs will--

       (1) Coordinate with CG, DCG/CofS, or DCG(IET) schedulers and/or XOs to arrange the date, time, and location of conferences/briefings. The CG and DCG/CofS Calendar Event Worksheets are located in the Public Folders of Outlook, under Staff Guidance.

       (2) Coordinate with ADCSOPS to preclude scheduling conflicts with the TRADOC Long Range Calendar.

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

Facility	Location	Coord. Office	Seating Capacity	Facility Clearance	Equipment Capability
Morelli Auditorium	Bldg 133	Protocol x4403	75	Secret	Dual screen rear projector viewgraph transparency (VGT), TV w/VCR & cable, multimedia, Proxima: Mac, DOS, VTC capability.
Command Conference Room	Bldg 37 DePuy Hall	Protocol x4901	20	Secret	Dual screen w/Proxima overhead projector, VCR, & cable; unclas VTC capability.
CIO Conference Room	Bldg 162 84 Patch Rd	CIO x2528	19	Secret	Single screen, front projection, overhead projector, VTC, TV & cable. Conf phone.
Collins Conference Room	Bldg 161	DCSOPS&T x5710	22-25	Secret	Single screen front projector VGT, TV w/VCR & cable, Picture Tel VTC.
Simulations Conference Room	Bldg 5G	RID, FC-RS x5803	25	Secret	Single screen, front projection VGT, DVD, Polycom VTC, TV w/VCR & cable.
OCPA Conference Room	Bldg 27	OCPA x3333	10	Unclas	TV w/VCR & cable.
SJA Conference Room	Bldg 10	OSJA x 2302	10	Unclas	None.
Futures Center Conference Room	Bldg 134	FC x2591	30	Secret	Single screen front projector TV w/VCR, DVD/VHS/8MM, BARCO: DOS, overhead projector.
DCSPIL Conference Room	Bldg 5B	DCSPIL x5014	35-40	Unclas	Single screen front projector VGT, TV w/VCR & cable (1/2), DOS.
DCSRM Conference Room	Bldg 5G 1st Floor	DCSRM x4164	53	Unclas	Single screen, front projector thru PC VGT, Fugi Projection Device, TV w/VCR & cable.
*DCSINT Conference Room	Bldg 133	SSO x3630/2315	15	TS/SCI	Dual monitor PC VGT, DVD & VCR, unclas single point-to-point VTC.
*For classified conferences only; attendees must have TS/SCI clearance.					
Goldstrike Room	Bldg 56	Cadet Cmd x4523	18	Unclas	Single screen front projector VGT, TV w/ VCR & cable.
ACA-NR Conference Room	Bldg 10 2nd Floor	ACA-NR x2305/3538	20-25	Unclas	Picture Tel VTC capability; conf phone; portable projector.
Post Conference Room	Bldg 105	DRM x2006	50	Unclas	Single screen LCD w/projector & VCR.
Video Tele-Conference Centers	Bldgs 161 & 100	DOIM x3744	20 14	TS Secret	VGT, 35mm, Studio 1 TV w/VCR & cable; STE Studio 2 w/VCR

Figure 8-1. HQ TRADOC conference facilities

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

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

(b) Attendance requirements.

(c) Name or title of chair.

(d) Purpose of conference or briefing.

(e) Security classification.

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

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

(h) Uniform requirements.

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

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

e. Staff agencies making presentations during conferences and briefings should provide their own equipment operators/slide flippers.

f. The lead general or special staff office for organizing a conference or briefing the CG, DCG/CofS, or DCG(IET) attends will provide a notetaker to record taskings and issues that surface during the conference/briefing (see para 8-4 below).

g. Staff agencies will provide a seating chart for the CG when the CG holds a VTC or desk-side VTC. An example of a seating chart is at figure 8-2.

h. Payment of conference fees for locally hosted conferences:

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

(2) The conference host will use Government Purchase Card or Accommodation Checks to pay conference fees. If for any reason the card is not accepted, contact the Agency Program Coordinator for Fort Monroe (878-5123) 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.
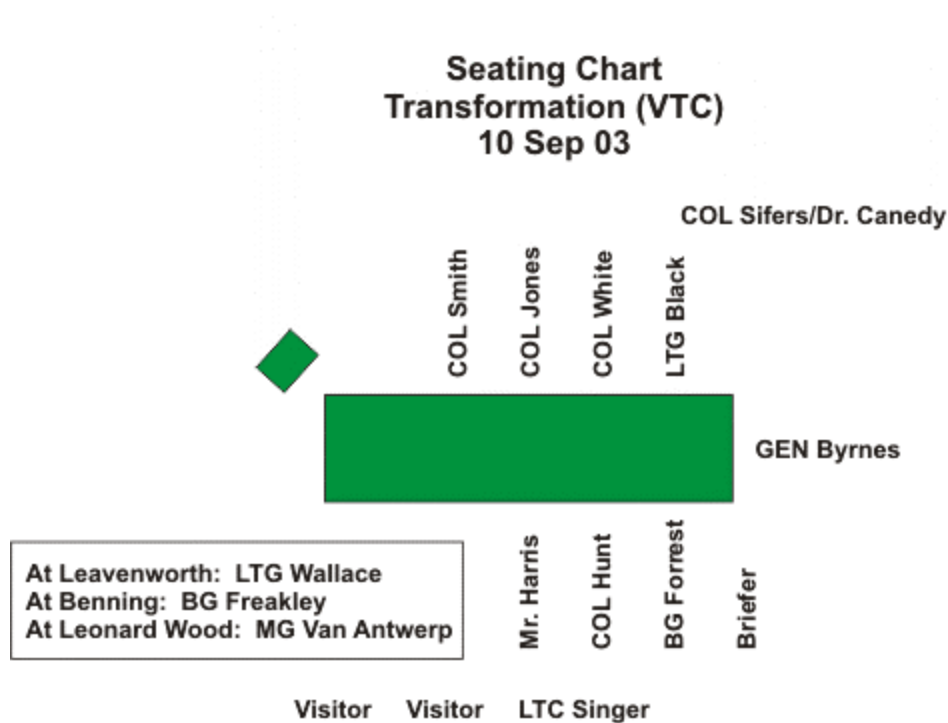
Seating Chart
Transformation (VTC)
10 Sep 03

