

DEPARTMENT OF THE ARMY  
 DEVENS RESERVE FORCES TRAINING AREA  
 Ayer, Massachusetts 01432-4424  
 14 January 1998

Administration  
**ADMINISTRATIVE STAFF PROCEDURES GUIDE**

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**HISTORY.** This is the first revision of this Devens Reserve Forces Training Area (RFTA) publication. It was originally published on 14 January 1998.

**SUMMARY.** This regulation prescribes administrative staff procedures and policies to be utilized at Devens RFTA. It describes correspondence procedures and requirements.

**APPLICABILITY.** This memorandum applies to Devens RFTA directorates and staff activities only. It is both informative and directive in nature.

**SUGGESTED IMPROVEMENTS.** The proponent of this memorandum is the Information Management Office. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) to Commander, Devens RFTA, ATTN: AFRC-FAD-IM, Ayer, MA 01432-4424.

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CHAPTER	TITLE	CONTENTS	PARA	PAGE
1	GENERAL			
	Purpose		1-1	4
	Responsibility		1-2	4
	References		1-3	4
	Channels and Authentication		1-4	4
2	STAFF POLICIES AND PROCEDURES			
	Actions		2-1	5
	Preparing Correspondence for Command Signature		2-2	5
	Processing Correspondence		2-3	6
	Presidential and Congressional Correspondence		2-4	7
	Privacy Act (PA)		2-5	8
	Freedom of Information Act (FOIA)		2-6	9
	Staff Papers/Coordination Procedures		2-7	11
	Visitors and Staff Visits		2-8	11
	Preferred Terms and Spelling		2-9	12
Correspondence Quality Control		2-10	12	

<b>CHAPTER</b>	<b>TITLE</b>	<b>PARA</b>	<b>PAGE</b>
	Preparation, Coordination and Approval of DD Form 1610 (Request and Authorization for TDY Travel of DOD Personnel)	2-11	12
	Memorandum	Fig. 2-1	14
	Preparing a “THRU” memorandum with two or more addressees	Fig. 2-2	15
	Multiple addressed memorandum with more than five addressees	Fig. 2-3	16
	Multiple addressed memorandum with no external addressees	Fig. 2-4	17
	Preparing a “THRU” endorsement	Fig. 2-5	18
	Assembling a memorandum with endorsements	Fig. 2-6	19
	Preparation of basic letters	Fig. 2-7	20
	Continuation of a basic letter and preparation instructions	Fig. 2-8	21
	Letter with two subparagraphs and subject line	Fig. 2-9	22
	Memorandum prepared for the Commander’s signature	Fig. 2-10	23
	Continuation of memorandum for the Commander’s signature	Fig. 2-11	24
	Preparation of minutes of meetings	Fig. 2-12	25
	Command memorandum quoting a message	Fig. 2-13	26
	Continuation of command memorandum quoting a message	Fig. 2-14	27
	Memorandum of appreciation or commendation for military or civilian personnel	Fig. 2-15	28
	Informal memorandum with same page endorsement	Fig. 2-16	29
	Separate page endorsement to an informal memorandum	Fig. 2-17	30
	Continuation of an informal memorandum	Fig. 2-18	31
	Single address informal memorandum	Fig. 2-19	32
	Informal “THRU” memorandum with two or more addressees	Fig. 2-20	33
	Talking paper informal memorandum	Fig. 2-21	34
	Information paper informal memorandum	Fig. 2-22	35
	Decision paper	Fig. 2-23	36
	Decision paper submitting a publication to Command Group for approval	Fig. 2-24	37
	Assembling documents for command signature	Fig. 2-25	38
	Fact sheet informal memorandum	Fig. 2-26	39
	Memorandum for record	Fig. 2-27	40
	Itinerary format	Fig. 2-28	41
	Continuation of itinerary format	Fig. 2-29	42
Appendix A	REFERENCES		A-1
Appendix B	TIME LIMIT ON RESPONSES TO CORRESPONDENCE		B-1
Appendix C	ENCLOSURES		C-1
Appendix D	PREFERRED TERMS AND SPELLING		D-1

<b>CHAPTER</b>	<b>TITLE</b>	<b>PARA</b>	<b>PAGE</b>
Appendix E	EFFECTIVE WRITING FOR ARMY LEADERS		E-1
Appendix F	PREPARING CORRESPONDENCE FOR INSTALLATION COMMANDER'S OR THE EXECUTIVE OFFICER'S SIGNATURE		F-1
Appendix G	NINE-DIGIT ZIP CODE SYSTEM FOR DEVENS RFTA		G-1
Appendix H	KEY POINTS TO ARMY CORRESPONDENCE		H-1

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## **CHAPTER 1. GENERAL.**

**1-1. Purpose.** To provide guidance on standard administrative staff procedures and policies to be used at Devens RFTA.

**1-2. Responsibility.** All Devens RFTA staff elements are responsible for ensuring compliance with published policies and procedures. Proponent staff elements are responsible for promptly reporting revisions or rescissions of policies and procedures contained in this publication to the Information Management Office (IMO), to ensure that the Administrative Staff Procedures Guide remains current at all times.

**1-3. References.** Appendix A lists references pertaining to the administrative procedures identified in this memorandum.

### **1-4. Channels and Authentication.**

a. The Commander, Devens RFTA, is responsible for policies, plans, decisions, orders, and instructions issued by this headquarters. Communications addressing these matters will be issued in Command channels by or “FOR THE COMMANDER.”

b. Delegation of authority.

(1) Directors and special staff officers are delegated the authority to sign internal correspondence developed within their respective area of responsibility, or as otherwise indicated, provided this delegation of authority does not conflict with paragraph 2-1 below, or other regulations and statutes. Individuals delegated signature authority will use their own signature blocks and titles unless specifically authorized a different title.

(2) The IMO is delegated authority to sign all Command directives (regulations, circulars, pamphlets, supplements, and memorandums), following Command approval.

c. Staff channels (e.g., FOR THE LEGAL ADVISOR) may be used for routing technical reports or instructions. These communications will not include the authority line “FOR THE COMMANDER” and are not directive in nature. Technical correspondence will normally be addressed to a corresponding official of another headquarters and signed by the chief of the staff agency or designated representative. See AR 25-50, Chapter 7, for further guidance and instructions.

d. Type formal memorandums on white letterhead stationery. Type informal memorandums on plain white paper.

(1) Right margins will not be justified. Type memorandums to be signed by the Commander on letterhead stationery using the Commander’s nine-digit ZIP 01432-4424.

(2) Type memorandums to be signed by staff directors on preprinted letterhead using their staff element’s nine digit ZIP code on the first line below the letterhead.

(3) Obtain letterhead stationery from the Information Management Office by submitting a DA Form 17 (Requisition for Publications and Blank Forms).

(4) The standard font when using electronic word processors will be "Times New Roman" 12 point. A laser printer will be used for preparing memorandums or endorsements. If a typewriter is used, use standard pica, courier 10-pitch, or similar large type style. However, if 10-pitch type styles are not available, use the type style which is available.

## **CHAPTER 2. STAFF POLICIES AND PROCEDURES.**

**2-1. Actions.** Matters of Command interest or requiring Commander's approval or review include, but are not limited to, the following:

- a. Communications with a higher headquarters which state or imply that the Command cannot accomplish its programmed mission or a portion thereof.
- b. Communications containing criticism or censure by a higher headquarters.
- c. Communications that allege neglect or dereliction of duty.
- d. Correspondence signed by a General Officer, Executive Officer, or Deputy Executive Officer of a Major Army Command (MACOM) of the Department of Army.
- e. Correspondence concerning Congressional or executive interest, unless otherwise delegated by the Commander.
- f. Actions which would establish or change Command policy or could be interpreted as change to previously established policy or stated position of the Commander.
- g. Matters which could adversely affect public relations.

### **2-2. Preparing Correspondence for Command Signature.**

- a. Prepare memorandums and basic letters IAW AR 25-50 and this regulation.
- b. Use abbreviations and acronyms only if they will appear three or more times in any correspondence or publication. Identify abbreviations and acronyms by complete spelling the first time they appear. AR 310-50 will be used as the basic reference for abbreviations and acronyms in the preparation of all correspondence and publications.
- c. Send only the original of correspondence to be signed or approved for release by the Commander. If the correspondence is intended for multiple addressees refer to Devens RFTA Reg 25-51 for the distribution formula. If reproduction is required include DD Form 844 (Requisition for Local Duplicating Service) in triplicate. Upon approval by the Commander, forward the packet to IMO Support Services Section, Unit 8, for dating and reproduction.

d. Correspondence prepared for the signature of the Commander will show the office symbol of the originating staff office; addresses will be completely spelled out. The office originating the correspondence is the office of record and keeps the record copy.

e. Prepare interim or final replies to correspondence not containing a specific suspense date as indicated in Appendix B. Staff elements are encouraged to complete actions as early as practicable prior to the established limits.

f. Use the Decision paper format (Figure 2-23) when submitting documents to the Command Group recommending signature or approval.

g. Use the Information paper format (Figure 2-22) to provide information to the Command Group.

h. Review and proofread all correspondence prepared for the Commander's signature/release prior to submitting it.

i. Do not date correspondence prepared for Command signature before it has been approved and signed.

(1) Command Administrative Section will date correspondence when it will not require reproduction.

(2) IMO Support Services Section, will date correspondence when reproduction is required.

### **2-3. Processing Correspondence.**

a. Incoming. Official mail addressed to a staff officer or marked for the attention of a staff office will be routed, unopened, to that staff office(r) for appropriate action. An activity receiving correspondence which applies to another staff element's functional area is responsible for transferring the action to the appropriate office. Each staff agency will maintain necessary control of correspondence for which it has action, to ensure that all suspense dates are met.

b. Outgoing. Prepare correspondence for dispatch as prescribed in AR 25-50, and this directive. Use only authorized letterhead stationery.

(1) Use the appropriate size envelope or container for each mailing of official mail.

(2) Ensure addresses are complete, to include office symbols and nine-digit ZIP codes (also include in return address). Address official mail to an individual by name only when the correspondence pertains specifically to the individual. Attention lines may contain an individual name and if used, will include individual's title, i.e., CPT, Mr., Mrs., Ms., etc.

