Department of Defense

MANUAL

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~~DA&M~~ *DCMO*

SUBJECT: DoD Manual for Written Material: Correspondence Management

References: See Enclosure 1

1. PURPOSE

a. Manual. This Manual reissues DoD 5110.4-M (Reference (a)) in accordance with the authority in DoD Directives 5105.53 and ~~5110.4~~ *5105.82 and the Deputy Secretary of Defense Memorandum* (References (b), ~~and~~ (c)*, and (o)*) to provide guidance for managing the correspondence of the Secretary of Defense (SecDef), Deputy Secretary of Defense (DepSecDef), and Executive Secretary (ExecSec) of the Department of Defense as well as OSD and DoD Component correspondence.

b. Volume. This Volume:

(1) Describes the administrative processes for OSD and DoD correspondence, to include providing procedures for preparing and submitting SecDef, DepSecDef, and ExecSec correspondence.

(2) Incorporates and cancels DoD Instruction 5330.2 (Reference (d)).

(3) Establishes the Director, Executive Services Directorate (ESD), Washington Headquarters Services (WHS), as the lead agent for processing, controlling, disseminating, and archiving official classified and unclassified correspondence addressed to and sent by the SecDef, DepSecDef and the ExecSec. Describes ESD administrative processes and identifies responsibilities.

(4) Provides general grammar, punctuation, and editing guidelines.

(5) Provides guidance on security classification in accordance with DoD 5200.1-R, DoD 5200.1-PH, National Archives and Records Administrative publication, and Executive Order 13526 (References (e) through (h), respectively).

2. APPLICABILITY. This Volume applies to OSD, the Military Departments, the Office of the Chairman of the Joint Chiefs of Staff and the Joint Staff, the Combatant Commands, the Office of the Inspector General of the Department of Defense, the Defense Agencies, the DoD Field Activities, and all other organizational entities within the Department of Defense (hereafter referred to collectively as the "DoD Components").

3. DEFINITIONS. See Glossary for a list of acronyms and abbreviations.

4. RESPONSIBILITIES. See Enclosure 2.

5. PROCEDURES. See Enclosures 3 through 11.

6. RELEASABILITY. ~~UNLIMITED~~ ***Cleared for public release***. This Volume is ~~approved for public release and is~~ available on ~~the Internet from~~ the DoD Issuances Website at http://www.dtic.mil/whs/directives.

7. EFFECTIVE DATE. This Volume is effective ~~upon its publication to the DoD Issuances Website~~ *October 26, 2010*.

Michael L. Rhodes
Director of Administration and Management

Enclosures:
1. References
2. Responsibilities
3. General Correspondence Management
4. White House Correspondence Management
5. Congressional Correspondence Management
6. Writing Style and Preferred Usage
7. Memorandums
8. Letters
9. Electronic Communications
10. Letterhead Stationery
11. Official Digraphs and Trigraphs

Glossary

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ENCLOSURE 1

REFERENCES

(a) DoD 5110.4-M, "Manual for Written Material," March 2, 2004 (hereby cancelled)
(b) DoD Directive 5105.53, "Director of Administration and Management (DA&M)," February 26, 2008
~~(c) DoD Directive 5110.4, "Washington Headquarters Services (WHS)," October 19, 2001~~
(c) DoD Directive 5015.82, Deputy Chief Management Officer (DCMO) of the Department of Defense," October 17, 2008
(d) DoD Instruction 5330.2, "Specifications for DoD Letterheads," February 13, 1984 (hereby cancelled)
(e) DoD *Manual* 5200.*0*1~~-R~~, *Volume 1* "*DoD* Information Security Program*: Overview, Classification, and Declassification*," ~~January 14, 1997~~ *February 24, 2012*
(f) DoD *Manual* 5200.*0*1~~-PH~~, *Volume 2* "*DoD Information Security Program:* ~~DoD Guide to~~ Marking *of* Classified ~~Documents~~ *Information*," ~~April 1, 1997~~ *February 24, 2012, as amended*
(g) National Archives and Records Administration, "Marking Classified National Security Information," current edition[1]
(h) Executive Order 13526, "Classified National Security Information," December 29, 2009
(i) Executive Secretary of the Department of Defense, "Military Assistant and Executive Officer Handbook," current edition[2]
(j) Congressional Quarterly Press, "Congressional Staff Directory," current edition[3]
(k) U.S. Government Printing Office, "U.S. Government Style Manual," current edition[4]
(l) Merriam-Webster Inc., "Merriam-Webster's New Collegiate Dictionary," current edition[5]
(m) University of Chicago Press, "The Chicago Manual of Style," current edition[6]
(n) Director of Administration ~~and Management~~ Memorandum, "Listing of Addressees and Addressing DoD Memorandums," ~~March 22, 2010~~[7] *December 23, 2016*
(o) Deputy Secretary of Defense Memorandum, "Reorganization of the Office of the Deputy Chief Management Officer," July 11, 2014

[1] Available at http://www.archives.gov/isoo/training/marking-booklet.pdf
[2] Available to authorized users at https://ca.dtic.mil/execsec/handbook/index.html
[3] Available for purchase at http://library.cqpress.com
[4] Available at http://www.gpoaccess.gov/stylemanual/index.html
[5] Available at http://www.merriam-webster.com/dictionary.htm
[6] Available for purchase at http://www.chicagomanualofstyle.org/home.html
[7] Available at http://www.dtic.mil/whs/esd/cmd/index.htm

ENCLOSURE 2

RESPONSIBILITIES

1. DIRECTOR, ESD. The Director, ESD, under the authority, direction, and control of the Director, WHS, shall:

a. Execute the correspondence management, processing, distribution, and archival functions of SecDef, DepSecDef, and ExecSec official correspondence in accordance with Director of Administration, *Office of the Deputy Chief Management Officer of the Department of Defense* ~~and Management~~ (DA~~&M~~ *ODCMO*) responsibilities for SecDef, DepSecDef, and ExecSec correspondence and this Manual, and in coordination with the ExecSec.

b. Disseminate correspondence guidance as necessary through appropriate channels such as memorandums, websites, amended appendixes or administrative updates to this Volume, or other communications with OSD and DoD Component correspondence management offices (CMOs) as appropriate.

2. ASSISTANT *TO THE* SECRETARY OF DEFENSE FOR PUBLIC AFFAIRS (A*T*SD(PA)). The A*T*SD(PA), in addition to the responsibilities in sections 5 and 6 of this enclosure, shall coordinate on all correspondence that:

a. Contains information with public affairs implications.

b. Involves requests for SecDef or DepSecDef participation in public forums, such as speaking and media events, or in events in DoD or military settings that may draw media coverage.

3. GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE (GC, DoD). The GC, DoD, in addition to the responsibilities in sections 5 and 6 of this enclosure, shall coordinate on all correspondence that:

a. Has legal implications or possible adverse reflections on the Department of Defense.

b. Is based on law.

4. ASSISTANT SECRETARY OF DEFENSE FOR LEGISLATIVE AFFAIRS (ASD(LA)). The ASD(LA), in addition to the responsibilities in sections 5 and 6 of this enclosure, shall coordinate on all correspondence that:

a. Is addressed to Members of Congress.

b. Has legislative implications.

5. HEADS OF THE OSD AND DoD COMPONENTS. The Heads of the OSD and DoD Components shall:

a. Establish correspondence management functions for their Components to ensure that correspondence for SecDef, DepSecDef, or ExecSec consideration is prepared and submitted in accordance with this Manual.

b. Support their CMOs in reviewing correspondence prepared for SecDef, DepSecDef, or ExecSec attention for proper format, clarity of purpose and intent, application of appropriate security markings and instructions, and correspondence package consistency and assembly, to include appropriate coordination.

c. Designate appropriate level staff to sign responses to individuals who write to the President or other White House officials when the correspondence is sent to DoD for Reply Direct (RD).

6. HEADS OF THE OSD AND DoD COMPONENTS THAT REPORT DIRECTLY TO THE SECRETARY OF DEFENSE. The Heads of the OSD and DoD Components that report directly to the Secretary of Defense, in addition to the responsibilities in section 5 of this enclosure, shall establish correspondence policy within their Components consistent with this Manual.

ENCLOSURE 3

GENERAL CORRESPONDENCE MANAGEMENT

1. ASSIGNING ACTION ON SECDEF AND DEPSECDEF CORRESPONDENCE

a. The Correspondence Management Division (CMD), ESD, WHS, shall receive, analyze, and assign action for correspondence addressed to the Secretary and Deputy Secretary of Defense and the ExecSec, congressional correspondence addressed to the ASD(LA), and all White House correspondence referred to the Department of Defense.

b. CMD shall assign and identify correspondence using a control number consisting of the letters "OSD," followed by a ~~five-digit~~ *six-digit* number and the last two digits of the current year (e.g., "OSD *0*12345-10").