COL Sifers/Dr. Canedy

COL Smith   COL Jones   COL White   LTG Black

GEN Byrnes

At Leavenworth: LTG Wallace
At Benning: BG Freakley
At Leonard Wood: MG Van Antwerp

Mr. Harris   COL Hunt   BG Forrest   Briefer

Visitor   Visitor   LTC Singer

Figure 8-2. Seating chart for VTC and desk-side VTC

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

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

(5) Use of the Government Purchase Card is for official conference items only. Fees for icebreakers and socials are not reimbursable.

(6) Meal reimbursement for local attendees must comply with the following:

(a) The meals are incidental to the meeting.

(b) Attendance of the employee at meals is necessary for full participation in the business of the conference.

(c) The employee is not free to take meals elsewhere without missing essential formal discussions, lectures, or speeches concerning purpose of the conference.

(7) Payment of refreshments is not authorized or reimbursable for local attendees.

8-3. Preparing visual aids.

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

b. Guidelines.

(1) Logos, banners ("TRADOC--Where Tomorrow's Victories Begin!"), frames, and other nonessential graphics will appear on the cover slide only. Subsequent slides will contain only briefing material.

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

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

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

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

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

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

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

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

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

(11) If paper copies of slides are provided to visiting dignitaries, GOs, or GO equivalents and above, use color copies. All other attendees' copies are in black and white.

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

(a) Ensure all files use similar format; e.g., all text files in MS Word format and all slide shows in PowerPoint format. Include a text file titled "README.TXT" which describes contents of all files.

(b) Compress all conference files into a single executable file using PkZip (contact your Information Systems Officer (ISO) for assistance).

(c) Coordinate with DOIM (x2525) to have compressed file transmitted to attendee installations. Provide DOIM a list of POCs at each installation that need to receive the file.

(d) Send an advance E-mail note notifying conference attendees of the compressed file; how to access, download, and decompress the file; what software is needed to display/print the conference material; and POC telephone numbers. The DOIM and your ISO can help with technical details.

(e) When possible, conduct transmission and download after duty hours to avoid E-mail system degradation. As a general rule, files over 500 Kb are transferred via FTP. See your ISO for assistance in using FTP.

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

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

b. Are submitted for DCG/CofS signature under HQ TRADOC Form 30. For a conference/briefing the CG attended, coordinate with the Commander's Planning Group (CPG).

c. Consist of the following paragraphs, in order:

(1) Purpose. Brief statement of purpose of memorandum, including conference/briefing title, date(s), location, and principal attendees; e.g., "Purpose. Summarize significant dialogue, issues, decisions, and taskings from TRADOC Family Team Building Conference, 1-12 Jan 03, Fort Monroe. Conference attended by GEN Byrnes, LTG Jones, and MG Barrett."

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

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

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

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

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Appendix A
References

Section I
Required Publications

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

AR 25-11
Record Communications and the Privacy Communications System

AR 25-30
The Army Publishing and Printing Program

AR 25-50
Preparing and Managing Correspondence

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

AR 55-46
Travel Overseas

AR 310-50
Authorized Abbreviations and Brevity Codes

AR 340-21
The Army Privacy Program

AR 380-5
Department of the Army Information Security Program

AR 600-8-22
Military Awards

AR 672-20
Incentive Awards

DA Pam 672-20
Incentive Awards Handbook

FM 101-5
Staff Organization and Operations

TRADOC Supplement 1 to AR 672-20
Incentive Awards

TRADOC Reg 10-5
Headquarters, United States Army Training and Doctrine Command

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

TRADOC Reg 95-5
Flight Operations

TRADOC Pam 25-51
Office Symbols

TRADOC Memo 1-2
Courier Service Between HQ TRADOC and HQDA

HQ TRADOC Handbook
"So You've Got a Congressional Inquiry?" (cited in para 2-10f)
(http://www.tradoc.army.mil/tpubs/misc/inquirysop.pdf)

Section II
Related Publications

AR 1-20
Legislative Liaison

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

AR 20-1
Inspector General Activities and Procedures

AR 25-1
Army Information Management

AR 25-51
Official Mail and Distribution Management

AR 25-400-2
The Modern Army Recordkeeping System (MARKS)

AR 310-25
Dictionary of United States Army Terms

AR 335-15
Management Information Control System

TRADOC Memo 1-9
TRADOC Orientation Program

TRADOC Pam 25-50
Addressee List

United States Government Printing Office Style Manual (available on-line:
http://www.access.gpo.gov/styleman/2000/browse-sm-00.html)

The Gregg Reference Manual

Section III
Prescribed Forms

HQ TRADOC Form 30
Transmittal, Action, and Control (prescribed in paras 2-1f, 2-2a(11), 2-2a(13), 2-3, 2-10c(4), 2-10c(5), 2-10c(6), 2-10e, 2-15d, 2-15f, 5-3b, 7-2a, 7-2c, 7-3, 7-11, 8-2d(4), 8-4b, B-3a, B-3d, B-5a, B-6a(7), C-2a, C-2b, C-2c, D-2, D-2e, E-1, and app F)