(3) Only required postal classifications will appear on the outside of mail containers. Markings such as VIA POUCH, EXPEDITE, etc., will not be used.

(4) The unit/activity official mail control officer (OMCO) or alternate will determine classification of all outgoing mail. Mark this classification in the upper right corner of all mail except standard-size envelopes, allowing a three-inch square for metering.

(5) Record file copy. Prepare record file copies of correspondence by marking with yellow stripe along right edge.

(6) Commander's reading file (courtesy copy). Prepare courtesy copy for the Commander's reading file. Type "CDR's READING FILE" centered in the right margin of the copy, and forward to Command Group Administration, Unit 1. Copies of repetitive correspondence, routine mission requirements, intra staff or personnel actions, form letters, and distribution that initially include the Commander, are not required for the reading file. The Commander's reading file copy of all correspondence will include a short Memorandum for Record (MFR) explaining the background and basis for action taken, as well as staff coordination. It is particularly important that the reason for complete or partial denial of a request be stated. Format for memorandum for-record on file copy:

- (a) Summarize the reason for the action, to include the reason it was initiated.
- (b) Cite applicable regulations, if not in body of correspondence.
- (c) Coordination (e.g., DPT, DOL, PAO).

(7) Information copies. Prepare a copy of correspondence for each activity of this installation or other agency or headquarters which requires an information copy.

(8) Samples of multiple addressee correspondence are at Figures 2-3 and 2-4. When less than 25 copies are required, originator will utilize an office copier. When more than 25 copies are required, originator will forward the original authenticated correspondence and DD Form 844, in triplicate, to the IMO Support Services Section, Unit 8. Upon completion of reproduction and distribution, the second copy of DD Form 844 will be annotated with distribution date and returned to the action agency.

#### **2-4. Presidential and Congressional Correspondence.**

a. This correspondence is governed by AR 1-20, Legislative Liaison.

(1) Staff agencies assigned action on these inquiries will:

(a) Prepare a typed, fully coordinated draft and hand carry to the Legal Advisors Office (LAO) for final disposition.

(b) Exercise special care in preparing draft response to inquiries received from members of Congress.

(2) The LAO will prepare all interim or final replies.

b. All correspondence received from the White House, a member of Congress, a member of the U.S. Cabinet, or other government official of comparable status (unless Public Affairs related) will be immediately brought to the LAO for acknowledgment and placement under suspense control.

c. Telephonic inquiries by the LAO will be responded to as quickly as the information can be obtained. Responses will be provided within 24 hours. Written responses to inquiries will be provided to the LAO within 72 hours. Interim responses will be made in those cases where full responses cannot be provided in the prescribed time frame.

## **2-5. Privacy Act (PA).**

a. General.

(1) Under the provisions of AR 340-21, an individual has the right to determine whether records pertaining to him/her exist within a specific system of records; to request access to such records; and to request that any record pertaining to him/her be amended because it is not accurate, relevant, timely or complete, whenever exemptions do not apply or there is no significant, legitimate governmental purpose to be served by claiming an exemption.

(2) Requests for information under the Privacy Act will be acknowledged within 10 working days of receipt. Releasable records will be provided within 30 working days.

b. Responsibilities.

(1) The IMO manages the Army Privacy Act Program within Devens RFTA and appoints a Privacy Act Officer, who will:

(a) Inform the staff on guidelines, regulations, release of information and denial, as required.

(b) Aid staff activities on Privacy Act Statements for forms, form letters, etc.

(2) The LAO will:

(a) Render legal opinions on referral of requests and documents to the initial denial authority.

(b) Render legal advice and opinions upon other requests and determinations as required.

(3) Staff agencies will:

(a) Inform personnel involved in the design, development, operation, maintenance and control of any system of records of requirements to protect the privacy of individuals who are the subject of the records.

(b) Provide Records System Notices (AR 340-21, Chapter 4).

(c) Furnish the IMO Support Services Section with a copy of action taken on any requests for records or information under the Privacy Act.

(d) Furnish the IMO Support Services Section a copy of action taken on requests for amendments to records, and any related correspondence.

(e) Prepare Privacy Act Statements for incorporation into the body of a form, format, questionnaire, survey sheet, or report which is subject to the Privacy Act and for which they are the proponent. See instructions in AR 340-21, paragraph 4-2.

## **2-6. Freedom of Information Act (FOIA).**

a. General.

(1) A FOIA request is a written request from a member of the public for Department of Defense (DOD) records that explicitly or implicitly invokes the FOIA, DOD Directive 5400-7-R.

(2) Agency/activity chiefs who routinely deal with the public (either telephonically or by written request) should keep a copy of DA Form 4948-R (Freedom of Information Act (FOIA)/Operations Security (OPSEC) Desk Top Guide) on their desk as a guide to references and information frequently used for FOIA requests.

(3) FOIA requests will be responded to within 10 working days.

b. Responsibilities.

(1) The IMO manages the FOIA program for this installation and appoints the FOIA Officer, who will:

(a) Inform the staff on guidelines, regulations, coordination, denials, appeals, and release of information as required.

(b) Monitor all FOIA requests, responses, denials, and appeals, and prepare the annual FOIA report for Devens RFTA staff activities.

(c) Upon receipt of FOIA requests, date/time stamp, mark “FREEDOM OF INFORMATION”, determine responsible activity, assign suspense, and monitor responses to ensure prompt handling. When a request is received from a non-U.S. Government source (i.e., procurement contracts, bids, etc.), the FOIA Officer will notify the source of the information of the request and afford a reasonable time for the source to present objections concerning the release, unless it is clear there can be no valid basis for objection. The FOIA Officer will prepare final responses to FOIA requests.

(2) Staff Agencies:

(a) Upon direct receipt of a FOIA request, hand carry it to IMO, Support Services Section, for date/time stamping, marking, and assignment of suspense date. FOIA requests from representatives of the press or other mass media will be forwarded to the PAO for further action. Inspector General FOIA request will be processed activities in accordance with IAW para 1-30, AR 20-1.

(b) Prepare draft response to FOIA requests.

(c) Contact the FOIA Officer immediately if a problem or delay arises in responding to a FOIA request.

(d) Consult the LAO on matters requiring legal interpretation, and the PAO on matters having potential public affairs impact.

(e) Complete applicable sections of DD Form 2086 (Record of Freedom of Information Processing Costs) and insert with records and draft reply to FOIA Officer.

(f) Review the information requested. If any or all portions of the request are not releasable under paragraph 3-200, DOD 5400.7-R, prepare a draft response and cite exception. Whether records are releasable or not, requested records must be copied and accompany the reply to the FOIA Officer. If LAO determines the records are releasable, the FOIA Officer will prepare the final reply to requester. If a determination is made that the records are non-releasable, the FOIA Officer will forward the records to proper Department of Army denial authority and prepare a letter to the requester advising him/her of the referral.

c. Fees. If charges exceed \$15.00, the FOIA Officer will forward a letter to the requester prior to releasing the records, if the requester has not already agreed in writing to pay the anticipated fee or if the requester has not honored previous agreements to pay applicable fees. Requester will pay fee by check or money order, payable to the “Finance and Accounting Officer”. The FOIA Officer will turn in fees, upon receipt, to the Defense Finance and Accounting Service, utilizing DD Form 1131 (Cash Collection Voucher).

**2-7. Staff Papers/Coordination Procedures.** Use alphabetically marked tab enclosures to staff papers in logical (usually chronological) sequence. When submitting more than one paper for signature or providing more than one enclosure, use TAB A, TAB B, etc., continuing until all papers are tabbed. See example at Figure 2-25.

- a. Use the Decision paper format for a decision or signature from the Command Group. Instructions for preparation are at Figure 2-23.
- b. Route staff papers to each affected/interested staff activity for coordination/concurrence prior to submission to the Command Group. Attempt to resolve all nonconcurrences. Attach a statement entitled "Consideration of Nonconcurrence" to papers which include an unresolved nonconcurrence.
- c. Use Optional Form (OF) 41 (Routing and Transmittal Slip) to refer informational matters to the Command Group when little or no comment is required. Do not use OF 41 for approvals, disapprovals, concurrences, or for correspondence requiring the signature of the Installation Commander.
- d. Use the Information paper format, prepared IAW Figure 2-22, to refer informational matters which cannot be presented to the Command Group by means of an OF 41.
- e. Use quick response answers to the Commander's questions. When a quick oral response cannot be made, forward a reply to the Commander as soon as possible after acquiring the answer to the question. Prepare responses on OF 41, stating the Commander's question(s), followed by brief, factual answer(s).

**2-8. Visitors and Staff Visits.**

- a. Any staff agency receiving notification of the visit of distinguished, official, or unofficial visitors, as defined in paragraph 2-8b, will immediately notify the Command Group.
  - (1) The Command Group will:
    - (a) Designate an action agency or unit.
    - (b) Arrange transportation and visitor billeting.
    - (c) Be available for consultation on proper protocol for any event connected with the visit.
    - (d) Monitor all visits.
  - (2) The designated action agency or unit will:
    - (a) Prepare a draft itinerary, in coordination with the Command Group. Follow itinerary format at Figure 2-28 for all official or distinguished visitors (Colonel and above).
    - (b) Submit itineraries to the Command Group for review and approval not later than five days prior to the first scheduled day of the visit.

(c) Contact the Commander's secretary to arrange all office calls for visitors to Command Group personnel.

b. Visitors are divided into three categories, defined as follows:

(1) Distinguished visitors. U.S. and foreign military and civilian personnel in the grade of general officer, GS-16, their equivalents or higher, and Congressional representatives or delegations.

(2) Official visitors.

(a) U.S. military and civilian personnel in the grade of colonel (except military judges), GS-15 and their equivalents or below, who visit for the purpose of conducting official business or attending a command function.

(b) Civilian dignitaries and business personnel who visit to conduct official business.

(c) Foreign visitors. Foreign military or civilian personnel, other than those in the distinguished visitor category, who are conducting official business.

(d) Business, professional, educational, civilian organization members or groups on sightseeing tours of the installation or staying overnight as guests.

(3) Unofficial visitors. Military personnel, colonel and above, who visit this installation on unofficial or personal business, to include retired flag officers.

**2-9. Preferred Terms and Spelling.** Appendix D lists common terms that will be used in the preparation of correspondence, publications, etc.