2. ASSIGNING SUSPENSE DATES

a. CMD shall use the document tasking date as the basis for the suspense timeline, which begins the next duty day following the tasking date. As shown in Table 1, suspense timelines are:

(1) For correspondence from the President, Vice President, or White House Chief of Staff: 1 calendar day.

(2) For correspondence from a Cabinet Head, Governor, or senior White House staff member: 4 workdays.

(3) For an action assigned as an Answer SecDef Note (ASN) or Answer DepSecDef Note (ADN): 5 workdays.

(4) For a Prepare Reply for the ExecSec (PRE): ~~5~~ *10* workdays.

(5) For an action assigned for Comments and Recommendations (C&R): 5 workdays.

(6) For replies to controlled White House referrals: 6 workdays.

(7) For replies to Members of Congress: ~~7~~ *5* workdays.

(8) For a non-congressional or foreign Minister of Defense (MOD) action assigned as a Prepare Reply for SecDef (PRS) or DepSecDef (PRD) signature: ~~10~~ *5* workdays.

(9) For a non-congressional action assigned as a Reply Direct for Component Head (RDC), Reply Direct (RD), or For Appropriate Action (FAA): 14 workdays.

(10) For congressional actions addressed to the Office of the ASD(LA) assigned as RD: ~~15~~ *14* workdays.

(11) For personnel detail requests from outside the Department of Defense coming from any agency other than the White House Military Office (WHMO): ~~50~~ *30* workdays.

b. CMD may alter timelines when actions require shorter or longer processing times.

Table 1. Suspense Actions

STANDARD SUSPENSE TASKINGS	SUSPENSE (WORKDAYS)
ASN	5
ADN	5
PRE	~~5~~ *10*
C&R	5
PRS	10
PRD	10
RDC	14
RD	14
~~FAA~~	~~14~~
SITUATION OR CATEGORY-SPECIFIC SUSPENSE TASKINGS	SUSPENSE (WORKDAYS)
President, Vice President, White House Chief of Staff	1 calendar day
Cabinet Heads, U.S. Governors, and Senior White House Staff	~~4~~ *5*
White House Referrals	6
Members of Congress	~~7~~ *5*
Ministers of Defense	*5*
~~MODs and~~ Non-Congressional Correspondence Tasked PRS or PRD	10
Invitations Tasked for C&R	14
Detail Requests from Outside DoD	~~50~~ *30*

3. ROUTING INCOMING CORRESPONDENCE. To forward incoming SecDef and DepSecDef correspondence to the OSD and DoD Components, CMD shall use a digital process for:

a. Disseminating action and information copies to the appropriate offices.

b. Indicating how the responsible office shall act and establishing a suspense date for the action. (See Table 1 for a complete list of directed actions and standard suspense times.)

c. Identifying required coordination.

d. Providing specific guidance as necessary.

e. Assigning an OSD control number.

4. PROCESSING OSD AND DoD COMPONENT ACTIONS. CMOs shall process SecDef and DepSecDef materials through CMD, except those materials in Table 2, which shall be processed as indicated.

Table 2. Materials Not Processed Through CMD

TYPE OF MATERIAL	WHERE TO DELIVER
Read-Ahead Material[1]	ExecSec Confidential Assistant
Intelligence Daily Summaries	Executive Secretariat Rear (ESR)
Operational Summaries (Daily and Weekly) From the Operations Directorate of the Joint Staff	ESR
Notification to White House of Service Member Death	ESR
Time-Sensitive Communications Requiring SecDef or DepSecDef Attention Within 2 Hours, as Confirmed by the ExecSec, Who Takes Them Directly to the Secretary or Deputy Secretary of Defense[2]	ESR

[1] Guidance for preparing and submitting read-ahead materials is included in ExecSec publication (Reference (i)).
[2] CMD controls the correspondence after the Secretary or Deputy Secretary of Defense has acted on it.

5. PROVIDING STATUS OF OR REQUESTING CHANGES TO TASKINGS

a. Role of the Secretary of Defense Correspondence Action Report, SD Form 391

(1) CMOs must submit an SD Form 391 with all action correspondence to request the actions in subparagraphs 5.a.(1)(a) through 5.a.(1)(f) of this enclosure. The SD Form 391 can be obtained on the Internet at http://www.dtic.mil/whs/directives/infomgt/forms/forminfo/forminfopage1203.html or by contacting the CMD Suspense Desk.

(a) Close an action.

(b) Request a suspense extension.

(c) Forward a copy of an interim reply to CMD.

(d) Request cancellation of an action.

(e) Request transfer of an assigned action to another OSD or DoD Component. The request shall provide the name and phone number of the Component point of contact (POC) accepting the action and a rationale to justify the transfer.

(f) Request downgrade of an assigned action.

(2) CMD shall provide an SD Form 391 upon request and when routing paper copies of correspondence that requires action. CMD shall also provide the requesting organization with a copy of the approved/disapproved SD Form 391.

b. Changes to Action Assignments

(1) To appeal an action assignment, an executive officer or military assistant to the Head of an OSD or DoD Component or to an agency head (or higher-level person in the responsible office) shall contact CMD within 24 hours of the date of receipt.

(a) If returned within 24 hours with a reasonable rationale for reassignment, CMD will typically accept the action for transfer without further coordination and re-task the action.

(b) If Section 3, "Tasked Agency," of an SD Form 391 is originated or completed by a tasked OSD or DoD Component, the Secretary of the Military Department, Under Secretary of the Military Department, military or executive assistant, or designated official from the tasked OSD or DoD Component Head's executive secretariat shall clearly sign, or digitally sign, the SD Form 391 to indicate review and concurrence with the requested action.

(2) The action office is responsible for coordinating all action assignment transfers after the initial 24-hour period. When requesting transfer, the initiating office shall ensure the accepting official has the authority to accept and the capability to complete the action; annotate the SD Form 391 with the name, office, and telephone number of the accepting official; and return it with the tasked document(s) to CMD. CMD shall then forward it to the new responsible office with a revised suspense, as appropriate.

(a) When newspaper articles, press releases, speeches by DoD officials, or policy change announcements result in repeated public inquiries or a write-in campaign, the OSD or DoD Component assigned initial action may initiate a transfer to the A*T*SD(PA) and request the Office of the ASD(PA) be designated as the responsible office for future inquiries on the subject.

(b) When initiating a transfer to the A*T*SD(PA), the initial action office shall return the original correspondence (if the original was received) and proposed reply to CMD along with

the SD Form 391 annotated with the name and telephone number of the A*T*SD(PA) accepting official.

(c) The responsible office shall furnish the A*T*SD(PA) with information upon which to base replies and updated information if circumstances change.

(3) On occasion, the SecDef or DepSecDef, their Military or Special Assistants, or the ExecSec may change an action assignment. In these instances, CMD shall forward a revised action assignment notifying the responsible office that the requirement has changed.

6. COORDINATING ASSIGNED ACTIONS. CMOs shall:

a. Coordinate with offices designated in the action assignment and any office that may have an interest in or be affected by the outcome of the action; coordinate with other OSD and DoD Components simultaneously to ensure responses are received as quickly as possible.

b. For correspondence prepared for SecDef, DepSecDef, or ExecSec signature, obtain concurrence or comments from the Heads of the OSD and DoD Components or, in their absence, their Principal Deputies.

c. For correspondence prepared for the signature of the Heads of the OSD and DoD Components, or below, obtain coordination at the appropriate level as determined by the responding Component.

d. Not allow disagreements about recommendations or lack of response from a coordinating office to delay the action. To address such situations, CMOs shall:

(1) List nonconcurrences and place the comments at the coordination tab of the action package.

(2) Address nonconcurrence issues in a memorandum or attached supplement.

(3) For failures to respond, note on the coordination sheet when coordination was attempted but not accomplished, and include the amount of time allotted.

e. If no coordination is required on an Action or Information Memorandum (hereafter referred to as “Action” or “Info” Memorandums), enter “NONE” on the coordination line. (See sections 3 and 4 of Enclosure 7 for details.)

f. Coordinate with the A*T*SD(PA) on all correspondence that:

(1) Contains information with public affairs implications.