TRADOC Label 1000
TRADOC Mailing Label (prescribed in para 4-4b(1))

HQ TRADOC Label 1001
Pouch Mailing Label (prescribed in paras 4-3d and 6-2a)

Section IV
Referenced Forms

DA Form 1256
Incentive Award Nomination and Approval

DA Form 3964
Classified Document Accountability Record

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

DD Form 2501
Courier Authorization Card

DD Form 2768
Military Air Passenger/Cargo Request

DA Label 115
Expedite Cover Sheet

DA Label 116
Signature or Initials Marker

50

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

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Appendix B
Helpful Hints for Preparing Correspondence and Processing Actions

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

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

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

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

  c. DA Pam 25-50 (http://www.usapa.army.mil/pdffiles/p25_50.pdf).

  d. The MAML on MS Outlook, under "Public Folders"--"Fort Monroe Folders--"General Officer News."

  e. The Gregg Reference Manual (Ninth Edition).

  f. "Staff Guidance" on MS Outlook under "Public Folder "--"Fort Monroe Folders."

B-3. Processing staff actions.

  a. PURPOSE statements on HQ TRADOC Form 30s should state in one concise sentence action to take (e.g., To obtain CG signature on message (TAB A) to MG Brown nonconcurring with his proposed changes to FM XX-X (TAB B)).

  b. Ensure the CATS control number is in the upper left-hand corner of the HQ TRADOC Form 30. If the action is self-generated, the CGAC will assign an ES control number for tracking purposes.

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

  d. TAB B is the document that generated the action. Additional background information follows, using succeeding tabs in order mentioned in HQ TRADOC Form 30.

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

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

g. Ensure your ASGS is aware of time-sensitive actions so that the SGS can assist in expediting the action through the Command Group.

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

i. If SGS returns action for corrections, ALWAYS return marked-up copy with package.

j. Handcarry actions returned for corrections to CGAC or your ASGS. Actions are logged out on CATS and must be logged back in to maintain tracking system.

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

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

m. The CGAC dates correspondence upon Command Group signature, and original is returned to the appropriate action office for dispatch.

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

o. Route all actions through CGAC/SGS; do not take actions directly to or from Command Group offices. Correspondence presented for signature during briefings is provided in advance to SGS for proofing, editing, assignment of CATS control number, and approval prior to presentation during the briefing. Following briefing, return a copy of HQ TRADOC Form 30 and signed correspondence to SGS for official files.

B-4. Coordination.

a. HQ TRADOC Form 30 should show rank, name, position, and date.

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

c. Coordinate all Congressional actions with the Congressional Activities Office (CAO).

d. Coordinate all conferences/major briefings with ADCSOPS to avoid conflicts with the TRADOC Long Range Calendar.

e. Coordinate major ceremonies with Protocol and Post (Plans and Training).

f. Coordinate Reserve/National Guard issues with ODCG(USAR)/ODCG(ARNG).

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

h. Keep CSM and DCG(IET) informed; coordinate actions as appropriate.

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

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

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

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

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

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

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

(4) Make pen and ink corrections for minor errors only on internal correspondence.

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

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

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

a. **Letters.**

(1) Use your office title instead of office symbol. NOTE: CG prefers not to have a "REPLY TO THE ATTENTION OF" title line on letters for his signature.

(2) Reference letter responding to; e.g., "Thank you for your March 24, 2003, letter emphasizing the importance of..."

(3) Use civilian dates in letters; e.g., January 2, 2003.

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

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

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

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

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

(9) In signature block, use upper and lowercase letters for name, as shown in figure 2-1.

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

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

b. **Memorandums.**

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

(2) Use your office symbol.

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

(4) When referencing other correspondence, follow guidance in AR 25-50, paragraph 1-31; e.g., Memorandum, HQ TRADOC, ATCS, 12 Dec 97, subject: New Staff Procedures.

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

c. **DMS messages.**

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

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

(3) Message preparers must synchronize their Personal Address Books (PAB) with the Directory Information Tree (DIT) prior to creating the DMS message and selecting the **TO** and

CC addressees from their PAB. Recommend releasers do the same prior to dispatching messages.

(4) For quick reference of DMS organizational account addresses for HQ TRADOC staff principals and commanders/commandants, use the MAML found in the Public Folders on Microsoft Outlook under Monroe Folders--General Officer News.

(5) Make sure message has a SUBJECT line. Begin subject lines on PERSONAL FOR messages with the words "PERSONAL FOR:" followed by appropriate subject.

(6) If PERSONAL FOR, ensure addresses and addressees match. PERSONAL FOR addressees are listed in rank order IAW guidance found in the MAML.

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

(8) SENDS, e.g., CG SENDS, is used on DMS organizational messages for emphasis when sending messages directive in nature to subordinate activities.

(9) SIGNED; e.g., SIGNED GEN BYRNES, is used on DMS organizational messages when it is important to emphasize who released the message (over and above the address on the FROM line).

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

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

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Appendix C
Procedures and Formats for Readaheads

C-1. Procedures.

a. The Command Group determines RA requirements and generates a calendar worksheet to the SGS via E-mail. The SGS assigns CATS control numbers and notifies designated action offices via E-mail. Additionally, hard copies of RA taskers are forwarded to the action agencies via the CGAC. SGS will check RA for format and compliance and distribute to the appropriate offices.

b. The staff POC is normally identified on the calendar worksheet from the Command Group. If not, SGS will assign an office of primary responsibility (OPR) staff POC (e.g., XO). The OPR must E-mail reply with the name of the action POC to SGS within 24 hours of receipt of action.