**2-10. Correspondence Quality Control.** Commanders/activity chiefs will develop internal procedures which will provide for spot checks to ensure the quality of correspondence is maintained at an acceptable level.

**2-11. Preparation, Coordination and Approval of DD Form 1610 (Request and Authorization for TDY Travel of DOD Personnel).**

a. Preparation. Prepare DD Form 1610 IAW Joint Travel Regulations.

b. Coordination and Approval.

(1) Requesting Official (block 17). The traveler's supervisor or other person who has full knowledge of the purpose and requirement of a travel mission.

(2) Approving Official (block 18). The staff activity director or his/her designated representative who is responsible for the tasking or organizational requirement.

(3) Authorization (blocks 19-22). The Fund Certifying Officer responsible for the funding of the TDY mission will complete the accounting citation, sign, date, and assign a travel order number.

01432-xxxx

S : Date

1  
2 AFRC-FAD-{Your Office Symbol} (MARKS Number)

Date

1  
2  
3 MEMORANDUM FOR Commander, Readiness Group Devens, Ayer, MA 01432-xxxx

1  
2 SUBJECT: Preparation of a Memorandum

1  
2  
3 1. Use single spacing when a memorandum contains one paragraph regardless of the length of the paragraph.

2. Type the office symbol at the left margin two lines below the seal. Type the date on the same line ending at the right margin. If a suspense date is used, type it two lines above the office symbol line ending at the right margin. The suspense date should be on same line as "REPLY TO ATTENTION OF".

3. When a memorandum has more than one paragraph, number the paragraphs consecutively. When paragraphs are subdivided, designate first subdivisions by the letters of the alphabet. Do not use second or third subdivisions unless absolutely necessary.

a. When a paragraph is subdivided there must be at least two subparagraphs. Indent as shown here.

b. If there is a subparagraph "a." there must be a "b."

(1) Designate second subdivisions by numbers in parentheses.

(2) If there is a (1), there must be a (2). Indent as shown here.

(3) Designate third subdivisions by letters in parentheses.

(a) Do not further indent the third subdivision.

(b) Do not subdivide beyond the third subdivision.

1  
2  
3  
4  
5 Encl  
AR 340-15

TYPED NAME  
Position

01432-xxxx

1  
2 AFRC-FAD-{Your Office Symbol} (MARKS Number) Date

1  
2  
3 MEMORANDUM THRU

1  
2 Director of Public Works, Devens RFTA, Ayer, MA 01432-4449

1  
2 Commander 94<sup>th</sup> Regional Support Command, Ayer, MA 01432-4440

1  
2 FOR Commander, 303<sup>rd</sup> AG Company (Postal), Ayer, MA 01432-4440

1  
2 SUBJECT: Memorandum Showing THRU Addressees

1  
2  
3 1. This is the format for THRU addressing. Notice that all addresses begin under the first letter of the first word of the memorandum line as shown above. If address cannot be typed on one line, indent the second line two spaces.

2. Route correspondence to an addressee thru intermediate commands, agencies, or offices to keep the THRU addressees informed or to provide them with the opportunity to comment or approve.

1  
2  
3  
4

5 2 Encls  
1. xxxxx  
2. xxxxx

TYPED NAME  
Position



01432-xxxx

S: Date

Date

1

2 AFRC-FAD-{Your Office Symbol} (MARKS Number)

1

2

3 MEMORANDUM FOR SEE DISTRIBUTION

1

2 SUBJECT: Multiple Addressed Memorandum with No External Addressees

1

2

3 1. When preparing multiple addressed memorandums with no external addressees prepare as shown in this example.

2. Distribution should be limited to only those activities having a need to know. Determine the distribution formula utilizing Devens RFTA Reg 25-51.

3. Point of contact is Mr. Daniel Desclos, IMO Support Services Section, ext. 2407.

1

2

3

4

5 2 Encls

1. xxxxxx

2. xxxxxx

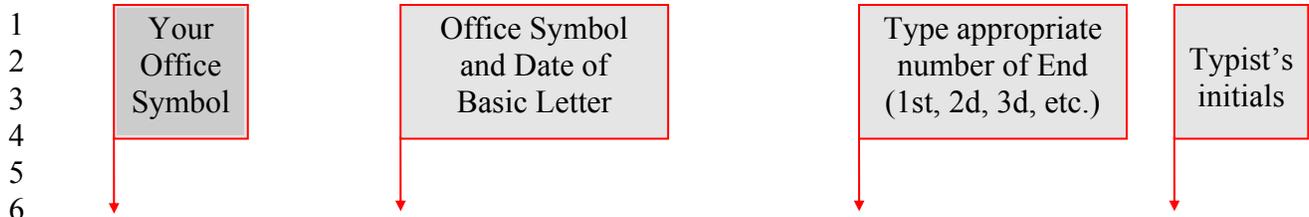
TYPED NAME

Position

1

2 DISTRIBUTION:

A, + 32, 33



8 AFRC-FAD-XX (ABCD-EF/3 Jan 89) (MARKS Number) 1st End Writer's name/jhg/5678  
SUBJECT: Format for a "THRU" Endorsement

1  
2  
3 CDR, DEVENS RFTA, AYER, MA 01432-4424 28 Jun 96

1  
2 THRU Commander, Combat Support Battalion (Provisional), ATTN: AFRC-FAD-CSB,  
Ayer, MA 01432-xxxx

1  
2 FOR Commander, 382<sup>d</sup> Personnel Services Company, Ayer, MA 01432-xxxx

1  
2

3 1. This illustrates the fundamentals in typing an endorsement.

2. An endorsement is a reply or a forwarding statement added to a memorandum.

3. Two spaces after the MARKS number, type the endorsement number. Addressees are typed as shown above. The address of the endorsing office serves as a return addressee. Type it at the left margin on the third line below the subject. The FOR address is aligned under the THRU address. Note that there is no colon after the "FOR" or "THRU."

4. Endorsements are considered as part of the basic memorandum. Number the pages of the memorandum and its endorsements consecutively. For example, a separate page endorsement to a three page memorandum would show the endorsement as page number 4. Center the page number approximately one to one half inches from the bottom of the page in the footer.

1  
2 FOR THE COMMANDER:

1  
2  
3  
4

5 Encl  
AR 25-50

TYPED NAME  
Rank, BRANCH  
Position

1  
2

CF:  
AFRC-FAD-XX

ASSEMBLING A MEMORANDUM WITH ENDORSEMENTS

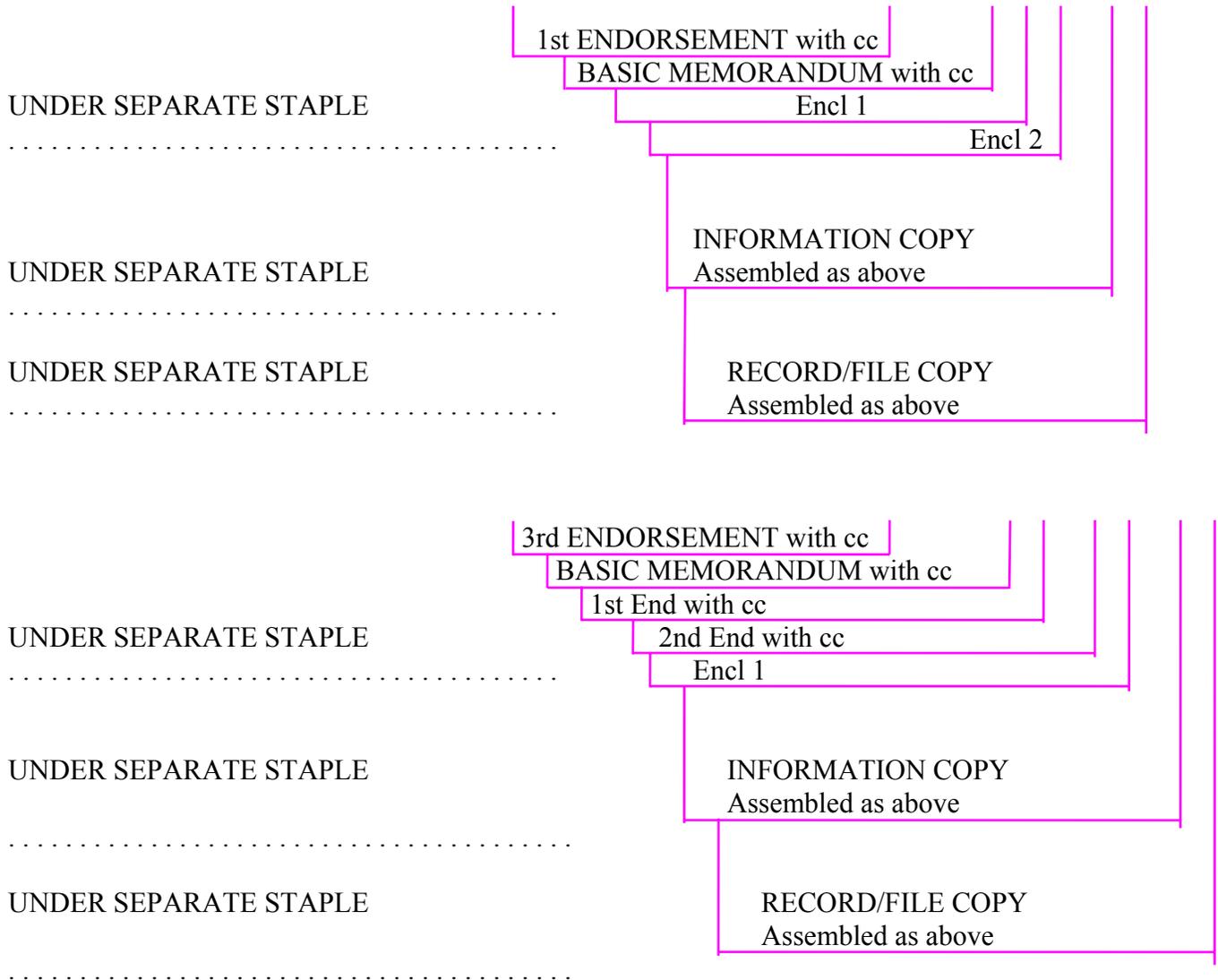


Figure 2-6 Assembling a memorandum with endorsements

01432-xxxx

1

July 12, 1996

2

1

2

Legal Advisor

1

2

Ms. Sara Burnhart  
123 Main Street  
Nashville, Tennessee 37213-xxxx

1

2

Dear Ms. Burnhart:

1

2

Use. Letters will be used for official business with non-DOD and DOD civilians and military members addressed by name, any civilian agency, and other government agency officials including state and local. It may also be used by military and civilian personnel for official personal correspondence, letters of welcome, and letters of appreciation or commendation for DOD and non-DOD employees.