(2) Involves requests for SecDef or DepSecDef participation in public forums, such as speaking and media events, or in events in DoD or military settings that may draw media coverage.

g. Coordinate with the GC, DoD, on all correspondence having legal implications or possible adverse reflections on the Department of Defense, and on all correspondence based on law.

h. Coordinate with the ASD(LA) on all correspondence to Members of Congress.

i. Coordinate with the Assistant to the SecDef and DepSecDef for Protocol on all SecDef and DepSecDef Schedule Proposals. (See Enclosure 4 of Volume 2 of this Manual for information on preparing Schedule Proposals.)

7. SUBMITTING MATERIALS TO THE SECRETARY OR DEPUTY SECRETARY OF DEFENSE. CMOs submitting materials to the Secretary or Deputy Secretary of Defense shall:

a. Use either an Action or Info Memorandum. (See sections 3 and 4 of Enclosure 7 for details.)

b. Submit packages to CMD for control and forwarding through the ExecSec.

c. Flag correspondence requiring expeditious processing with a red tape flag in the upper left corner. CMD staff shall ensure these materials receive priority processing and prompt delivery to the ExecSec.

d. Flag extremely urgent communications requiring SecDef or DepSecDef attention within 2 hours with a green tape flag in the upper left corner and hand-carry to the ExecSec. (See Table 2 of Enclosure 3).

8. SUSPENSE REPORTING. CMD shall maintain correspondence suspense and status reports available to CMOs and other authorized personnel on the ~~Internet under the Staff Action Control and Coordination Portal (SACCP) "Reports" option at https://eccssaccp.whs.mil/josso/signon/login.do?josso_back_to=http://eccssaccp.whs.mil/saccp/josso_security_check. SACCP login capability using a Common Access Card or username and password is required for entry to this site.~~ *Correspondence and Task Management System (CATMS) at https://crm.osd.mil/CATMS1/main.aspx.*

a. Available reports shall include:

(1) ~~Action Listing.~~ *ESD Report-Stoplight Detail Report.*

(2) ~~Overdue Tasks.~~ *ESD Report-Stoplight Summary Report.*

(3) ~~Upcoming Tasks.~~ *ESD Report-Stoplight Summary Report-Thursday.*

(4) ~~Overdue Congressionals.~~ *OSD Report Overdue Congressionals.*

(5) ~~Overdue PRS/PRDs.~~ *OSD Report Overdue PRS-PRD.*

(6) ~~Overdue RDCs/RDs.~~ *OSD Report Overdue RD-RDC.*

(7) ~~Stoplight Detail Report.~~ *OSD Report White House Bulk Due or Overdue Correspondence.*

(8) ~~Stoplight Summary Report.~~ *OSD Report White House Incoming Due or Overdue Correspondence.*

(9) ~~ASN Report.~~ *ADN Report.*

(10) ~~ADN Report.~~ *ASN Report.*

(11) ~~Pending Signature Approval Report.~~ *ATL Snapshot.*

(12) ~~Pending Signature Approval – Sent Back Report.~~ *ATL War Report.*

(13) ~~Due or Overdue Correspondence Report.~~ *Component Congressional Report.*

(14) ~~White House Due or Overdue Correspondence Report.~~ *Component Internal Stoplight Report.*

(15) Directorate Open Actions.

(16) Directorate Overdue Tasks.

(17) Directorate Pending Tasks.

(18) Directorate Request Type and Response Type Report.

(19) Directorate Upcoming Tasks.

(20) Directorate Working Tasks Detailed Report.

(21) Due Overdue OSD Correspondence.

(22) LA Congressional Report.

(23) Pending Signature Approval.

(24) Pending Signature Approval Sent Back.

b. CMD may publish other correspondence tracking and suspense reports as necessary.

ENCLOSURE 4

WHITE HOUSE CORRESPONDENCE MANAGEMENT

1. GENERAL PROCESSING INFORMATION

a. OSD receives correspondence from the President, Vice President, Assistant to the President for National Security Affairs, and senior White House staff involving national security issues and inter-DoD affairs. WHMO forwards communications from the Office of the President concerning routine administrative, logistical, transportation, military personnel, and emergency action matters not involving national security policy to the DoD ExecSec through CMD, and conversely. The WHMO tasking sheet indicates what action the Department of Defense shall take in response to White House correspondence.

b. Communications from the President or White House staff sent directly to the OSD and DoD Components shall be referred to the ExecSec.

c. Signing officials shall be determined by the correspondence level.

(1) The SecDef or DepSecDef shall sign DoD correspondence to the President, the Vice President, the Chief of Staff to the President, and the Assistant to the President for National Security Affairs.

(2) The ExecSec shall sign cover memorandums forwarding routine staff-to-staff written communications to offices within the White House and to the Deputy Assistant to the President, the Director of WHMO, the Executive Secretary of the National Security Staff, and the Assistant to the President for National Security Affairs.

(3) The Heads of the OSD and DoD Components shall designate appropriate level staff to sign responses to individuals who write to the President or other White House officials when the correspondence is sent to the Department of Defense for RD.

2. ASSIGNING SUSPENSES FOR WHITE HOUSE CORRESPONDENCE

a. Incoming White House correspondence for which CMD assigns suspenses and processes replies falls into three categories.

(1) Special. Correspondence from the President, Vice President, Assistant to the President for National Security Affairs, and senior White House staff. Correspondence in this category normally involves national security issues and inter-DoD affairs. CMD shall normally task the suspense deadlines as:

(a) Correspondence from the President, Vice President, or White House Chief of Staff: 24 hours.

(b) Replies to Cabinet Heads, U.S. Governors, or senior White House staff: ~~4~~ *6* workdays.

(2) Referrals. Correspondence containing DoD-related subject matter from Members of Congress, corporate executives, former Government officials, or foreign officials, or correspondence involving special interest items addressed to the President or Vice President or brought to the attention of the White House staff. CMD shall normally task referrals with a 6-workday suspense.

(3) White House Bulk. All other routine correspondence from private citizens addressed to the President or White House staff and forwarded to the Department of Defense for reply. The White House Agency Liaison designates two categories of constituent mail, for which CMD shall task the suspense deadlines as:

(a) Hardship Cases. Communications involving personal problems and/or requests for assistance: ~~15~~ *14* workdays.

(b) Bulk Mail. Includes constituent correspondence expressing desires, opinions, or comments on issues or legislation: ~~30~~ *14* workdays.

b. Upon receipt of White House correspondence, CMD shall:

(1) Forward the correspondence to the responsible OSD or DoD Component digitally or provide a paper copy.

(2) Hold the original special and referral correspondence until the completed signature package is submitted.

3. REPLYING TO WHITE HOUSE CORRESPONDENCE. Responsible CMOs shall prepare replies for White House correspondence according to directions in the action assignment. Typical requirements include preparing a draft reply for the President's signature; preparing a fact sheet upon which a reply may be based; and providing a copy of the RD response to CMD. These shall be prepared according to these specifications:

a. Draft Reply. Draft replies shall be:

(1) Prepared on plain bond paper with 1-inch margins and double-spaced paragraphs.

(2) Submitted as a signature package to the ExecSec through CMD (original plus one copy) for forwarding to WHMO. The package shall contain a:

(a) Memorandum to the ExecSec briefly explaining the case.

(b) Memorandum on OSD letterhead, to WHMO for ExecSec signature, that provides the draft reply as an enclosure.

b. Fact Sheet. Fact sheets shall be:

(1) Prepared on plain bond paper with 1-inch margins, a subject line in upper case, and double-spaced bullet items that briefly present the facts of the case.

(2) Submitted as a signature package to the ExecSec through CMD (original plus one copy) for forwarding to WHMO. The package shall contain a:

(a) Memorandum to the ExecSec briefly explaining the case.

(b) Memorandum on OSD letterhead, to WHMO for ExecSec signature, that provides the fact sheet as an enclosure.

c. RD Tasking. All White House referrals that are not routed as information and retention require a written reply. CMOs shall answer the correspondence and provide copies of the incoming correspondence and the reply to CMD to close the suspense, and shall maintain a record copy of the incoming correspondence and the reply.

d. Interim Reply. When a CMO is unable to provide a final reply within the designated suspense, an interim reply to the author of the incoming correspondence shall be prepared stating the:

(1) Reason for the delay.

(2) Steps being taken to obtain the necessary information.

(3) Date the author may expect a final reply.

4. PREPARING DoD-ORIGINATED WHITE HOUSE CORRESPONDENCE

a. CMOs shall prepare materials originating within the Department of Defense for White House officials for SecDef or DepSecDef signature using the appropriate letterhead in accordance with Enclosure 10, and shall forward them using an Action Memorandum. They shall prepare the Action Memorandum according to section 3 of Enclosure 7 and the letter according to Enclosure 8.

b. Correspondence to the President is privileged and information copies of the signed correspondence are not provided. However, CMD will provide responsible offices a copy of the approved Action Memorandum.