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Suspense for submission of the RA to SGS is 4 working days prior to the event. Submission must not be delayed pending GO/SES approval or receipt of information from external agencies. The partial submission is vital to alert all concerned of the status and to initiate review and analysis. Partial submissions must indicate by a "placeholder" page what is pending, from who and when it is expected. As delayed items are completed, they will be added to the initial partial submission as an update, rather than reconstruct an entirely new submission. CG events require one original for the CG and copies for the DCG/CofS and CSM in three-ring binders. A disk containing all files, minus briefings, is required for the CG's original. Copies must be packaged and tabbed same as the original.

c. Staff POC will provide Office of the Commanding General (OCG) a "seating chart" every time CG uses DVTC or VTC facility to include personnel in the VTC room with the CG, as well as VTC participants—first name, last name, and position. POC is responsible for notifying all attendees of cancellations or changes in times and/or locations as they occur.

d. RA for Command Group installation visits will be assigned on a rotating basis among DCSs (with the exception of DCSOPS&T). DCSOPS&T is responsible for all DCG(IET) installation and Combat Training Center visit RAs.

e. The CPG reviews the CG's RA for content and relevancy. Staff proponents should call the CPG upon notification to ensure an accurate, timely, and usable product for the CG. CPG forwards RA to OCG.

f. If RA contains correspondence, AOs are required to coordinate and provide advance copy to SGS and DCG/CofS offices for review/proofing. The final, coordinated and approved version will be submitted with the RA, if a member of the Command Group will be asked to sign during briefing/meeting. Once correspondence is signed, copy will be provided to SGS.

g. If "Opening Remarks" are required or desired, remarks will be coordinated with CPG prior to submission of the RA and mentioned in the Executive Overview (TAB A).

C-2. Format.

a. Composition. RAs are compiled in three-ring binders, as shown at figure C-1, and as described below. Top document is always the HQ TRADOC Form 30. TABs A-E will be included in all RAs unless coordination with SGS determines otherwise. In such case, the HQ TRADOC Form 30 will so state; e.g., TABs B, C, and D are not applicable per discussion with SGS POC, Mr. Woodruff, 17 Jan 01.

b. HQ TRADOC Form 30. All RAs are forwarded to the Command Group with a one-page HQ TRADOC Form 30 as outlined below. Although the Form 30 is not forwarded to the CG, it is a vital and important record for the DCG/CofS. The following paragraphs should include minimal information on the HQ TRADOC Form 30. Expanded details should be included in the Executive Overview (TAB A).

(1) PURPOSE. Complete the sentence "Prepare the CG for . . ." by explaining the 5Ws— who, what, where, when, why.

(2) COORDINATION. For visitors, at a minimum, coordinate with Protocol. Coordinate with PAO to determine if news media are expected/required. Exclusion of mandatory tabs (below) must be approved by SGS prior to submission and shown on the coordination line (i.e., TABs B, C, and D have been omitted per approval of SGS POC).

(3) DCS/OFFICE CHIEF APPROVAL. CG RAs require review/initials of the DCS/ADCS or staff office chief on the HQ TRADOC Form 30. In the event the DCS/ADCS/staff office chief is absent, clearly indicate the name of the delegated official approving the HQ TRADOC Form 30.

  c. Table of Contents. An example of a Table of Contents for the RA is at figure C-2. The Table of Contents is located directly under the HQ TRADOC Form 30 and identified with a tab labeled "Table of Contents."

  d. Mandatory TABs.

(1) TAB A - Executive Overview. Do not confuse the Executive Overview with an EXSUM. The Executive Overview is the most significant document in the RA; it must capture and highlight all the salient points detailed in TABs A-E. In two or more pages, capture the overall event and highlight significant issues and recommendations (see example at fig C-3). Include a paragraph labeled "Strategic Analysis" and include in the text references to detailed information/points at specific tabs.

(2) TAB B - Itinerary. Provides the when, where, and what in sequential order, and cross-references these events with details found at various tabs in the RA book (see example at fig C-4). Provide full itinerary for VIP visitors to include who the VIP has already seen or is going to see after the CG and why. This information could have an impact on the CG's discussion with the VIP.

(3) TAB C - Participants. List the attendees, including all those from TRADOC, in descending order, senior official at top, grade, name, title, organization (see example at fig C-5). E-mail list to appropriate Command Group Office NLT 1 week prior to event. Provide updates on participants as they occur. If the CG is attending, include a seating chart diagram of the meeting room (see fig 8-2).

(4) TAB D - POCs/Phone Numbers. Identifies those individuals with primary responsibility for actions during the event and telephone numbers where they can be reached at their office and during the event (including cellular and pager numbers) (see example at fig C-6).

(5) TAB E - Agenda. First page contains Table of Contents for TAB E. Subordinate tabs are included for each event on the agenda. TAB E1, for example, will cover the first topic on the agenda, and includes TABs E1a (Point Paper), E1b (briefing slides), and E1c (supporting documents). The Point Paper (see fig 7-4) contains thorough analysis as part of the assessment paragraph and substantive recommendations. TAB E2 covers the next agenda item, and so forth.

  e. Optional TABs. Exclusion of optional tabs below must be approved by SGS prior to submission and shown on the coordination line (i.e., TABs G and H have been omitted per approval of SGS POC).