Margins. Adjust margins to place the body of the letter on the page as if it were going to be put into a picture frame. Generally, left and right margins should be at least 1.5 inches or more. Do not justify right margins.

Date. The date will be in civilian style, and centered on the second line below the last line of the letterhead. Do not use date stamps on original copies.

Reply to Attention Of. Use title of originating office. Office titles will be typed on the second line below the seal starting at the left margin.

Spacing - Before Address. There is no set number of lines between the originating office line and the first line of the address. Adjustments will be made to frame the letter on the page. Five spaces is the general rule when the letter is two or more pages.

Address. Do not use abbreviations in the address except for DC, U.S., Mr., Mrs., Ms., and Dr. Spell out state names.

Spacing - Address and Greeting. Double space between the address and the greeting.

Spacing - Greeting and Body. Double space between the greeting and the first line of the body of the letter.

5  
1  
2  
3  
4  
5

Page Numbers. Center the page number on the 5<sup>th</sup> line from the top edge of the paper. Use hyphens on each side of the page number.

Indentions. Indent one tab stop and begin typing.

Bottom Margin. Leave at least one inch margin at bottom of multiple page letters.

More Than One Page. When more than one page is required, there should be a minimum of two lines on the page.

Text Continued. Start the first line of the text on the fifth line below the page number, keeping the margins consistent with the preceding page or pages. Single space the body of a letter with double spacing between paragraphs.

Closing. Start the closing two lines below the last line of the letter. Begin at the center of the page.

Signature Block. Type the signature block five lines below the closing, beginning at the center of the page. Use upper case for the signers name. Use upper and lower case type for the rank, branch, and/or title. Do not use abbreviations in the signature block except U.S. Army, Jr., Sr., II, III. Titles “Jr.” and “Sr.” are preceded by a comma and ended by a period. Include the individual’s full title when clarity is enhanced.

Enclosure or Attachment. You may use either “Enclosure” or “Attachment” as long as it is consistent with the words used in the text. Type “Enclosure” or “Attachment” at the left margin on the second line below the signature block. Do not show the number of enclosures nor list them. If there is more than one enclosure, show the plural form (e.g., “Enclosures” or “Attachments”).

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Sincerely,

Typed Name  
Position

Enclosure

01432-xxxx

1  
2

January 12, 1987

1  
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1  
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Inspector General

SUBJECT: Subject Line on Letters

Mr. Marvin A. Smith  
16 Farron Lane  
Little Rock, Arkansas 72212-xxxx

Dear Mr. Smith:

Use subject lines on letters only when it is absolutely necessary and when they will serve a useful purpose, such as dealing with contracts or procurement actions.

a. Type subject lines on the second line below the reference line or the second line below the seal when no reference line appears.

b. When necessary, place the words "copy furnished" on the second line below the last line of signature block.

Sincerely,

1  
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Typed Name  
Position

1  
2

copy furnished

01432-xxxx

AFRC-FAD-{Your Office Symbol} (MARKS Number) (Leave Date Blank)

1

2

3 MEMORANDUM FOR Commander, Headquarters Forces Command, ATTN: AFIM-ASD,  
Fort McPherson, GA 30330-6000

1

2 SUBJECT: Memorandum Prepared for the Commander's Signature

1

2

3 1. Memorandums for the Commander's signature are the same as memorandums prepared for directors, with the following exceptions:

a. Identification of writer. Do not include this information on the original and courtesy copies, nor on other information copies leaving Devens RFTA. Indicate this information on the internal copies.

b. Reference symbol. Use the office symbol of the initiator.

c. Date. Do not date memorandum until signed by the Commander.

d. Attention line. Do not use an "ATTN" line unless specifically directed.

e. Authority line. Omit the Authority Line on memorandums to be signed by the Commander.

f. Envelope. Prepare an envelope for correspondence. Include the office symbol of the initiator in the return address on the envelope.

g. Erasures and pen and ink changes. The Commander's correspondence will have no erasures nor pen and ink changes.

h. Copy Furnished. Use to keep someone other than the prime addressee informed of an action.

2. Include a copy for the Commander's reading file. Copies will be complete with any enclosures or referenced material. If referenced material and/or enclosures are lengthy or bulky, type a MFR containing a synopsis of such material on the internal copies of the correspondence.

AFRC-FAD-{Your Office Symbol}  
SUBJECT: Memorandum Prepared for the Commander's Signature

1

2

3

3. Submit correspondence to be processed through the Commander's office in sufficient time to permit changes, if required, and still have the final product arrive at its destination on time. Listing too many concurrences and allowing insufficient lead time for concurrences, final revisions and signature are two of the reasons documents/correspondence arrive at their destinations beyond established suspense dates. Route all correspondence through the Command Group Administration Office for logging and control purposes.

4. Ensure that the level of coordination accomplished with other elements is commensurate with the scope and importance of the subject being considered.

5. Offices resubmitting correspondence which was returned to them for corrections should place the corrected copy on the right side of the file folder and the "marked up" copy on the left side of the folder.

6. Ensure that copies are attached for each person who should receive one.

7. After assembly, prepare decision paper (Figure 2-23).

8. Type the signature block on the fifth line below the last line of the text, as shown in this example.

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2

3

4

5 Encl

EDWARD R. MURDOUGH  
LTC, EN  
Commanding

01432-xxxx

1

2 AFRC-FAD-{Your Office Symbol} (MARKS Number)

Date

1

2

3 MEMORANDUM FOR SEE DISTRIBUTION

1

2 SUBJECT: (Name of Organization) (Type Meeting) Meeting

1

2

3 1. The first paragraph will contain the type of meeting (monthly, annual, special, etc.), the name of the organization which held the meeting, the presiding officer, the time, date, and location of the meeting.

2. The second paragraph will give the number of individuals present or the names, if it is a smaller organization.

3. The third and subsequent paragraphs will outline in order:

a. The review of the minutes and action taken.

b. Old business report.

c. New business report.

d. Date, time, and location of the next meeting.

e. Meeting adjournment.

4. Minutes of meetings will be signed by the chairman and approved by the Commander. Only minutes of those council or committee meetings required by Army regulation need to be forwarded to the Command Group for approval. Copies of minutes not required by Army regulation will be forwarded to the Command Group for the Commander's Reading File.

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4

5 # Encls

TYPED NAME

1

Position

2

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4

5 APPROVED:

TYPED NAME

DISAPPROVED:

Position

1

2 DISTRIBUTION:

(Example-List only those offices that would require a copy)

01432-xxxx

1  
2 AFRC-FAD-{Your Office Symbol} (MARKS Number) (Leave Blank)  
1  
2  
3 MEMORANDUM FOR SEE DISTRIBUTION  
1  
2 SUBJECT: DD Form 714, Meal Card  
1  
2  
3 1. Purpose. To quote DA WASH DC MSG DTG 221932Z Jul for information.  
1  
2 "QUOTE" A. AR 600-38, Meal Card Management System  
1  
2 1. The first printing of DD Form 714, Meal Card, dated Oct 1981, was on lightweight paper and the initial distribution from the AG Publication Center to Installation Publication Stockrooms was accomplished without the appropriate form to establish an audit trail. Cards from the first printing were serially numbered A00001 to T10009.  
1  
2 2. The second printing of DD Form 714 was done on cardstock and cards were serially numbered beginning J00001.  
1  
2 3. Effective 1 Oct 83, cards from the first printing (Serial numbers A00001 through T10009) will be obsolete and will not be authorized for use in Army Dining Facilities (Active Army, ARNG & USAR).  
1  
2 4. Units currently using meal cards from first printing must requisition and issue new cards prior to 1 Oct 83. Phase-In/Phase-Out plan should be developed in coordination with Installation Meal Control Officer(s) based on availability of new cards from Installation Publication Stockrooms. Reference A from the Office of the Adjutant General advised Installation Stockrooms of referenced 1 Oct 84 obsolescence date.  
1  
2 5. When completing DA Form 4809-R, Meal Card Control Register, Column D, this message may be cited as reason for issue and turn in actions.  
1  
2 6. All obsolete cards, used and unused, will be turned in through Meal Card Control Officer to Installation Publication Stockrooms for destruction. "UNQUOTE"  
1  
2 2. Pass above information to Meal Card Officers and Meal Card Controllers.

AFRC-FAD-IM

SUBJECT: DD Form 714, Meal Card

1

2

3 3. Point of contact this headquarters, is Rank, Name (if nonmilitary use Mr., Mrs. or Ms.), Title, ext xxxx.

FOR THE COMMANDER:

1

2

3

4

5

TYPED NAME

Position

1

2 DISTRIBUTION:

A

Commander, 76th Div (Tng), Unit 158, 700 South Quaker Lane, West Hartford, CT 06110

Commander, 94th US Army Reserve Center, Unit 74, 50 Sherman Ave.,

Ayer, MA 01432-4449

\* Distribution should be assigned by action officers to only those activities having a need to know. See Devens RFTA Reg. 25-51.

01432-xxxx

AFRC-FAD-{Your Office Symbol} (MARKS Number)

Date

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MEMORANDUM THRU

Director of Logistics, Devens RFTA, MA 01432-xxxx

Chief, Transportation Division, DOL, Devens RFTA, MA 01432-xxxx

FOR John C. Smith, Freight Section, Devens RFTA, MA 01432-xxxx

SUBJECT: Memorandum of Appreciation or Commendation for Military or Civilian Personnel

1. Copies of memorandums of appreciation or commendation for military or civilian personnel are no longer filed in their official personnel file IAW governing regulations.

2. Memorandums of appreciation or commendation should be addressed to the individual mentioned in the body of the correspondence. Personnel are encouraged to give memorandums of appreciation or commendation to those individuals who are deserving of some recognition and when there is no other award for which they could be recommended.