5. FORMS OF ADDRESS

a. The addresses, salutations, and complimentary closings in Tables 3 and 4 shall be used when corresponding with the President and Vice President.

b. The appropriate agency, building, and room number shall be clearly marked on all correspondence and envelopes addressed to the White House to ensure appropriate delivery.

c. Contact the White House Liaison Section within CMD at 703-695-6152 or 703-695-3133 for assistance with White House correspondence.

Table 3. Addressing the President

LETTER		
Address on Letter and Envelope		Salutation and Complimentary Close
The President (Full Name) The White House 1600 Pennsylvania Avenue, NW Washington, DC 20500		Dear Mr./Madam President: Respectfully yours,
MEMORANDUM		
Address on Memorandum	Address on Envelope	Salutation and Complimentary Close
MEMORANDUM FOR THE PRESIDENT	The President (Full Name) The White House 1600 Pennsylvania Avenue, NW Washington, DC 20500	None

Table 4. Addressing the Vice President

LETTER		
Addressee	Address on Letter and Envelope	Salutation and Complimentary Close
The Vice President	The Vice President 276 Eisenhower Executive Office Building Washington, DC 20501	Dear Mr./Madam Vice President: Sincerely,
The Vice President as President of the Senate	The Honorable (Full Name) President of the Senate S-212 Capitol Building Washington, DC 20510-0012	Dear Mr. President: Sincerely,
MEMORANDUM		
Address on Memorandum	Address on Envelope	Salutation and Complimentary Close
MEMORANDUM FOR THE VICE PRESIDENT	The Vice President 276 Eisenhower Executive Office Building Washington, DC 20501	None

ENCLOSURE 5

CONGRESSIONAL CORRESPONDENCE MANAGEMENT

1. CMD PROCEDURES. CMD shall:

a. Process congressional correspondence that is:

(1) Addressed to the SecDef, DepSecDef and the ASD(LA).

(2) Forwarded to the Department of Defense from a Member of Congress on behalf of a constituent for RD.

b. Assign the action to a responsible office and indicate the suspense and the action required (e.g., PRS, PRD, or RD). The suspense for replies to congressional correspondence shall be:

(1) For correspondence sent to the Secretary or Deputy Secretary of Defense: ~~7~~ *10* workdays.

(2) For correspondence forwarded to the Department of Defense from a Member of Congress on behalf of a constituent for RD: ~~15~~ *14* workdays.

~~c. Advise the Member of Congress that the correspondence was received and provide the name of the official who will respond. Provide a copy of the signed acknowledgment to the responsible office and to the ASD(LA).~~

2. SIGNATURE AUTHORITIES

a. The SecDef normally signs replies to chairs and ranking members of DoD oversight committees and congressional appropriations committees, and to Senate and House leadership.

b. The DepSecDef normally signs replies to correspondence addressed to him or her from Senate, House, and DoD oversight and appropriations committee leadership.

c. A Presidential appointee, acting appointee, or head of a legislative affairs liaison office shall sign replies to letters referred to the Military Departments, the Defense Agencies, or the OSD Components for RD. This requirement does not apply to casework replies, such as routine constituent inquiries addressed to the ASD(LA).

3. RESPONSIBLE OFFICE REQUIREMENTS. Responsible offices shall:

a. PRS or PRD to the Member of Congress on the appropriate letterhead and with the appropriate signature block in accordance with section 2 of this enclosure. Prepare the letter in accordance with Enclosure 8 of this Volume.

b. Coordinate the reply with the offices listed in the CMD assignment instructions and with other organizations that may have an interest in or be affected by the response.

(1) Provide copies to all coordinating offices so they may coordinate simultaneously.

(2) Coordinate all correspondence addressed to Members of Congress with the ASD(LA).

c. Forward the coordinated reply for signature through CMD using an Action Memorandum. Prepare the Action Memorandum in accordance with section 3 of Enclosure 7 of this Volume.

d. Upon receipt of the signed reply from CMD:

(1) Send RDC replies directly to the Member of Congress. Provide a copy to the ASD(LA) and a copy to CMD to close the suspense.

(2) Address replies to congressional correspondence according to Table 5.

(3) Provide a courtesy copy to the ranking member when sending correspondence to chairpersons of congressional committees or subcommittees.

(4) Address a reply to a letter from a congressional staff member to the Member of Congress or the chair of the committee and mark the envelope to the attention of the staff member.

(5) Mark the envelope to a particular person's attention or address to a specific location (e.g., a home State congressional office) when the incoming correspondence requests that this be done or the person in the congressional office is interested in, has called about, or has signed the request for the Member of Congress.

Table 5. Addressing Members of Congress

SENATE		
To	Address on Letter and Envelope	Salutation and Complimentary Close[1]
Washington, DC, Office	The Honorable (Full Name) United States Senate Washington, DC 20510 (+ 4)[1, 2]	Dear Senator (Last Name): Sincerely,
Home State Office	The Honorable (Full Name) United States Senator (Address)	Dear Senator (Last Name): Sincerely,
HOUSE		
Washington, DC, Office	The Honorable (Full Name) U.S. House of Representatives Washington, DC 20515 (+ 4)[1, 2]	Dear Representative (Last Name): Sincerely,
Home State Office	The Honorable (Full Name) United States Representative (Address)	Dear Representative (Last Name): Sincerely,

[1] May include "(+4)" if available. The nine-digit zip codes (ZIP+ 4) for individual Members of Congress may be found in the Congressional Quarterly Press (Reference (j)). For additional information see the United States Senate and United States House Websites at http://www.senate.gov and http://www.house.gov.
[2] Congressional correspondence signed by the Secretary or Deputy Secretary of Defense or the ExecSec is couriered. As such, when preparing congressional correspondence for SecDef, DepSecDef, or ExecSec signature, it is not necessary to include the last four digits of the zip code in the address.

ENCLOSURE 6

WRITING STYLE AND PREFERRED USAGE

1. GENERAL GUIDELINES. Whether writing a memorandum for SecDef information or action or drafting a letter for SecDef signature, DoD correspondence must adhere to the highest standards of clarity and professionalism. Because correspondence is often drafted by persons other than the signer, it is important to consider these guidelines in the context of both the sender and the recipient of the communication:

a. Action and Info Memorandums. Action and Info Memorandums should be brief and to the point. The objective of the memorandum should dictate the length, but generally the memorandum proper should provide only the material necessary for action or information; extensive background information and supporting material should be attached. (See Enclosure 7 for guidance on structuring memorandums.)

b. Correspondence for Principals' Signatures. Regardless of the routine or customary nature of any individual piece of correspondence, all items signed by the SecDef or DepSecDef or the ExecSec must exhibit the highest quality. Writers must seriously consider the signer as well as the addressee and adapt the correspondence accordingly.

c. References. Good writing skills develop with time, training, and experience. If specific guidance is not provided in this Manual, writers shall use the U.S. Government Printing Office Style Manual, including supplements (Reference (k)) as the authority for answers to questions concerning punctuation, capitalization, spelling, numerals, compound words, writing style, etc. Other possible references are Merriam-Webster's New Collegiate Dictionary and the Chicago Manual of Style (References (l) and (m)).

2. PREPARATION. Preparation is the first step to good writing. The writer must assess the subject, audience, and purpose of the communication and keep these in mind throughout the writing process. These elements of preparation are interrelated and can be assessed simultaneously:

a. Subject Line on Memorandums and Messages

(1) In DoD memorandums and messages, the assignment or generating organization may determine the subject. Clarifying and refining the subject helps the writer organize and present the most relevant information clearly. These questions assist in refining the subject:

(a) What is the assignment or question?

(b) What does the audience need or want to know?

(c) How specific or general should the communication be?

(2) Action and Info Memorandums should normally be limited to a single subject. If it is necessary to communicate information about multiple subjects, the writer should consider using separate memorandums.

(3) The subject line should clearly communicate the subject in one or two lines. The writer should avoid vague, one-word subjects and use instead specific descriptions that indicate or summarize the content of the memorandum or message as shown in Table 6.