(1) TAB F - Other Items of Interest. This includes topics not on the itinerary, but which may occur should the opportunity present itself. Tentative office calls and anticipated sidebar discussions are included here. The Point Paper is the format used to convey this information.

(2) TAB G - Social Schedule. This is included as required. If there is no social event, omit this TAB. TAB G, if used, will include a list and biographical sketches of key attendees, any formal remarks, and the seating arrangement for the CG's table.

(3) TAB H - Background Material. Includes other biographies, historical information, and related documents (E-mail, articles, White Papers, etc).

(4) TAB I - Logistical Requirements. Transportation details (who, what, where, when, how) and billeting information for the CG. OCG will be able to provide this information.

(5) TAB J - Work Plan. This is for use primarily by the AO, but may be helpful when answering questions from the CG during IPRs or prebriefs. TAB contains a list of all AOs contributing to the RA, the IPR schedule, and the After Action Report, which will be compiled by the AO the week following the event.
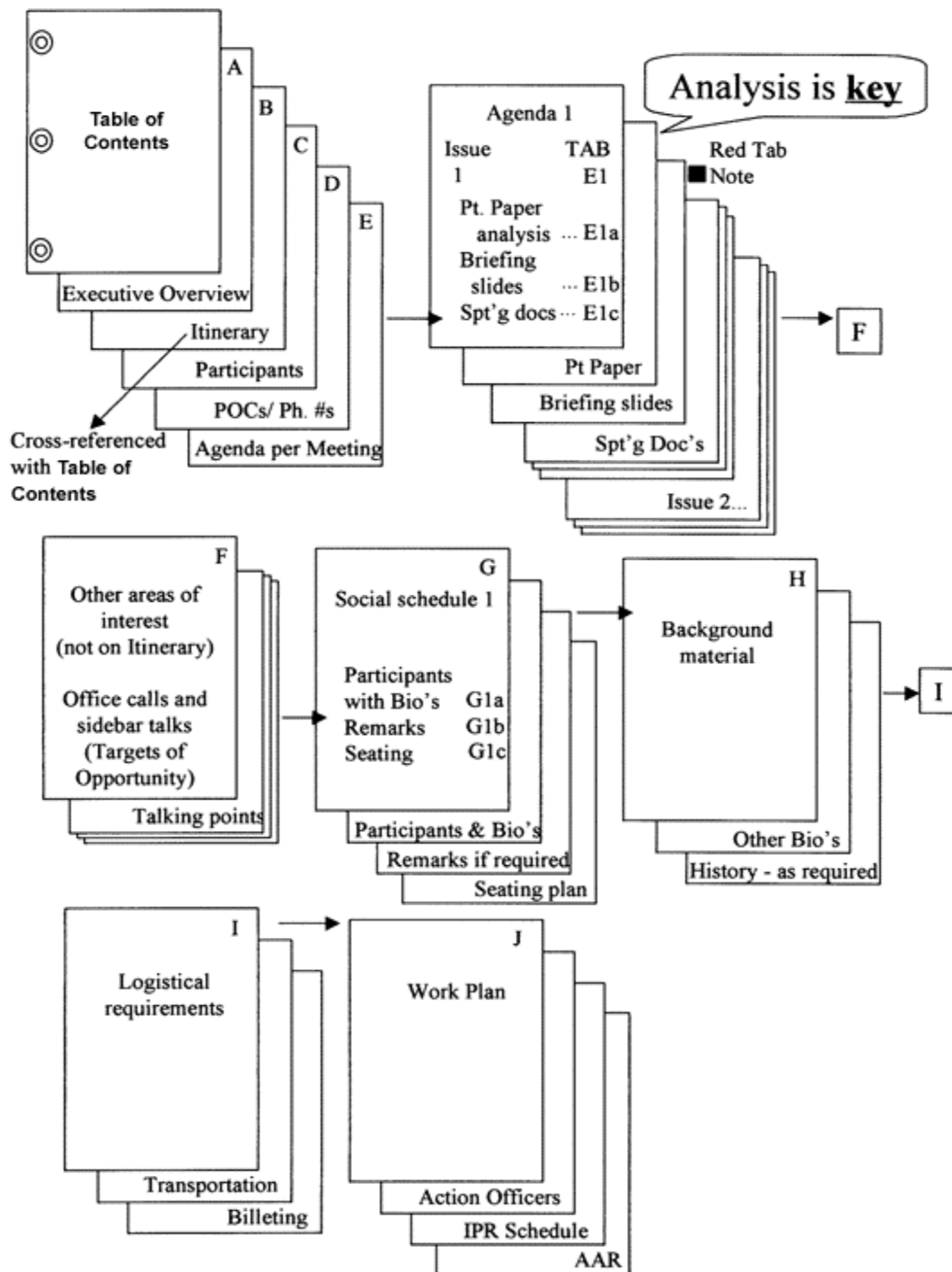
Figure C-1. Readahead organization

Visit of General (R) Forray
30-31 January 2001

TABLE OF CONTENTS

Figure C-2. Readahead table of contents

EXECUTIVE OVERVIEW

Visit of General (R) Forray
30-31 January 2001

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

2. **BACKGROUND.** This CSA-invited visit results from a meeting between General Crène (current French Army Chief of Staff) and General Shinseki on 20 April 2000 in the Pentagon. During the mid-1980s to early 1990s, General (R) Forray led the French Army's transformation efforts from heavy forces to light armored forces. The main focus of his visit to HQ TRADOC is to share his lessons learned from leading the French transformation, which may assist the U.S. Army during its ongoing transformation efforts. See TAB H for additional detailed background information, especially H-1, H-2, and H-6.