TYPED NAME  
Rank, BRANCH  
Position

AFRC-FAD-{Your Office Symbol} (MARKS Number)

Date

1

2

3

MEMORANDUM FOR Director of Logistics, ATTN: AFRC-FAD-DLR, Unit 6

1

2

SUBJECT: Informal Memorandum

1

2

3

1. References.

1

2

a. Memorandum, HQ Devens RFTA, AFRC-FAD-IM, 1 Jul 96, subject: Revision to Devens RFTA Pam 340-9, Office Symbols.

1

2

b. Message, Forces Command, FCAG-AG, 291645Z Sep 88, subject: Office Organization.

1

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2. Type all addresses either In upper case, or in upper and lower case. Be consistent; do not mix the two type styles.

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5

TYPED NAME  
Position

1

2

Office Symbol 1st End

Writer/typ/phone number

1

2

Director of Logistics, ATTN: AFRC-FAD-DLR, Unit 6

Date

1

2

FOR Director of Information Management, ATTN: AFRC-FAD-IM, Unit 8

1

2

Show the office symbol of the preparing office followed by the endorsement number. Ending at the right margin, show the name of the action officer, typist's initials and telephone number of the action officer.

1

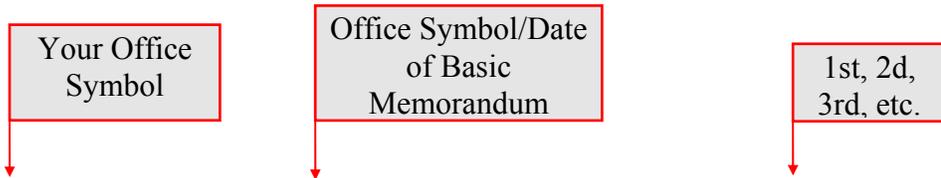
2

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5

TYPED NAME  
Position



AFRC-FAD-XX (AFRC-FAD-IM/31 Jan 89) (MARKS Number) 1st End Writer/typ/2407  
SUBJECT: Preparing a Separate Page Endorsement to an Informal Memorandum

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Information Management Office, Unit 8 11 Jul 96

FOR Director of Contracting, ATTN: AFRC-FAD-DOC, Unit 34

1. When you need more than one line for the subject, begin the second line flush with the left margin.

2. Type the date approximately three spaces after the Unit number of the endorsing office. If the address and date require more than one line, indent second line two spaces. Keep date elements together on one line.

3. Type "FOR" on the second line below the last line of the endorsing office address. Type the FOR address one space after the word "FOR." If the address extends beyond one line, begin the second line under the third letter of the first word after FOR.

TYPED NAME  
Position

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AFRC-FAD-{Your Office Symbol}  
SUBJECT: Continuation of an Informal Memorandum

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4. Begin the text at the left margin on the third line below the subject.

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5. When continuing any correspondence on a second page, do not divide a paragraph of three lines or less between pages. At least two lines of the divided paragraph must appear on each page.

1  
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6. Do not type the signature block on the continuation page without at least two lines of the last paragraph. If, however, a paragraph or subparagraph has only one line, place it alone on the continuation page with the authority line and signature block.

7. Center the page number approximately 1 to 1.5 inches from the bottom of the page.

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TYPED NAME  
Position

S: Date

1  
2 AFRC-FAD-{Your Office Symbol} (MARKS Number)

Date

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2  
3 MEMORANDUM FOR Director of Logistics, ATTN: AFRC-FAD-DLR, Unit 6

1  
2 SUBJECT: Informal Memorandum

1  
2  
3 1. References.

1  
2 a. Memorandum, AFRC-FAD-IM, 1 Jul 96, subject: Devens RFTA Memo 340-9, Office Symbols.

1  
2 b. Message, Forces Command, FCAG-AG, 291645Z Sep 88, subject: Office Organization.

1  
2 2. Type all addresses either in upper case or in upper and lower case. Be consistent; do not mix the two type styles.

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TYPED NAME  
Position

AFRC-FAD-{Your Office Symbol} (MARKS Number)

Date

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MEMORANDUM THRU

DIRECTOR OF LOGISTICS, ATTN: AFRC-FAD-DOL, UNIT 6

RESOURCE MANAGEMENT OFFICE, ATTN: AFRC-FAD-RM, UNIT 7

FOR EXECUTIVE OFFICER, UNIT 2

SUBJECT: Preparing an Informal “MEMORANDUM THRU” with Two Addressees

1. Use informal THRU memorandum to keep the THRU addressees informed or to give them the opportunity to comment or approve.

2. Do not address memorandum to more than two “THRU” addressees. However, in exceptional cases where more than two “THRU” addresses are absolutely necessary, list each additional addressee in the same manner as above.

3. Type all addresses in upper case, or all in upper and lower case. You may abbreviate or spell out office titles. Be consistent; do not mix the two type styles or methods of title designation.

TYPED NAME  
Position

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AFRC-FAD-{Your Office Symbol} (MARKS Number)

Date

MEMORANDUM FOR Commander or Executive Officer

SUBJECT: TALKING PAPER - Preparation of Talking Paper

1. Purpose. To provide information and format for preparation of talking papers.

2. Background.

a. Prepare talking papers as required for use by the Commander or Executive Officer.

b. Format talking papers as shown in this sample.

c. A talking paper will not exceed one page. You may attach additional background information at Tabs, but must include a synopsis of the information in the talking paper.

3. Installation View/Proposed Remarks.

a. You may point out problem areas.

b. You may outline comments on concurrence or nonconcurrence on a specific action.

c. You may state desired actions by the installation or higher headquarters.

d. You may explain the installation position.

e. Make comments listed under "Installation View" in the first person. Take care to distinguish the talking paper from an information paper. The writer should prepare comments as if he/she were preparing a speech for himself/herself (e.g., "I concur in the use of installation assets; however....."; "I foresee a requirement for..."; "I want commanders to....").

f. The installation view/proposed remarks will be single spaced.

TYPED NAME  
Position



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8 AFRC-FAD-{Your Office Symbol} (MARKS Number)

Date

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2

3 MEMORANDUM THRU EXECUTIVE OFFICER

1

2 FOR COMMANDER

1

2 SUBJECT: (Concise Description of Subject Addressed in the Paper)

1  
2

3 1. Purpose. To acquire the Commander’s signature/approval for the proposed itinerary for a distinguished visitor.

1

2 2. Discussion. The discussion paragraph may include any pertinent details which briefly but concisely explain the background or other information concerning the requested action. Place comparison of alternatives, or extensive discussions, at tabs. Summarize them in this paragraph.

1

2 3. Recommendations. The action officer or director should state his/her recommendation in this paragraph, e.g., “Recommend the Commander indicate his approval by signature on memorandum at TAB A.” Always place correspondence for signature at TAB A. See figure 2-25 for assembling documents for command signature and preparation of signature tabs.

1

2 4. Resource Implications. If there are costs associated with the action, state them here. Indicate “Not Applicable” if there are no resource implications.

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6 Encls

Signature Block of Director/Commander

1

2 COORDINATION: (Sample Coordination format)

DPT concur/nonconcur \_\_\_\_\_ Date: \_\_\_\_\_

DOL concur/nonconcur \_\_\_\_\_ Date: \_\_\_\_\_

DPW concur/nonconcur \_\_\_\_\_ Date: \_\_\_\_\_

1

2 Consideration of Nonconcurrency: See TAB \_\_\_\_\_ . (Do not type this line if not needed.)

Approved \_\_\_\_\_

Disapproved \_\_\_\_\_

Other \_\_\_\_\_

See Me \_\_\_\_\_

AFRC-FAD-{Your Office Symbol} (MARKS Number)

Date

1

2

3 MEMORANDUM THRU

1

2 Information Management Office, Unit 8

1

2 FOR Commander, Unit 1

1

2 SUBJECT: Approval of Devens RFTA Publication Number and Title

1

2

3 1. Purpose. To obtain the Commander’s approval to publish proposed (or revised) publication (list number and title here) at TAB A. Please indicate approval/disapproval to publish by initialing and dating at the bottom of this memorandum.

1

2 2. Discussion. The discussion paragraph may include any pertinent details which briefly but concisely explain the background or other information concerning the requested publication.

1

2 3. Resource Implications. If there are costs associated with the implementation of this publication, state them here. If not, indicate “Not Applicable.”

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5 3 Encls

TYPED NAME  
Position

1

2 COORDINATION: (Sample coordination format)

ACS concur/nonconcur \_\_\_\_\_ Date: \_\_\_\_\_

DPT concur/nonconcur \_\_\_\_\_ Date: \_\_\_\_\_

DOL concur/nonconcur \_\_\_\_\_ Date: \_\_\_\_\_

DPW concur/nonconcur \_\_\_\_\_ Date: \_\_\_\_\_

1

2 Consideration of Nonconcurrency: See TAB \_\_\_\_\_. (Do not type this line if not needed.)

1

2 Approved \_\_\_\_\_

Disapproved \_\_\_\_\_

Other \_\_\_\_\_

See Me \_\_\_\_\_

1. Prepare documents to be forwarded to the Commander for review, approval, and signature as instructed below and enclose in a manila folder.

---

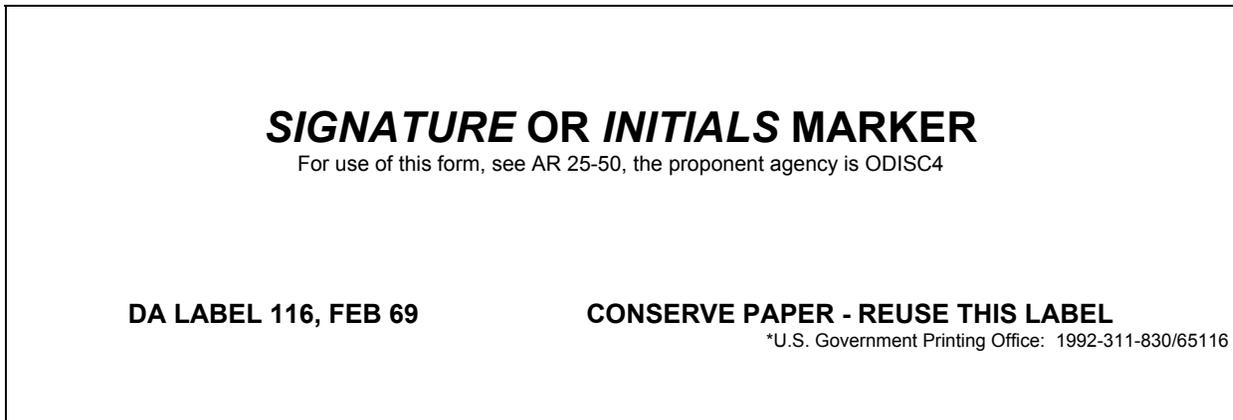
FINAL CORRESPONDENCE FOR SIGNATURE to include enclosures.