Table 6. Examples of Vague Subjects and Suggested Alternatives

VAGUE SUBJECTS	SPECIFIC, DESCRIPTIVE SUBJECTS
SUBJECT: Iraq	SUBJECT: October 2007 Assessment of Iraq Provincial Reconstruction Teams
SUBJECT: Budget Issues	SUBJECT: Budget Projections for Fiscal Year 2010

b. Audience

(1) Official DoD correspondence should have a specific audience. Determining the audience helps to tailor the message and present information in the most appropriate way. When drafting correspondence for SecDef or DepSecDef signature, the audience may be an OSD Component Head, a member of Congress, the President of the United States, or family members of a fallen Service member. Writers should carefully consider the audience from the perspective of the signer.

(2) These questions assist in determining the audience:

(a) Who will read this communication?

(b) What is the signer's relationship to the audience?

(c) What does the audience already know about this subject?

(d) What tone should be used to address this audience (formal, informal, etc.)?

c. Purpose

(1) DoD official correspondence must have a specific purpose. Like the subject of a memorandum or message, the purpose of correspondence may be determined by an assignment or initiated by the generating organization. Common purposes include:

(a) Providing options or recommendations.

(b) Requesting authorization.

(c) Reporting or summarizing information.

(d) Evaluating, analyzing, or interpreting data.

(2) These questions assist in refining the purpose:

(a) What is the aim of the assignment?

(b) What must this communication accomplish?

(c) How can its purpose best be achieved?

3. ORGANIZATION, CLARITY, AND STYLE. DoD correspondence should neither be so brief that it lacks clarity, nor so wordy that it clouds rather than illustrates the message. There is no one-size-fits-all formula for writing style; a meeting summary will be different in style than a letter of condolence. By applying the basic principles of organization and clarity, a writer can communicate the essential information clearly and completely, in a style most appropriate to the message.

a. Organization. The organization of a document should flow logically from refinement of the subject, audience, and purpose. The organizational scheme should fit the subject and purpose and ideas should be organized according to the scheme.

(1) Common Organizational Schemes

(a) Chronological. Arranges events in sequential order, from first to last.

(b) Systematic. Arranges events, people, or things according to their placement in a system or process.

(c) Comments and Recommendations (or Problem and Solution). Provides background information and evaluates a situation; then provides one or more options or recommendations for future action.

(d) General to Specific. Arranges by main point or points and fills in supporting details, examples, and illustrations.

(2) Outlining. See Enclosure 6 to Volume 2 for information on using an outline to develop the organizational scheme.

(3) Transitions. Transitional phrases are used to highlight organization, to facilitate the flow of writing from point to point, and to improve clarity and readability. Table 7 provides a list of transitional phrases and their uses.

Table 7. Transitional Phrases and Their Uses

USE	TRANSITIONAL PHRASE
Time or Sequence	– first, second, third... – first, next, last... – once, then, finally – again, also, and – afterward, following, at length, since, subsequently, thereafter – before, formerly, lately – now, meanwhile, currently, simultaneously
Comparison or Contrast	– likewise, similarly, in the same way – but, yet, however, nevertheless, notwithstanding, while, still – despite, in spite of, regardless, in contrast – on one hand, on the other hand – instead, on the contrary, otherwise
Illustration or Expansion	– for example, for instance – moreover, furthermore, namely – incidentally, indeed, in fact
Summary or Conclusion	– in conclusion, in summary – to conclude, to summarize – therefore, hence, thus
Cause or Effect	– as a result, consequently, since – accordingly, because, thus, therefore, hence

(4) Bullets. Bullets provide a simple format for structuring main ideas or listing supporting ideas, concepts, items, or steps. They facilitate efficient communication by marking portions of text to indicate divisions and relationships among concepts within a communication. (See the Appendixes to Enclosures 7 and 8 for examples of bullets in DoD correspondence.)

(a) Bullets for Main Ideas. Bullets should be used to illustrate main ideas in standard, Action, and Info Memorandums, except that they may not be used for main ideas in letters or memorandums for SecDef or DepSecDef signature. One bullet should be used for each paragraph. Transitional phrases (“moreover,” “finally,” etc.) should not be used to lead off bullets if their use would be redundant.

(b) Bullets for Supporting Ideas. If it would facilitate communication, bullets and sub-bullets within bulleted paragraphs may be used to illustrate significant supporting ideas that relate directly to the main idea. Complete sentences should be used to express supporting ideas. Bullets and sub-bullets should be avoided if the ideas are simple enough to be stated clearly in the text of the paragraph or would be more clearly expressed by use of transitional phrases.

(c) Bullets for Lists. Bullets may be used to list concepts, items, or steps when the list is ordinal or sequential. There must be at least two items in the list. An introductory phrase should present the points that follow, and each bullet should begin with the same type of word (e.g., a verb or a noun) in the same tense and voice.

b. Clarity and Style. Because of the nature of the DoD mission, clarity is of utmost importance in DoD communication. Clarity may be achieved by identifying the ACTORS in the text and clearly linking them to specific, meaningful ACTIONS. Asking the question, "WHO does WHAT?" assists in identifying actors and actions.

(1) Active Versus Passive Voice. One major obstacle to clear communication is excessive use of the passive voice. (See Table 8 for examples of active and passive voice.)

(a) Active Voice. Normal English sentence structure follows the ACTOR – ACTION – OBJECT pattern, or "who does what to whom." Example: "Bill (actor) gave (action) Jimmy (object) the car (object)."

(b) Passive Voice. The passive voice substitutes the actor with the object, using the verb "to be" and a past participle. Example: "The car was given to Jimmy" or "Jimmy was given the car." The passive voice lacks clarity because it does not identify the actor.

(c) Exceptions. In some situations, the passive voice is necessary or preferable to the active voice. Generally, however, use of the active voice produces greater clarity because it states who does what, usually in fewer words.

Table 8. Examples of Passive Voice and Suggested Alternatives

Passive Voice Frequently OMITS THE DOER	Active Voice IDENTIFIES THE DOER
The policy change WAS ANNOUNCED at the working group meeting.	The Chairman ANNOUNCED the policy change at the working group meeting.
The meeting WAS ATTENDED by delegates from each organization.	Delegates from each organization ATTENDED the meeting.

(2) Weak Verb Phrases. Writers should use strong, simple, active verbs to describe specific actions, rather than weak verb phrases that rely on the verbs "to be" or "to have" to complete the action. Such phrases obscure meaning and result in wordy, ambiguous sentences. Writers should also avoid the phrases "there is" and "there are," which detach the actor from the action, resulting in vague communication. (See Table 9.)

Table 9. Examples of Weak Verb Phrases and Suggested Alternatives

Instead of WEAK VERB PHRASES	Use STRONG ACTIVE VERBS (Actor, ACTION)
THERE WERE several members in attendance.	Several members ATTENDED.
IT IS INCUMBENT UPON each member TO ENSURE a POC IS IDENTIFIED.	Each member MUST IDENTIFY a POC.
The members WERE IN AGREEMENT that the policy WAS IN NEED OF revision.	The members AGREED that the policy SHOULD BE REVISED. – or – The members AGREED to revise the policy.
…MADE A SUGGESTION…	…SUGGESTED…
…WAS DESIROUS OF…	…WANTED…
…HAS A REQUIREMENT…	…REQUIRES…
…CAME TO A DECISION…	…DECIDED…

(3) Subject-Verb Agreement. Problems with subject-verb agreement result in confusing and sometimes embarrassing writing. Writers must ensure that the verb of the sentence applies correctly to the subject. (See Table 10 for subject and verb guidelines.)

(a) Writers may have trouble identifying problems with subject-verb agreement when the subject and the verb are far removed from each other in a sentence.

(b) A sentence with more than one subject may require a singular or plural verb depending on how the subjects are related.

1. Subjects joined by “and” usually require a plural verb.

2. Where subjects are joined by “or” or “nor,” the noun closest to the verb dictates the form. If a subject contains a singular noun and a plural noun, the plural noun should be placed closer to the (plural) verb to enhance readability.

3. Some indefinite pronouns, when used as subjects, require only singular verbs (i.e., “anyone,” “anything,” “each,” “either,” “everyone,” “everything,” “much,” “neither,” “none,” “nothing,” “someone,” and “something”).

Table 10. Subject-Verb Agreement Guidelines

Sentence Structure	Subject-Verb Agreement (Actor, ACTION)
Subject and verb separated by several words: Make sure subject and verb agree.	The handbook of rules and regulations CONTAINS [not contain] important safety information
Subjects joined by "and:" Use plural verb.	The Secretary and Deputy Secretary AGREE [not agrees] on this proposal.
Subjects joined by "or:" Determined by the subject nearest the verb.	The chairman or the committee members DECIDE the issue. The committee members or the chairman DECIDES the issue.
Singular indefinite pronouns used as subjects.	None of the options IS viable. Either option IS viable. Each mission REQUIRES significant resources.