3. **TIME/PLACE.** Arrival 30 January 2001 at 1300. Key events on the afternoon and evening of 30 January 2001: office call with the CG from 1330-1430; office call with the DCG/CofS from 1430-1445; transformation roundtable discussion with BG Brown and select HQ TRADOC transformation experts in the Command Conference Room from 1500-1700; and hosted dinner in the evening. Departure after a no-host breakfast on 31 January 2001 at 0900. See TAB B for detailed itinerary.

4. **ATTENDEES/PARTICIPANTS.** Principal attendees of the visiting delegation consists of General (R) Forray (former Chief of Staff of the French Army and creator of French Rapid Reaction Forces), Colonel Desportes (Army Attaché at French Embassy in Washington, D.C., and former French Liaison Officer to HQ TRADOC). See TAB C for all participants.

5. **MOST SIGNIFICANT ISSUES.**

- Current U.S. objectives toward its relations with France: 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. See TAB E-2.

Figure C-3. Readahead executive overview (TAB A)

- In 1997, the French military began its latest round of dramatic transformation. This effort will see the French Army shrink by almost half (TAB E-3).

6. **STRATEGIC ANALYSIS.**

- From a TRADOC perspective, the French-U.S. Army liaison and exchange network remains robust and very beneficial. The French have 11 liaison officers assigned to various TRADOC activities, and the U.S. has 8 liaison officers assigned throughout France.

- The France/U.S. Army Staff Talks program has existed since 1979 and 27 Staff Talks have been conducted to date, with the 2001 Staff Talks to be held in Paris or Strasbourg the week of 4-8 June 2001. Staff Talks have been focused on doctrine, training and education, materiel and equipment, and logistics. These areas facilitate an ongoing dialogue on transformation-related topics. The theme for the 2001 Staff Talks is "Future Warfighting in Military Operations in Urban Terrain by a Digitized and Reinforced Combined Arms Brigade."

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

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

- **Explain** that this visit is of particularly great utility to the U.S. Army, and that their lessons learned and insight will be of great use to the U.S. Army transformation effort.

- **Inquire** whether the French will continue to promote future personnel exchanges and visits in the cause of stronger French/U.S. ties.

- **Endorse** the utility of maintaining the full-time liaison and exchange personnel within the French and U.S. Armies. Highlight the key role that Colonel Boré (French Army Senior Liaison to TRADOC) and Colonel Allen (TRADOC Senior Liaison to French Army), in particular, play in keeping TRADOC and CDES synchronized.

2

Figure C-3. Readahead executive overview (TAB A) (cont)

ITINERARY
IPR - THE MARS COLONY MISSION 2002

DATE/TIME	WHAT	WHERE	TAB
31 Dec/0500-0630	C21 Flight	LAFB to Kennedy Space Center (KSC)	None
31 Dec/0700	Breakfast	KSC HQ Bldg Dining Facility	None
31 Dec/0800-0930	NASA Project Status Overview	HQ Bldg Lunar Rm	E-1
31 Dec/0945-1030	OMB Budget Brief	HQ Bldg Black Hole Rm	E-2
31 Dec/1045-1145	DoD Overview	HQ Bldg Sol Rm	E-3
31 Dec/1200-1300	Working Lunch / SPACECOM Brief	HQ Bldg Polaris Rm	E-4
31 Dec/1300-1330	USAF Astronaut Selection Status	HQ Bldg Polaris Rm	E-5
31 Dec/1330-1430	Army Corps of Engineers Martian Facility Model	KSC Vehicle Assembly Bldg	E-6
31 Dec/1445-1600	TRADOC DTLOMS Model Application	KSC Terra Firma VTC Facility	E-7
31 Dec/1615-1700	Tour of Shuttle Columbus	Launch Pad 39-A	E-8
31 Dec/1615-1700(T)	Office Call with CINCSPACE	HQ Bldg VIP Rm #7	F
31 Dec/1800-1 Jan 0100	Social/Dinner	KSC Club Columbus	G
1 Jan 0130-0300	C21 Flight	KSC to LAFB	None

Figure C-4. Readahead itinerary (TAB B)

```
                        CG Trip
               Fort Swampy, 5-6 Nov 01


                     PARTICIPANTS
```

1. Video Teleconference - Division Capstone Exercise
After Action Review and Lessons Learned (5 Nov/1600-
1800):

```
    LTG XXXXX          Commander           CAC
    MG XXXXX           DCSOPS&T            TRADOC
    BG XXXXX           Dep Cmdt            CGSC
    BG XXXXX           DCG, IET            TRADOC
```

2. Leader Development (6 Nov/1130-1220):

```
    LTG XXXXX          Commander           CAC
    MG XXXXX           DCSOPS&T            TRADOC
    BG XXXXX           Dep Cmdt            CGSC
    BG XXXXX           DCG, IET            TRADOC
```

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

```
    LTG XXXXX          Commander           CAC
    MG XXXXX           DCSOPS&T            TRADOC
    BG XXXXX           DCG, Transformation TRADOC
    BG XXXXX           DCSRM               TRADOC
    BG XXXXX           Dep Cmdt            CGSC
    BG XXXXX           Commander           JRTC
    BG XXXXX           Commander           NTC
```

Figure C-5. Readahead participants (TAB C)

CG Trip
Fort Swampy, 5-6 Nov 01

POCs/Phone Numbers

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

CAC Project Officer, Executive Services, MAJ XXX XXXXX,
913-XXX-XXXX, DSN: 552-XXXX, Cellular 913-XXX-XXXX

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

Division Capstone Exercise II AAR and Lessons Learned
Brief Project Officer, LTC XXX XXXXX, 913-XXX-XXXX,
DSN: 552-XXXX

TRADOC Command Planning Group POC, LTC XXX XXXXX, 757-
XXX-XXXX, DSN: 680-XXXX

DCSO&T, TRADOC, Readahead POC, MAJ XXX XXXXX, 757-XXX-
XXXX, DSN: 680-XXXX

Figure C-6. Readahead POCs/phone numbers (TAB D)

Appendix D
Executive Summary Format

D-1. Procedures. Requests for EXSUMs are tasked IAW procedures in paragraph 2-7.