DA Label 116 (Signature or Initials Marker) must be used if signature is required under the top page. (Staple signature tabs to plain white paper and insert above sheet which requires signature.) Signature TABS ARE REQUIRED at EACH point where a signature is needed.

- TAB A - Signature Correspondence
  - TAB B - Initiating Document
  - TAB C - Coordination Paper(s)
  - TAB D - Proposed Document
  - TAB E - Supporting Documents
- 

2. Each final document to be signed must be able to “stand alone.” Any reference to other documents or telephone calls, meetings, etc., will be fully explained in the letter/paper to be signed.

3. Preprinted tab card stock is preferred for forwarding correspondence to the Command Group. Order FORSCOM Forms 257 A thru Z from IMO Publications Section on a DA Form 17 (Requisition for Publications and Blank Forms). Each letter of the alphabet is listed as a separate form number (i.e., FC Fm 257 A-Z, FC Fm 257 A-C, FC Fm 257 C-R, etc.). Order only those letters of the alphabet that would be utilized. Reuse these forms; DO NOT THROW THEM AWAY upon return of signed correspondence.



AFRC-FAD-{Your Office Symbol} (MARKS Number)

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MEMORANDUM FOR Commander

SUBJECT: FACT SHEET - Subject Title

1. References.

a. Green Tab Memorandum #10, dtd 28 Feb 86, subject: Preparation of Soldiers for Movement.

b. Message from Cdr, FORSCOM, 041925Z Jun 86, subject: USAR Dental Record Report.

2. Background. USAR troop unit soldiers are required to have acceptable dental records on file. Those departing the theater of operations must have a panographic radiograph on file.

3. Facts Bearing on the Subject.

a. Facts.

(1) Status of the \_\_\_\_\_ Engineer Battalion is:

Assigned:	144
Number w/panorex (1 or 2):	78
Number w/SF 603 only:	7

(2) Status of the \_\_\_\_\_ Hospital Detachment is:

Assigned:	82
Number w/panorex (1 or 2)	46
Number w/SF only:	0

(3) Reference 1b requires the command to report to FORSCOM quarterly, beginning 1 Aug 86, on the status of USAR dental records.

b. Action Taken. USAR units are aware of the ultimate requirement for two panographic radiographs. The units have, and will continue to schedule, soldiers' radiographs on drill weekends. The dental clinic is also aware of the requirement and has been completely cooperative.

c. Action Required. Continued emphasis on the part of unit commanders.

TYPE NAME  
Position

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8 AFRC-FAD-{Your Office Symbol} (MARKS Number)

Date

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3 MEMORANDUM FOR RECORD

1

2 SUBJECT: Preparing a Memorandum for Record

1  
2

3 1. Type a MFR on white bond paper in this format. The MFR should be brief, but complete.

1

2 2. You may also type or handwrite the MFR on the bottom of record/file copies, saving paper and filing space.

1

2 3. Type paragraphs, subparagraphs, signature block, and enclosure listings in the same manner as for a memorandum. An authority line is not appropriate for the MFR.

1

2 4. Limit the MFR to one page, if possible. If a second page is required, begin typing on the 8<sup>th</sup> line in the same manner as a continuation page of a memorandum.

1

2 5. When MFRs are placed on the bottom of record or file copies, use an abbreviated form.

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TYPED NAME  
Position

Prepare itineraries as described below. Provide draft itineraries to Command Group as soon as possible so that the Command Group can approve/change as desired. Identify/handle itineraries for Flag Officers as FOUO unless otherwise stated by Command Group. Information for itineraries should be as specific as possible to ensure that responsible agencies are aware of commitments. All persons named on an itinerary should receive a copy as early as possible in the planning/coordinating process.

ITINERARY FOR  
COL FRANK C. VAN FLEET  
TITLE  
DATE OF VISIT

ESCORT: CPT Brian Smith  
UNIFORM: Class A

<u>DATE/TIME</u>	<u>EVENT</u>	<u>LOCATION</u>	<u>SPONSOR</u>
<u>23 JULY 97</u>			
0815	Arrive Devens RFTA	Bldg 679	Escort
0845-0905	Personal	Prescott House	Escort
0915-0945	Courtesy call with CDR	Bldg 679	MG Smith
0945-1005	* Command Briefing	Bldg 679 (Conference Room)	MG Smith
1010	En route to DPT via sedan	En route	Escort
1015-1115	Visit with Devens RFTA DPT	DPT, Bldg T-673	LTC Johnson
1115-1130	En route to Officers' Club	En route	Escort
1130-1215	Lunch	Officers' Club	COL Holloway
1220-1320	En route to MA TAG	En route	LTC Brigham
1330-1400	Visit with MA TAG	State HQ, MAARNG, Boston	MG Halley
1400-1500	MAANG Staff Brief	State HQ, MAARNG, Boston	COL Kennedy
1900	Dinner with CDR	Officers' Club	MG Smith
	RON	Prescott House	Personal
<u>24 JULY 89</u>			
0745	Depart for Airport	En route	Escort
0745-0900	En route to Camp Johnson, VT via U-21 and sedan	En route	LTC Brigham

Figure 2-28 Itinerary format

0900-1100	Visit TAG VT	Camp Johnson, VT	MG Edwards
1100-1200	Lunch	Camp Johnson, VT	MG Edwards
1200-1325	En route to TAG NH via U-21 and sedan	En route	LTC Brigham
1325-1530	Visit TAG NH	TAG NH, Concord, NH	MG Price
1530-1600	En route to Devens RFTA	En route	LTC Brigham
1600-1615	En route to Prescott House RON	En route Prescott House	Escort Personal
<u>25 JULY 89</u>			
0805	Depart Prescott House for Airport	En route	Escort
0825-0950	En route to TAG ME via U-21	En route	LTC Brigham
0950-1200	Visit TAG ME	Camp Keyes, Augusta, ME	MG Day
1200-1300	Lunch	Camp Keyes, Augusta, ME	MG Day
1300-1405	En route to 94th ARCOM, Hanscom AFB via U-21 and sedan	En route	LTC Brigham
1405-1545	Visit Armed Forces Reserve Ctr	Hanscom AFB	COL Peters
1545-1605	En route to Devens RFTA	En route	LTC Brigham
1606-1615	En route to Prescott House RON	En route Prescott House	Escort Personal
<u>26 JULY 89</u>			
0840	Depart Prescott House for Airport	En route	Escort
0900-0955	En route to TAG NY, Albany	En route	COL Van Fleet

\* Command Briefing Attendees MG Smith  
LTC Johnson  
COL Holloway  
LTC Brigham

**DISTRIBUTION:**

Commander

Legal Advisor

Director Reserve Component Support

Individuals Concerned

Etc. (This is an example of distribution, list only those activities that will be involved in the visit.)

**Appendix A. REFERENCES.**

**A-1. Purpose.** To provide the typists of Devens RFTA with a simplified reference to assist in preparing correspondence within the command.

**A-2. General.** The basic correspondence reference is AR 25-50, Preparing and Managing Correspondence. It should be used to locate additional information on correspondence not contained in this handbook.

**A-3. References.** These references will be helpful in locating information on one of the topics suggested by the reference titles:

- |                          |   |
|--------------------------|---|
| a. AR 1-20               | Legislative Liaison   |
| b. AR 25-11              | Record Communications and the Privacy Communications System   |
| c. AR 25-30              | The Army Integrated Publishing and Printing Program           |
| d. AR 25-50              | Preparing and Managing Correspondence                         |
| e. AR 25-55              | The Department of the Army Freedom of Information Act Program |
| f. DA Pam 310-20         | Administrative Publications: Action Officers Guide            |
| g. AR 310-25             | Dictionary of United States Army Terms                        |
| h. AR 310-50             | Authorized Abbreviations and Brevity Codes                    |
| i. AR 340-9              | Office Symbols  |
| j. Devens RFTA Pam 340-9 | Office Symbols  |
| k. AR 340-21             | The Army Privacy Program                                      |
| l. DOD 5400.7-R          | DOD Freedom of Information Act Program                        |

**A-4. References.** The following is a list of recommended additional administrative publications not mentioned in this memorandum which will facilitate personnel tasked for the administrative functions of office correspondence.

- |                           |   |
|---------------------------|---|
| a. AR 25-400-2            | The Modern Army Recordkeeping System                    |
| b. DA Pamphlet 25-30      | Consolidated Index of Army Publications and Blank Forms |
| c. Devens RFTA Reg. 25-51 | Official Mail and Distribution Services                 |

**A-5. General Information Assembling Correspondence.** This information is provided to identify copies and to ensure that they are placed in the appropriate locations in order to properly assemble correspondence.

a. A courtesy copy accompanies military correspondence to which a reply is expected. A courtesy copy is prepared for each THRU addressee and for each addressee.

b. An information copy is a copy of the entire correspondence, to include enclosures, furnished to other than the addressee(s).

c. A record/file copy is a copy of the entire correspondence, to include enclosures and any other back-up material, to be kept in originator's files.

**Appendix B. TIME LIMIT ON RESPONSES TO CORRESPONDENCE.**

<b><u>CATEGORY</u></b>	<b><u>TIME LIMIT (working days unless otherwise specified)</u></b>
B- 1. Memorandums or Inquiries.	2
B- 2. Correspondence received from: Member of Congress Member of U.S. Cabinet Governor of a state Representative of a Foreign Government U.S. Diplomatic Representative in a foreign country Other high Government officials.	Acknowledged upon receipt by the Legal Advisor. Final or Interim reply will be made within 5 working days after acknowledgment.
B-3. Correspondence signed by a general officer.	4 (to Command Group.)
B-4. Suspense correspondence.	So as to arrive at addressee headquarters by specified date.
B-5. Request for information that does not require coordination.	5
B-6. Actions to be routinely forwarded to higher headquarters which do not require coordination.	5
B-7. Correspondence which requires considerable research and fact gathering in order to prepare a reply.	10
B-8. Correspondence concerning policy matters which require coordination and command approval.	15
B-9. Correspondence concerning emergency plan.	30 (unless suspense imposed by higher headquarters.)
B-10. Routine personnel actions.	10
B-11. Reports of Annual General Inspection of subordinate commands.	30
B-12. Freedom of Information Act Requests.	10

**CATEGORY**

**TIME LIMIT (working days unless otherwise specified)**

B-13 Privacy Act Requests.