4. CAPITALIZATION, PUNCTUATION, AND USAGE. This section provides basic instructions for standardizing English usage in DoD correspondence; it is not exhaustive. Detailed guidance is provided in Reference (k).

a. Capitalization

(1) General Rules

(a) A common noun or adjective forming an essential part of a proper name is capitalized; the common noun used alone as a substitute for the name of a place or thing is not capitalized. For example:

1. Massachusetts Avenue; the avenue.

2. Committee Chair John Smith; the committee chair.

3. Defense Acquisition Guidebook; the guidebook.

(b) Capitalize titles of documents, publications, papers, acts, laws, etc. Capitalize all principal words in titles (title case); do not capitalize definite or indefinite articles (e.g., "a," "an," "the"), prepositions (e.g., "by," "for," "in," "to"), or conjunctions (e.g., "and," "but," "if"), except as the first word of the title. For example:

1. For a report title: "Secretary of Defense Annual Report to Congress on the Activities of the Western Hemisphere Institute for Security Cooperation for 2007."

2. For a newspaper: The article appeared in "The Washington Post."

(2) Capitalization Rules Specific to DoD Writing

(a) Use title case for the subject line of a memorandum according to subparagraph 2.1. of this Enclosure 7.

(b) Use UPPERCASE for the actual titles of military operations (e.g., "Operation ENDURING FREEDOM," "Operation IRAQI FREEDOM") and for the names of the Combatant Commands when abbreviated (e.g., "USCENTCOM," "USPACOM").

(c) Capitalize the terms "Nation," "Union," "Administration," "Confederation," "Commonwealth," and "Members" only if used as part of proper names, except that "Nation" is capitalized when referring to the United States. Also capitalize "Federal" and "Government" when referring to the United States. Capitalize "Military Service(s)" when referring to the U.S. Military. (See Table 11.)

Table 11. Examples of DoD-Specific Capitalization

DoD-specific capitalization is underlined for emphasis in these examples:
Any nation seeks to protect its interests. The Colonel is a national hero. He brings great credit upon the Nation. (Referring to the United States.) The Federal Government employs thousands of people. (Referring to the U.S. Government.) The Agency for International Development is a Federal agency. (Referring to a U.S. Federal agency.) The agency works for Government reform. (Referring to the U.S. Government.) The agency works for reform of the Haitian government. The Chiefs of the Military Services testified before Congress. The Chief of Staff of the Army thanked the Service member for her service.

b. Acronyms and Abbreviations

(1) Use acronyms only when the term occurs more than once in the text.

(2) Write out terms as they first appear in the text and place the abbreviation or acronym in parentheses immediately after the term. For example, "The Director of Administration, *Office*

of the Deputy Chief Management Officer of the Department of Defense (DA ODCMO) ~~and Management (DA&M)~~ will provide policy guidance."

(3) Use U.S. Postal Service abbreviations for addresses only; spell out State names in the body of the correspondence.

(4) Spell out "United States" when used as a noun. When used as an adjective, or when preceding the word "Government" or the name of a Government organization, use "U.S." (no spaces). Always spell out the term "United States" when it appears in a sentence containing the name of another country. For example:

(a) They are studying the foreign policy of the United States.

(b) The students are interested in U.S. foreign policy.

(c) The United States-Japan relationship is strong.

(5) For military rank abbreviations by Service and pay grade, see Enclosure 3 of Volume 2.

c. Punctuation

(1) Apostrophe. The apostrophe is used to show possession or to form a contraction.

(a) Do not use contractions in formal DoD correspondence; instead spell out each word. (Use "do not" instead of "don't.")

(b) Use apostrophes to show possession:

1. For singular or plural nouns not ending in "s," add " 's." For example:

a. This is Timothy's book.

b. I am the child's teacher.

c. I am the children's teacher.

2. For singular or plural nouns ending in "s" or with an "s" sound, add an apostrophe only. For example:

a. I have read Charles' report.

b. The teachers' proposal includes three separate provisions.

c. We must reconcile the committee members' schedules.

3. If more than one noun possesses an object, add " 's" to the noun nearest the object. For example, "I approve of George and Ted's system" (i.e., the system belonging to George and Ted).

(2) Comma

(a) The comma is the most common form of punctuation and is used to separate elements of a sentence, enhance readability, and improve clarity by signaling to the reader a logical break in the flow of text. However, excessive use of commas can clutter the text. Use commas consistently and exercise judgment in observing these guidelines:

(b) Use a comma to set off parenthetic words, phrases, or clauses, or introductory or apposite material. For example:

1. It is obvious, therefore, that this office cannot function.

2. In other words, the meeting was cancelled.

3. Mrs. Jones, the committee representative, conducted the meeting.

(c) Use a comma to separate items in a series of three or more. For example:

1. The supply team provided a telephone, a computer, and a scanner.

2. Mr. Winston, Mrs. Jones, and I attended the meeting.

(d) Use a comma in numbers containing four or more digits, except in serial numbers and dates. For example:

1. The case is OSD 12345-10.

2. The estimated cost for implementation is $2,300,000.

3. The general recommended redeploying 22,000 troops.

(3) Semicolon

(a) The semicolon, similar to but stronger than the comma, indicates a break in the flow of a sentence and is primarily used to separate independent or coordinate clauses in the same sentence.

(b) Use a semicolon to emphasize the close association, either in similarity or contrast, of two clauses where separate sentences would be too strong. For example:

1. The car would not move; it was broken.

2. The meeting began well; however, several attendees arrived late.

(c) Use a semicolon to separate items in a series of three or more when the items are lengthy or contain internal punctuation. For example: "The meeting was attended by the Director, Administration and Management; Director, Washington Headquarters Services; and the Chief, Correspondence Management Division."

(d) Avoid extensive use of the semicolon; it diminishes readability.

(4) Colon

(a) Use a colon to join two clauses where the essence of the second clause derives so directly from the first clause by explanation or illustration that separate sentences would weaken the meaning. For example:

1. The directions were clear: proceed to step two.

2. An opening appeared: the team advanced.

(b) Also use a colon to introduce any matter that forms a complete sentence, question, quotation, or list. For example:

1. The doctor gave this assessment: "The patient is doing well."

2. We need the following items: a telephone, a computer, and a scanner.

(5) Quotation Marks

(a) Use quotation marks to enclose direct quotations, descriptive designations, and titles of articles and publications. For example:

1. The document was marked "SECRET."

2. I received a copy of the report, "Defense Strategy for the 21st Century."

3. You asked: "Why are the numbers so low?"

(b) Enclose needed punctuation within quotation marks unless the meaning would otherwise be impaired. For example:

1. Punctuation within quotes: He asked: "Is this the correct copy?"

2. Punctuation within quotes: You said: "This is the correct copy."

3. Punctuation outside of quotes: Can we be sure this is the "correct copy"?

(6) Punctuation Spacing. For colons and periods, place two spaces between the punctuation and the text that immediately follows it. For commas and semicolons, place one space between the punctuation and the text that immediately follows it.

d. Numbers

(1) Use numerals for single numbers of 10 or more. For example:

(a) The team consisted of about 40 men.

(b) The incident occurred on two separate occasions.

(2) When 2 or more numbers appear in a sentence and 1 of them is 10 or larger, use numerals for each number (e.g., "About 40 men competed in 3 separate events.").

(3) Spell out numbers if they begin a sentence (e.g., "Seventy-five percent of respondents viewed the case favorably.").

(4) Use numerals to express units of measurement, time, or money. For example:

(a) We will meet at 4 o'clock.

(b) The convoy marched 3 kilometers.

(c) Lunch will be provided for 5 dollars.

e. Dates

(1) The preferred date format is month, day, year (e.g., "Your February 23, 2009 memorandum clearly illustrates the policy.").

(2) The more traditional month, day, year format is also acceptable (usually in more formal communication such as letters, award citations, etc.), but should always be followed by a comma unless it closes the sentence (e.g., "Your February 23, 2009, memorandum clearly illustrates the policy.").

(3) Avoid using contracted dates (e.g., use "February 5," not "the 5th of February").

f. Commonly Confused Words. Table 12 provides examples of words writers commonly confuse and their meanings.