D-2. Format. See figure D-1 for internal format and figure D-2 for CSA EXSUM. Internal EXSUMs may be placed directly on HQ TRADOC Form 30. AO name, office symbol, phone and Approved By statement in bottom right-hand corner will be omitted when EXSUM is submitted on a HQ TRADOC Form 30.

a. Do not exceed 15 lines. Use Courier or Courier New 12 font unless otherwise directed by tasking office.

b. In the first sentence, state why EXSUM is being written. Do not use or refer to attachments in the EXSUM. Spell out all acronyms when first used.

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

d. Name of AO/office symbol/telephone number will be right justified two lines below the last line (internal format only).

e. Type "APPROVED BY_____" on line below AO name. Chiefs/deputies of general and special staff offices will approve all EXSUMs forwarded to the Command Group (internal format only). This is not required if EXSUM is placed directly on HQ TRADOC Form 30.

```
                                            Control number
                                            6 AUG xx


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


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

Figure D-1. EXSUM internal format

```
Sir,

EXSUM below responds to your question in 6 Aug 00 E-mail,
subject:  Unit Physical Fitness, "Tell me about the program."

V/R,
John


                                                    6 AUG xx

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

Figure D-2. EXSUM E-mail from CG to CSA format

**Appendix E
Decision Memorandum Format**

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

E-2. Format.

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

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

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

d. Paragraph 1, Decision. Paragraph 1 states: For <u>DECISION</u>.

e. Paragraph 2, Purpose. In one concise sentence state the action to be taken; e.g., "To gain CG approval of the issues developed at the TRADOC Commanders' Conference held at Fort Monroe, 23-24 January 2001."

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

> APPROVED_____   DISAPPROVED_____   SEE ME_____

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

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

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

> ORG_____CONCUR/NONCONCUR _____DATE

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

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

OFC SYMBOL (MARKS #)   10 January 2001

MEMORANDUM THRU Chief of Staff

FOR CG

SUBJECT: Decision Memorandum Format

1. For <u>DECISION</u>.

2. <u>PURPOSE</u>. To obtain…

3. <u>RECOMMENDATION(S)</u>. CG sign memorandum at TAB A1.

    APPROVED_____ DISAPPROVED_____ SEE ME_____

4. <u>BACKGROUND</u>.

5. <u>DISCUSSION</u>.

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

    b. COA 2: (Advantages/Disadvantages)

    c. COA 3: (Advantages/Disadvantages)

6. <u>IMPACT</u>.

7. <u>COORDINATION</u>.

     DCSRM_____CONCUR/NONCONCUR_____DATE
     DCSBOS_____CONCUR/NONCONCUR_____DATE

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

Encl   XXXX X. XXXXXXX
                                  Major General, GS
                                  XXXX XXXXX

Figure E-1. Sample decision memorandum

Appendix F
HQ TRADOC Form 30

F-1. Completing the form. See figure F-1 for sample HQ TRADOC Form 30. General Instructions follow:

 a. CONTROL: Enter CATS control number (CSXXXXXX) if responding to a Command Group suspense; otherwise, leave blank.

 b. SUSPENSE DATE: Enter CATS suspense date, if applicable.

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

 d. DATE: Enter date action prepared.

 e. SUBJECT: Enter subject. Use the subject from the CATS tasking document if responding to a Command Group suspense.

 f. ACTION OFFICE/SYMBOL: Enter action office (e.g., DCSPIL, DCSRM) and office symbol.

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

 h. ACTION OFFICER/TELEPHONE: Enter AO name, rank, and telephone extension.

 i. Indicate what action is requested; i.e., signature, approval, or information.

 j. Mark Y or N (yes or no) for resource impact. If there is a resource impact (manpower, dollars, or environmental), you must explain it in the summary. See paragraph 2-10e.

 k. Mark Y or N (yes or no) for RC impact. If there is a RC impact, coordinate the action with the DCG(USAR)/DCG(ARNG) and explain in summary.

 l. Indicate approval authority route for the action by placing an "X" in the appropriate fields.

 m. The HQ TRADOC Form 30 will contain these parts in order:

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

 (a) Item for signature: "CG sign memorandum (TAB A) to MG White approving proposed Ranger training for ROTC cadets (TAB B)."

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

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

(d) Item of information (RA): "Prepare CG for visit of MG Sakal, Commander of Israeli Ground Forces, on 14 Nov 02."

(2) RECOMMENDATION (optional). State recommended action only if different from purpose; e.g., if purpose were to provide recommendations on a site for a conference, recommendation block would indicate the preferred choice. Normally, HQ TRADOC Form 30s do not have a recommendation paragraph.

(3) SUMMARY.

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

(b) If there are resource or RC impact(s), a paragraph describing impact(s) should be included in summary.

(c) Special administrative instructions. If there are any, include them immediately before coordination.