Acknowledge (requests for access within 10 work days of receipt. Releasable records will be provided within 30 days.

## **Appendix C. ENCLOSURES.**

**C-1. General.** Identifying enclosures within the body of the correspondence is preferred over listing them. When listing them, follow the example below. Endorsements to the basic correspondence are not enclosures, nor are courtesy copies. Do not number courtesy copies.

**C-2. Listing Enclosures.** Name all enclosures in the basic correspondence, either within the body or by listing each enclosure at the end of the document.

a. Enclosures named in the body:

4 Encls

b. Enclosures not named in the body:

4 Encls

1. Memo, AFRC-FAD-XX, 1 Dec 96
2. Memo, AFRC-FAD-XX, 30 Dec 96
3. DA Msg 101403Z Jan 96
4. FORSCOM Msg 111604Z Jan 96

c. Not all enclosures named in the body:

4 Encls

1. as (meaning “as stated”; indicates enclosure was identified in the body)
2. Memo, AFRC-FAD-XX, 30 Dec 96
3. as
4. FORSCOM Msg 111604Z Jan 96

Do not use “as” for “as stated” when all enclosures are identified in the body.

## **C-3. Listing Enclosures on an Endorsement.**

a. All the enclosures were listed on the basic correspondence. You made NO CHANGES to the enclosures.

4 Encls

nc (meaning no change to previously listed enclosures)

b. If enclosures were not listed or were improperly listed on basic correspondence, you must list them on your endorsement as you would on the basic correspondence.

c. When correspondence included no enclosures, if you forward an enclosure list as “Encl” and identify if not named in endorsement. Do not list as “added.”

**C-4. Withdrawing Enclosures.** If you withdraw any or all of the enclosures, you must state that you have done so. Do not change numbers on enclosures when withdrawing one or more.

a. Basic correspondence included one enclosure, which you have withdrawn:

Encl  
wd

b. Basic correspondence included multiple enclosures, all withdrawn:

wd all encls

c. Listing withdrawn enclosures:

4 Encls  
1. nc  
wd encl 2  
3-4. nc

**C-5. Adding Enclosures.** State the total number of enclosures added. (Example: Added 1 encl, or Added 2 encl), and list them by name.

4 Encls  
1-2. nc  
Added 2 encls  
3. Memo, AFRC-FAD-XX, 10 Jan 97  
4. FORSCOM Msg, 111604Z Jan 89

**C-6. Adding and Withdrawing Enclosures.** Continue numbering enclosures consecutively when adding, but do not change numbers when withdrawing enclosures.

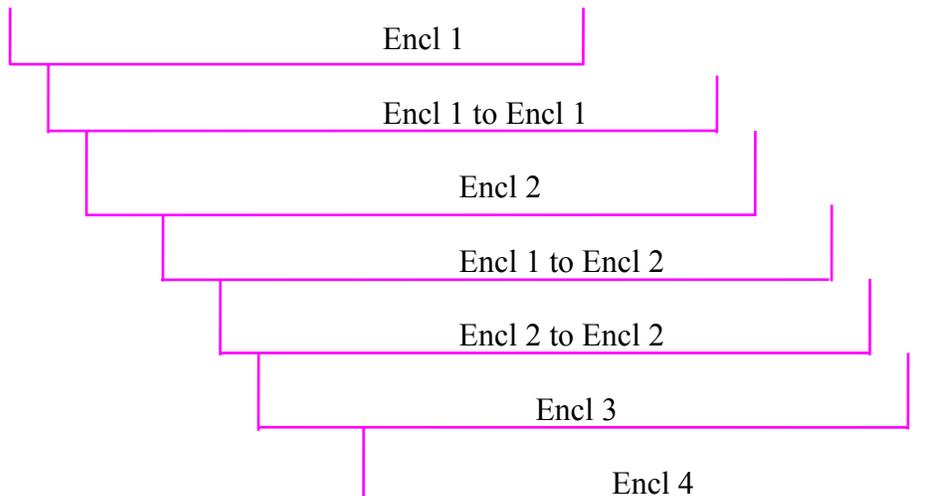
5 Encls  
1. nc  
wd encl 2  
3-4. nc  
Added 1 encl  
5. DA Msg, 101604Z Jan 89

**C-7. Enclosures to Enclosures.** When listing enclosures that have enclosures to them, do not list anything but the basic enclosures. Enclosures will be marked on the right hand bottom corner in pencil.

4 Encls

1. Memo, AFRC-FAD-AG, 1 Dec 96
2. Memo, AFRC-FAD-AG, 15 Dec 96
3. Memo: FORSCOM, 4 Jan 87
4. FORSCOM Msg, 111604Z Dec 86

**C-8. Mark Enclosures to Enclosure as Shown Below.**



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## **Appendix D. PREFERRED TERMS AND SPELLING.**

**D-1. Terms.** The following terms will be used in creating correspondence and publications for this installation. Use:

Enclosure instead of Inclosure

Endorse instead of Indorse

Endorsement instead of Indorsement

Family Member instead of Dependent/Spouse

Soldier instead of Servicemember

Ensure instead of Insure.

**D-2. Titles.** Military personnel will be referred to by their title, i.e. Sergeant, not E-5; Sergeant Major, not E-9; Colonel, not O-6; and the use of terms E-1 through O-10 should be restricted to determination of pay and benefits for the individuals. Civilian personnel will be referred to as Army civilians. Individual civilians should be addressed as Mrs., Miss, or Mr.. GS grade designations relate only to the position a civilian occupies, it is not part of his or her title.

**D-3. Abbreviation.** The abbreviation of SPC for the specialist rank will be used in all correspondence.

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## **Appendix E. EFFECTIVE WRITING FOR ARMY LEADERS.**

**E-1. Style Rules.** Commanders and directors at this installation will ensure office writing rules support the new Army writing standard. Require all people who write for you to:

- a. Put the recommendation, conclusion, or reason for writing -- the “bottom line” -- in the first or second paragraph, not at the end.
- b. Use the active voice.
- c. Use short sentences (an average of 15 or fewer words).
- d. Use short words (three syllables or fewer) (see the clarity index in paragraph 4-3, DA Pamphlet 600-67).
- e. Write paragraphs that, with few exceptions, are no more than one inch deep.
- f. Use correct spelling, grammar, and punctuation.
- g. Use “I,” “you,” and “we” as subjects of sentences instead of “this office,” “this headquarters,” “all individuals,” and so forth, for most kinds of writing.

**E-2. Two Essential Changes.** These new writing guidelines mandate two critical changes that commanders and directors must demand. The first change alters the structure of all Army writing; the second change transforms the style.

- a. Structure -- main idea first.

(1) Require all staff writing to begin with the main idea. The greatest weakness in ineffective writing is that it doesn't quickly transmit a focused message. Too much Army writing hides the main point. Insist, as business writers do, on the “bottom line” first. Have subordinates start with the information they would keep if they had to get rid of all the rest.

(2) Require specific packaging of all writing. Focusing first on the main point changes the overall construction of Army writing. This restructuring, called packaging, is the framework of the new writing style. Packaging is not format. Formatting begins after packaging to tailor the writing to a specific purpose. To package:

- (a) Open with a short, clear purpose sentence.
- (b) Put the recommendation, conclusion, or most important information (the main point) next (some writing combines the purpose and the main point).
- (c) Clearly separate each major section. Use paragraphs, headings, or section titles.

(d) Use a specific format if one is appropriate.

b. Style -- the active voice.

(1) The major style change that makes Army writing clear, direct communication is using the active voice rather than the passive voice. Many Army writers overuse the passive voice and create sentences that are indirect, unfocused, and slow communication. The passive voice hides the doer of the action, blocking communication. Active example: Army beat Navy. Passive example: The Navy has been beaten by Army.

(2) The active voice is direct, natural, and forceful.

(3) The active voice does more than make sentences clearer -- it shortens sentences. Eliminating the passive voice reduces a piece of writing by about 20 percent.

(4) The passive voice is actually very easy to recognize; it uses one of the eight forms of "to be," plus a verb usually ending in -en or -ed. Example: am, is, are, was, were, be, being, been plus the -en, -ed word (is requested, were eaten).

(5) When you see verb constructions like the examples in (4) above, you know the writing is passive. Although sometimes the passive is appropriate, most of the time it is not. Examples: The passive voice is abused in Army writing. When vagueness is wanted, the passive voice is selected by many writers. A direct style, on the other hand, is created by the active voice.

(6) When you see writing in the passive voice have the writers change it to active voice. Tell your subordinates to put the subject first in sentences and they will become active writers. Examples: Army writing abuses the passive voice when they want to be vague. The active voice, on the other hand, creates a direct style.

**Appendix F. PREPARING CORRESPONDENCE FOR THE INSTALLATION COMMANDER’S SIGNATURE OR THE EXECUTIVE OFFICER’S SIGNATURE.**

**F-1. Purpose.** To prescribe a standard format for Devens RFTA command correspondence and directives requiring the signature of the Installation Commander or the Executive Officer.

**F-2. Title Block.** Directors of activities who are required to prepare command correspondence will use Devens RFTA letterhead stationery and the following signature block:

	<u><b>Military Correspondence</b></u>	<u><b>Non-Military Correspondence</b></u>
Commander	GRACUS K. DUNN LTC, TC Commanding	Gracus K. Dunn Lieutenant Colonel, U.S. Army Commander
Command Sergeant Major	SHEILA R. E. WILLIAMS CSM, USA Installation Command Sergeant Major	Sheila R. E. Williams Command Sergeant Major, U. S. Army Installation Command Sergeant Major
Executive Officer	J. DANIEL DRUM Executive Officer	J. Daniel Drum Executive Officer

**F-3. Letterhead.** Devens RFTA letterheads should be requisitioned on a DA Form 17, from IMO Support Services Section (Unit 8).