Table 12. List of Commonly Confused Words

WORD	SOMETIMES CONFUSED WITH
Accept (to receive)	Except (other than)
Advice (an opinion)	Advise (to give advice)

All ready (prepared)	Already (by this time)
Allude (to refer to indirectly)	Elude (to avoid)
Allusion (indirect reference)	Illusion (erroneous belief or conception)
Among (more than two alternatives)	Between (only two alternatives)
Ascent (a rise)	Assent (agreement)
Beside (next to or near)	Besides (in addition to)
Born (brought into life)	Borne (carried)
Brake (stop)	Break (smash)
Capital (the seat of government)	Capitol (the building where a legislature meets)
Cite (to quote an authority)	Site (a place)
Compliment (praise)	Complement (completes)
Continually (closely recurrent intervals)	Continuously (without pause or break)
Council (a group)	Counsel (to give advice)
Descent (a movement down)	Dissent (disagreement)
Desert (to abandon)	Dessert (a course after dinner)
Discreet (reserved, respectful)	Discrete (individual or distinct)
Elicit (to bring out)	Illicit (unlawful)
Farther (expresses distance)	Further (expresses degree)
Formally (conventionally)	Formerly (in the past)
Imply (to hint at or suggest)	Infer (to draw a conclusion)
Insure (to procure insurance on)	Ensure (to make certain)
Lay (to place)	Lie (to recline, stretch out)
Lessen (to make less)	Lesson (something learned)
Moneys (currency)	Monies (amount of money)
Morale (a mood)	Moral (right conduct)
Principal (most important)	Principle (basic truth or law)
Raise (to build up)	Raze (to tear down)
Stationary (unmoving)	Stationery (writing paper)
Their (belonging to them)	There (the opposite of here)
To (toward)	Too (also)
Who (refers to people)	Which (refers to things)

ENCLOSURE 7

MEMORANDUMS

1. WHEN TO USE A MEMORANDUM

a. Use memorandums for correspondence within the Department of Defense, with the President and the White House staff, and to send routine material to other Federal agencies.

b. Memorandum types are determined by their purpose.

(1) Standard Memorandum. Used for routine correspondence within the Department of Defense and to other Federal agencies.

(2) Action Memorandum. Used for:

(a) Forwarding material that requires SecDef or DepSecDef approval or signature.

(b) Describing a problem and recommending a solution.

(3) Info Memorandum. Used to convey information to the Secretary and Deputy Secretary of Defense on important developments not requiring action at the time (e.g., for background and issue papers). (See Enclosure 5 of Volume 2 for information on talking and point papers.)

(4) Multi-Addressed Memorandum. Used for material sent to several addressees.

2. PREPARING STANDARD MEMORANDUMS

See Figures 1 and 2 in the Appendix to this enclosure for sample standard memorandums.

a. Stationery. Use 8.5 by 11-inch letterhead. Use bond paper for succeeding pages. When preparing for the signature of the:

(1) Secretary of Defense: use SecDef letterhead.

(2) Deputy Secretary of Defense: use DepSecDef letterhead.

(3) ExecSec or Special Assistant(s) to the Secretary or Deputy Secretary of Defense: use OSD letterhead.

(4) OSD and DoD Component Heads: use the appropriate Component letterhead.

b. Margins. Use a 2-inch top margin and 1-inch side and bottom margins on the first page. The top margin may be adjusted up to 1.75 inches and, if not printed on letterhead

(memorandums with multiple co-signers, memorandums of agreement, etc.), up to 1 inch. For succeeding pages, use 1-inch margins on all sides. If memorandums contain less than 11 lines, side margins may be increased to 2 inches. Do not justify right margins.

c. Font. Use Times New Roman, 12-point.

d. Spacing. Single space within a paragraph for all memorandums of two or more paragraphs. Always double space between paragraphs and bullets, and between lines in memorandums of a single paragraph of eight lines or less.

e. Indentation. Indent paragraphs .5 inch from the left margin; indent subparagraphs an additional .5 inch.

f. Paragraphing. Use bullets, numbers, or lower-case letters for subparagraphs. Do not begin a paragraph near the end of a page unless there is room for at least two lines on that page. Do not carry a paragraph over to the next page unless there are at least two lines on that page. Do not use one-sentence paragraphs.

g. Page Numbering. Do not number the first page. For second and succeeding pages, place the page number(s):

(1) Either 1 inch from the top of the page at the right margin, with the text continuing a triple space below the page number line.

(2) Or at the bottom center of the page at least a double space (one blank line) below the last line of text and 1 inch from the bottom of the page.

h. Date. Insert the date a double space below the last line in the letterhead or department shield, ending at the right margin. Use month, day, year, showing day and year in numerals. Omit the date on memorandums for SecDef, DepSecDef, or ExecSec signature.

i. Address Line

(1) For single addressees:

(a) Insert “MEMORANDUM FOR” a double space below the date line. Include the addressee’s title and the name or office symbol of the organization, providing enough information to ensure the memorandum will be delivered appropriately.

(b) If more than one line is required for an addressee, indent the second line an additional two spaces so that the first character of the indented line is below the third character of the addressee title on the line immediately above.

(2) For multiple addressees:

(a) Type each on a single line aligned block style below and to the right of "MEMORANDUM FOR:". (See section 5.b. of this enclosure for directions on how to order multiple addressees.)

(b) If there are more than ~~15~~ *16* addressees:

1. Enter "MEMORANDUM FOR: SEE DISTRIBUTION" a double space below the date line.

2. Enter "DISTRIBUTION:" a double space below the last line of the signature block or attachment notation, aligned with the left margin.

a. List the addressees single-spaced below the caption, beginning at the left margin. Use title case.

b. For DoD-internal distribution list recipients, place recipients in the order they would appear in a DoD standard multiple-addressee memorandum listing.

c. When the distribution copy recipient name or title extends to succeeding lines, indent the second line two spaces so that the first character of the indented line begins beneath the third character of the line above. Align third and subsequent lines for a given recipient below the first character of the second line; do not indent third and subsequent lines further.

d. Place the entire distribution list on a separate page if there is not room for all addressees on the first page.

j. Attention Line. When directing memorandums to the attention of a particular person within an organization, type "ATTN:" followed by the name or title of the person in parentheses. Place it a single space below and aligned under the third character of the office address. (See Table 13.)

Table 13. Sample Attention Lines in Memorandums

MEMORANDUM FOR SECRETARY OF THE ARMY (ATTN: LTC BROWN) UNDER SECRETARY OF DEFENSE FOR POLICY (ATTN: MR. SMITH) – OR – MEMORANDUM FOR DIRECTOR, ADMINISTRATION AND MANAGEMENT (ATTN: MR. PUBLIC)

k. Through Line. AVOID addressing memorandums to the Secretary or Deputy Secretary of Defense through another office or person whenever possible.

(1) When necessary, type "THROUGH:" a double space below the address line and a double space above the subject line. Type the "THROUGH:" office in all caps.

(2) The submitting DoD Component must accomplish the through line coordination prior to submitting the memorandum to CMD for control UNLESS the through office is a SecDef or DepSecDef immediate office, such as SecDef Protocol.

l. Subject Line. Type "SUBJECT:" a double space below the last line of the address line. Two spaces after the colon, briefly describe the memorandum's content, capitalizing the first word and all principal words. If more than one line is required, begin succeeding lines aligned below the first word in the subject line.

m. References. Avoid using references in memorandums for SecDef, DepSecDef, or ExecSec signature. When references are necessary, format them as shown in Table 14.

(1) Type "Reference:" or "Reference(s):" at the left margin, a double space below the subject line, followed by the originating office, subject, and date of the document.

(2) List references in block style two spaces after the colon in the order they appear in the text, identified as (a), (b), (c), etc. Do not letter a reference when there is only one.

(3) When attaching a reference, state so in parentheses after the reference title.

(4) When preparing classified memorandums, indicate the CLASSIFICATION OF THE TITLE in parentheses immediately BEFORE the title. Indicate the CLASSIFICATION OF THE REFERENCE at the END of the reference.

Table 14. Listing References

Single Reference	Reference: DoD Executive Secretary Memorandum, (date)
Multiple References	References: (a) DoD Executive Secretary Memorandum, (date) (b) DoD Directive 5105.53, "Director of Administration and Management (DA&M)," February 26, 2008
Attached References	References: (a) DoD Executive Secretary Memorandum, (date) (copy attached) (b) DoD Directive 5105.53, "Director of Administration and Management (DA&M)," February 26, 2008

Table 14. Listing References, Continued

Classified References. Reference (a) is classified SECRET. Reference (b) is unclassified. Both titles are unclassified.	References: (a) (U) Defense Intelligence Agency Report, (subject), (date) (S) (b) (U) DoD Executive Secretary Memorandum, (date) (copy attached) (U)

n. Salutation. Do not use a salutation in a memorandum.

o. Body

(1) Begin the body two lines below the subject line. Speak directly to the reader. Use the active voice and clear conversational language. Keep the tone polite and professional, even if the message is bad news.