(4) COORDINATION. Coordinate the action prior to forwarding to the Command Group. Directors must sign in the "Approval/Release" block before releasing for coordination. The office chief or designated representative of office coordinated with indicates completed coordination by entering rank, last name, position, and date; e.g., DCSRM COL Sample, Chief of Operations, CONCUR 26 Apr 03, or DCSPIL COL Good, ADCSPIL, NONCONCUR 19 Sep 03 (TAB D), or SJA COL Pete, Mil Law Off, CONCUR WITH COMMENTS 3 Oct 03 (TAB E). On rare occasions, when coordination is not required, state "Coordination: Not required." (para 2-10).

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

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

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

TRANSMITTAL, ACTION AND CONTROL

CONTROL: CS105500	SUSPENSE DATE: 3 May 04	CLASS: UNCLAS	DATE: 9 Apr 04

SUBJECT:
Completing a Form 30
(NOTE: If responding to Cmd Gp Tasker, use same subject as on CATS Tasker)

ACTION OFFICE/SYMBOL: ATCS-X	INFORMATION/ASSIST: MAJ Kean/DCST(W)/DSN 558-5711	ACT OFF MAJ Sample/2684

_X_ SIGNATURE   __APPROVAL   __INFORMATION   _N_ RESOURCE IMPACT(Y/N)   _N_ RC IMPACT(Y/N)

__DCS __ASGS __SGS __CSM __XO __ACofS **X** DCG/CofS __DCG(IET) __CPG __CG,XO __CG

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

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

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

COORDINATION:

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

APPROVAL/RELEASE

	NAME	INITIAL	DATE		NAME	INITIAL	DATE
BRANCH				ADCS:	Mr. Test		
DIRECTORATE:	COL Smith			DCS/OFC CHIEF:	BG Livsey		

APPROVAL AUTHORITY USE ONLY   **CG/DCG(IET)/COFS/DCS APPROVAL-DISAPPROVAL-NOTED**

NOTE: This area is reserved for Command Group comments.

HQ TRADOC FORM 30-R-E, Aug 04   Edition of Jan 02 is obsolete   8.5 x 11

Figure F-1. Sample HQ TRADOC Form 30

Glossary

ACofS	Assistant Chief of Staff
ADCS	Assistant Deputy Chief of Staff
ADCSOPS	Assistant Deputy Chief of Staff for Operations
AO	action officer
ASGS	Assistant Secretary of the General Staff
BLUF	bottom line up front
CAO	Congressional Activities Office
CATS	Command Action Tracking System
CCR	Command Conference Room
CG	Commanding General
CGAC	Command Group Admin Center
CIO	Chief Information Officer
CofS	Chief of Staff
CPG	Commander's Planning Group
CS	Chief of Staff CATS Control Number Prefix
CSA	Chief of Staff, U.S. Army
CSM	Command Sergeant Major
DCG/CofS	Deputy Commanding General/Chief of Staff
DCG(IET)	Deputy Commanding General Initial Entry Training
DCM	DOIM Classified Mailroom
DCS	Deputy Chief of Staff
DCSINT	Deputy Chief of Staff for Intelligence
DCSOPS&T	Deputy Chief of Staff for Operations & Training

DCSPIL	Deputy Chief of Staff for Personnel, Infrastructure and Logistics
DCSRM	Deputy Chief of Staff for Resource Management
DMS	Defense Message System
DoD	Department of Defense
DOIM	Director of Information Management
DRM	Directorate of Resource Management
DT	Deputy Commanding General for Initial Entry Training CATS Control Number Prefix
DTG	date time group
DVTC	Desktop Video Teleconference
ECC	Executive Communications and Control
EEO	Equal Employment Opportunity
EO	Equal Opportunity
ES	External Suspense CATS Control Number Prefix
EXSUM	Executive Summary
FTP	file transfer protocol
GO	general officer
HQDA	Headquarters, Department of the Army
HQ TRADOC	Headquarters, U.S. Army Training and Doctrine Command
IAW	in accordance with
IPR	In Process Review
ISO	Information Systems Officer
M&D	Mail and Distribution
MACOM	major Army command
MAML	Message Address and Mailing List

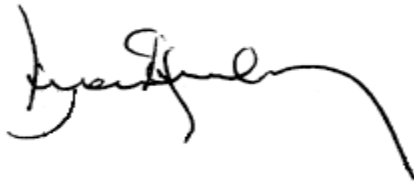|	
MARKS	Modern Army Recordkeeping System
milair	military air
MS	Microsoft
NCO	noncommissioned officer
NLT	not later than
OCG	Office of the Commanding General
OCLL	Office of Congressional Liaison
OCONUS	outside continental United States
ODCG(ARNG)	Office, Deputy Commanding General, Army National Guard
ODCG(USAR)	Office, Deputy Commanding General, U.S. Army Reserve
OMM	Official Mail Manager
OPR	office of primary responsibility
POC	point of contact
RA	readahead
RC	Reserve Component
ROTC	Reserve Officer Training Corps
SA	Secretary of the Army
SCI	Sensitive Compartmented Information
SCIF	Sensitive Compartmented Information Facility
SES	Senior Executive Service
SGS	Secretary of the General Staff
SJA	Staff Judge Advocate
SOOB	Staff Officer Orientation Briefing
SSO	Special Security Office

TDY   temporary duty travel

USAR   U.S. Army Reserve

USPS   United States Postal Service

VCSA   Vice Chief of Staff, U.S. Army

VGT   viewgraph transparency

XO   Executive Officer

FOR THE COMMANDER:

OFFICIAL: JOHN B. SYLVESTER
            Major General, GS
            Chief of Staff

THOM E. TUCKEY
Colonel, GS
Deputy Chief of Staff
  for Information Management

TRANSMITTAL, ACTION AND CONTROL