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**Appendix G. NINE-DIGIT ZIP CODE SYSTEM FOR DEVENS RFTA.**

The United States Postal Service (USPS) is responsible for assignment of all nine-digit ZIP codes (ZIP+4) for this installation. The use of ZIP+4 is required on all outgoing mail envelopes in the return address block. The USPS has assigned ZIP+4 codes for all buildings. Once an office has moved into the permanent location within the enclave it will use the street address assigned to that building. If an office moves from one building to another, that office will adjust its ZIP+4 code to correspond to that of the new building.

All mail should use one standard address format. Use only upper case letters. In the following format, sample words shown in **BOLD** will be used in all addresses. Sample words shown Italicized within parentheses (*WORDS*) shall be replaced with information appropriate to the office. The correct format for direct delivery addresses is as follows:

*(OFFICE NAME)*

**ATTN:** *(OFFICE SYMBOL)*

**UNIT (#),** *(STREET ADDRESS)*

**AYER, MA 01432-(+4)**

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## **Appendix H. KEY POINTS TO ARMY CORRESPONDENCE.**

**H-1. There are Two Forms of Correspondence:** a letter and a memorandum. AR 25-50 (Glossary) defines them as:

a. A letter is used “for official business with non-DOD civilians, military and individual DOD civilians addressed by name, any civilian agency, and other Government agency officials including State and local. This format may also be used for official personal correspondence and letters of welcome.”

b. A memorandum is used “for corresponding within and between activities of HQDA; between HQDA and other major commands; within and between major commands; to Department of Defense and Department of Defense activities; and correspondence to the other military services unless another format is specified or required. The memorandum may be used for notification of personnel actions, military or civilian, to show appreciation or commendation for DA employees, and for forwarding non-transmitting forms, as an enclosure or attachment, outside the installation or command. Formal memorandums are used for correspondence which will be sent outside the headquarters, the command, the installation, or similar identifiable organizational elements. The informal memorandum will be used for correspondence which is internal to the headquarters, command, or similar identifiable organizational elements.”

**H-2. Expression of Time.** Time will be expressed in a group of four digits, ranging from 0001 to 2400, based on the 24-hour clock system. For example, 1:37 p.m. civil time is expressed as 1337 military time. Use civil time in letters. The word “hours” will not be used in conjunction with military time (para 1-33, AR 25-50). The correct usage is “...4 June at 1337”, not “...4 June at 1337 hours”.

**H-3. References** will be listed in the first paragraph of correspondence.

### **H-4. Use of Formal and Informal Memorandums.**

a. Use formal memorandums for correspondence to be sent outside the installation. Correspondence that establishes policies or is directive in nature for this installation will be done as a formal memorandum.

b. Use informal memorandums for correspondence internal to the installation. Informal and formal correspondence should always include a point of contact.

**H-5. Line Spacing.** There are two blank lines between OFFICE SYMBOL and MEMORANDUM FOR and two blank lines from SUBJECT to the First Paragraph. Type MEMORANDUM FOR on the third line below the office symbol. Begin the single address one space following MEMORANDUM FOR. If the MEMORANDUM FOR address extends more than one line, begin the second line under the third letter of the first word after MEMORANDUM FOR. Type the SUBJECT of the memorandum on the second line below the last line of an address. Begin the first paragraph of the text at the left margin on the third line below the last line of the subject.

**H-6. Punctuation.** There is not a colon, and only one space after MEMORANDUM FOR.

**H-7. Envelopes.** When completing mailing envelopes, type addresses on the face of the envelope in all upper case type.

**H-8. Addresses.** Use complete geographical addresses on memorandums to include nine-digit ZIP codes.

**H-9. Unit Numbers.** Use Unit numbers on informal memorandums.

**H-10. Enclosures.** The terms “attached” or “attachments” are not appropriate for use in memorandums (para 1-45, para 5-2, AR 25-50), use the terms enclosed and enclosure, the proper abbreviation is Encl(s).

**CIVILIAN RANK EQUIVALENTS**

MILITARY RANK	GS RATING	SIS RATING	FSO'S	DIPLOMATIC TITLE	CONSULAR TITLE	SENIOR EXECUTIVE SERVICE	EXECUTIVE LEVEL	EXECUTIVE LEVEL EXAMPLE	CODE
Executive Level I							Executive Level I	Cabinet Level	DV2
Executive Level II							Executive Level II	Secretary of Air Force	DV2
Executive Level III							Executive Level III	DOD Director/Spec Act	DV2
General/Admiral		SIS 6	Career Ambassador	Ambassador		SES-6	Executive Level IV	Under Secretary	DV3
Lieutenant General/ VICE ADMIRAL	GS-18	SIS 4-5	Career Minister	Ambassador; Counselor	Consul General	SES-5	Executive Level V	Assistant Secretaries	DV4
Major General/ REAR ADMIRAL	GS-17	SIS 3	FSO-1	Ambassador; Counselor	Consul General	SES-3 & 4			DV5
Brigadier General/ REAR ADMIRAL (L)	GS-16	SIS 1-2	FSO-2	Counselor; 1 <sup>st</sup> Secretary	Consul Gen/consul	SES-1 & 2			DV6
Colonel/CAPTAIN	GS-15		FSO-3	1 <sup>st</sup> Secretary	Gen/Consul				DV7
Lieutenant Colonel/ COMMANDER	GS-13/14		FSO-4	Second Secretary	Consul				
Major/ LIEUTENANT COMMANDER	GS-12		FSO-5	Second Secretary	Consul				
Captain/ LIEUTENANT	GS-10/11		FSO-6	Second Secretary	Vice Consul				
First Lieutenant/ LIEUTENANT	GS-08/09		FSO-7	Third Secretary	Vice Consul				
Second Lieutenant/ ENSIGN	GS-07		FSO-8	Third Secretary	Vice Consul				

**ENLISTED RANK ABBREVIATIONS**

Devens RFTA Reg 1-1

<u>GRADE</u>	<u>AIR FORCE</u>	<u>RANK</u>	<u>ARMY</u>	<u>RANK</u>	<u>NAVY/COAST GUARD</u>	<u>RANK</u>	<u>MARINES</u>	<u>RANK</u>
E-9	Chief Master Sergeant of the Air Force	CMSAF	Sergeant Major of the Army	SMA	Master Chief Petty Officer of the Navy/Coast Guard	MCPON MCPO-CG	Sergeant Major of the Marine Corps	Sgt Maj MC
E-9			Command Sergeant Major	CSM	Command Master Chief	CMC	Sergeant Major	Sgt Maj
E-9	Chief Master Sergeant	CMSgt	Sergeant Major	SGM	Master Chief Petty Officer	MCPO	Master Gunnery Sergeant	MgySgt
E-8			First Sergeant	1SG			First Sergeant	1 <sup>st</sup> Sgt
E-8	Senior Master Sergeant	SMSgt	Master Sergeant	MSG	Senior Chief Petty Officer	SCPO	Master Sergeant	MSgt
E-7	Master Sergeant	MSgt	Sergeant First Class	SFC	Chief Petty Officer	CPO	Gunnery Sergeant	GySgt
E-6	Technical Sergeant	T.Sgt	Staff Sergeant	SSG	Petty Officer First Class	PO1	Staff Sergeant	SSgt
E-5	Staff Sergeant	SSgt	Sergeant	SGT	Petty Officer Second Class	PO2	Sergeant	Sgt
E-4	Senior Airman	SrA	Corporal	CPL	Petty Officer Third Class	PO3	Corporal	Cpl
E-4			Specialist	SPC				
E-3	Airman First Class	A1C	Private First Class	PFC	Seaman	SN	Lance Corporal	LCpl
E-2	Airman	Amn	Private Two	PV2	Seaman Apprentice	SA	Private First Class	PFC
E-1	Airman Basic	AB	Private One	PV1	Seaman Recruit	SR	Private	Pvt

**OFFICER GRADE ABBREVIATIONS**

AIR FORCE, ARMY, & MARINE CORPS

GENERAL OF THE AIR FORCE (No abbr)  
 GENERAL OF THE ARMY GA

	<u>GRADE</u>	<u>AIR FORCE</u>	<u>ARMY</u>	<u>MARINE CORPS</u>
General	0-10	Gen	GEN	Gen
Lieutenant General	0-9	LtGen	LTG	LtGen
Major General	0-8	Maj Gen	MG	MajGen
Brigadier General	0-7	Brig Gen	BG	BGen
Colonel	0-6	Col	COL	Col
Lieutenant Colonel	0-5	LtCol	LTC	LtCol
Major	0-4	Maj	MAJ	Maj
Captain	0-3	Capt	CPT	Capt
First Lieutenant	0-2	1st LT	1LT	1st Lt
Second Lieutenant	0-1	2ndLT	2LT	2ndLT

NAVY & COAST GUARD

	<u>GRADE</u>	<u>NAVY</u>	<u>COAST GUARD</u>
Admiral	0-10	ADM	ADM
Vice Admiral	0-9	VADM	VADM
Rear Admiral	0-8	RADM	RADM
Rear Admiral (lower half)	0-7	RADM(L)	RADM(L)
Captain	0-6	CAPT	CAPT
Commander	0-5	CDR	CDR
Lieutenant Commander	0-4	LCDR	LCDR
Lieutenant	0-3	LT	LT
Lieutenant Junior Grade	0-2	LTJG	LTJG
Ensign	0-1	ENS	ENS

WARRANT OFFICERS: ARMY, MARINE CORPS & NAVY

	<u>ARMY</u>	<u>MARINE CORPS</u>	<u>NAVY</u>
Chief Warrant Officer	CW5	CWO5	(n/a)
Master Warrant Officer	MW4	(n/a)	(n/a)
Chief Warrant Officer	CW4	CWO4	CWO4
Chief Warrant Officer	CW3	CWO3	CWO3
Chief Warrant Officer	CW2	CWO2	CWO2
Warrant Officer	WO1	WO	(n/a)



OFFICIAL:

EDWARD R. MURDOUGH  
LTC, EN  
Commanding

DISTRIBUTION:

A,B,C