(2) Convey the message in complete, but succinct paragraphs; try to restrict them to 10 or 15 lines. Organize the information by presenting the most important first, unless background is necessary for the reader to understand the main point. Supporting detail should follow.

p. Complimentary Close. Do not use a complimentary close in memorandums.

q. Signature Block

(1) Leave out the signature block on memorandums for SecDef or DepSecDef signature.

(2) For other memorandums, type the name of the signer, leaving four blank lines below the last line of text, beginning at the center of the page. Type the signer's title on the next line, aligned with the name. Indent second and succeeding lines two spaces. The title of the person signing is not necessary if it is identified in the letterhead.

(3) The signer's name and title may be stamped below the written signature.

(4) For memorandums requiring dual signature and multiple signatures:

(a) When the SecDef or DepSecDef and the head of another agency sign, place the signature blocks side by side, leaving four blank lines below the last line of text. (See Table 15.)

1. Type the names in upper and lower case with that of the non-DoD official aligned at the left margin and the SecDef or DepSecDef beginning at the center of the page.

2. Type titles of both officials in upper and lower case aligned under their names.

(b) When officials from two or more offices will sign, place the signature block of the official from the originating office on the right side of the page. Place additional signature blocks to the left and below that of the originator. (See Table 15.)

Table 15. Dual and Multiple Signature Blocks

CO-SIGNERS	ORIGINATING OFFICIAL
Robert B. Doe Secretary of Commerce Jane B. Preserve Secretary of the Treasury Loyal T. Moneman Secretary of the Treasury	John Q. Smith Secretary of Defense

r. Attachments. Use attachments to provide information in addition to a memorandum. Type "Attachment:" or "Attachments:" double spaced below the signature block or last line of text and at the left margin as shown in Table 16. For attachments:

(1) Identified in the Text. Type "As stated" at the left margin on the next line.

(2) Not Identified in the Text. Type "Attachment:" or "Attachments:" double spaced below the lower of the signature block or last line of text and at the left margin. On the next line, list each attachment on a separate line, by title. Number all attachments when there is more than one.

Table 16. Listing Attachments

When a single attachment is identified in the text: Attachment: As stated
When multiple attachments are identified in the text: Attachments: As stated
When attachments are not mentioned in the text: Attachments: 1. Seating Chart 2. List of Attendees

s. Material Under Separate Cover. When referring to material sent under separate cover, type "Separate cover:" aligned at the left margin and double spaced below the last line (e.g., text, signature block, or attachments). On the next line, list the items as shown in Table 17 even

though they are identified in the text. Always send a copy of the memorandum with the material sent under separate cover.

Table 17. Sample List of Material Under Separate Cover in a Memorandum

Attachments: As stated Separate Cover: Annual Department of Defense Report

t. Courtesy Copies. As shown in Table 18, when the memorandum is being sent to people other than the addressee:

(1) Type "cc:" aligned at the left margin and double spaced below the signature block or any other notation.

(2) Below "cc:" list the recipients, one below the other, single-spaced and beginning at the left margin. Use title case.

(3) For DoD-internal courtesy copy recipients, place recipients in the order they would appear in a DoD standard multiple-addressee memorandum listing in accordance with DA~~&M~~ Memorandum (Reference (n)). Alphabetical listings may also be used.

(4) When the courtesy copy recipient name or title extends to succeeding lines, indent the second line two spaces so that the first character of the second line begins beneath the third character of the line above. Align third and subsequent lines for a given recipient below the first character of the second line; do not indent third and subsequent lines further.

(5) Use official position titles rather than personal names whenever possible.

Table 18. Sample Courtesy Copy Listings in Memorandums

Multiple courtesy copies addressed by name	cc: The Honorable Jane Q. Public The Honorable John Q. Smith
Courtesy copy with title specified	cc: The Honorable Jane Q. Public Ranking Member
Multiple courtesy copies with title specified on one official	cc: The Honorable Jane Q. Public Ranking Member The Honorable Jim Q. Smith
Multiple courtesy copies with titles specified	cc: The Honorable John Q. Public Secretary of the Army The Honorable Jane Q. Smith Under Secretary of Defense (Comptroller)/ Chief Financial Officer
Multiple courtesy copies addressed by title and order of precedence	cc: Secretary of the Army Chairman of the Joint Chiefs of Staff Under Secretary of Defense for Acquisition, Technology, and Logistics Commandant of the Marine Corps Assistant Secretary of Defense for Networks and Information Integration/DoD Chief Information Officer Director, Administration and Management

u. Security Classification Markings. In accordance with References (e) through (h):

(1) For content that requires safeguarding, mark in conspicuously larger or bold font:

(a) The highest level of classification contained on that page or the highest level of classification of the material (use whichever is higher) at the top and bottom of each page.

(b) The top and bottom of the first page of the document with the highest overall classification of the contents of the total document. Mark an unclassified transmittal document with an appropriate instruction indicating that it is unclassified when separated from classified attachments. Place the notation in boldface font at the bottom of the page above the overall security classification.

(2) Apply paragraph and subject line markings, classification authority, and declassification instructions to classified material in accordance with References (e) through (h).

(a) The SecDef and DepSecDef shall rarely be listed as classifying authorities. The classification shall normally be derived from another source. A source document or an original classification authority in the originating office shall normally be listed as the classifying authority.

(b) Place the basic classification and declassification statements shown in Table 19 in the lower left corner of the front page of any classified document.

Table 19. Classification and Declassification Statements

ORIGINALLY CLASSIFIED INFORMATION
Classified by: Enter name or personal identifier and position title. Reason: Cite category from paragraph C2.3.2. of Reference (e). Declassify on: Enter either a date or event less than or equal to 10 years or, if the sensitivity requires it, a date not more than 25 years from the date of origination. (See Reference (e) for more information.)
DERIVATIVELY CLASSIFIED INFORMATION
Derived from: Either cite the source document or the classification guide (including date), or enter "Multiple Sources" (must maintain source listing with record copy). Declassify on: Either carry forward instructions from the source document or classification guide or: a. For more than one source, enter the most restrictive of any of its sources. b. If source document(s) declassification instructions are Originating Agency Determination Required (OADR), enter: "Source Marked 'OADR,' Date of source: DD Month YY." When there is more than one source, use the most recent date found on any of them.

3. ACTION MEMORANDUMS

a. Preparing an Action Memorandum. See Figure 3 in the Appendix to this enclosure for a sample Action Memorandum. To prepare an Action Memorandum, use the general guidelines for preparing standard memorandums in section 2 of this enclosure, with these exceptions:

(1) Header. A double space below the last line of the letterhead or organizational seal, type "ACTION MEMO," all caps, centered, and in boldface type.

(2) Date. Enter the date as instructed in paragraph 2.h. of this enclosure. Include the time the memorandum was prepared at the end of the date line.

(3) Address Line. A double space below the date line, beginning at the left margin, type "FOR:" followed by the addressee's title. When the Action Memorandum is for the Secretary of Defense, type "DepSec Action _____" on the address line, aligned with the right margin. (The ExecSec shall annotate here if the package is to be forwarded for DepSecDef review.)

(4) From Line. A double space below the address line, type "FROM:" followed by the name and title of the sender. As an Action Memorandum has no signature block, the sending official signs and dates on the "FROM" line. If someone signs "for" the originating official, print the signer's name and title below the signature. If someone other than a Component Head or Principal Deputy signs on the "FROM" line, at least one of them shall be listed on the coordination page.

(5) Subject Line. Enter the subject line as instructed in paragraph 2.l. of this enclosure, a double space below the "FROM" line.

(6) Body. Begin the body two lines below the subject line and flush with the left margin. Type succinct bullet statements that tell the recipient what he or she needs to know about the subject and why the action is recommended. Double-space between bullets.

(7) Recommendation. A double space below the bullet statements, type "RECOMMENDATION:" followed by a statement describing required recipient action. For example:

(a) RECOMMENDATION: Sign letter at TAB [enter appropriate TAB number or letter].

(b) RECOMMENDATION: Approve release of funds: Approve _____ Disapprove _____.

(8) Coordination. A double space below the recommendation, type "COORDINATION:" and specify the tab with the list of coordinating officials (always placed as the last tab in the package) or, if appropriate, type "NONE."

(9) Signature Block. Do not include a signature block in an Action Memorandum.

(10) Prepared By Line. A double space after the final text of the memorandum and aligned with the left margin, type "Prepared by:" followed by the name and telephone number of the action officer who prepared the memorandum.

b. Assembling an Action Memorandum Package

(1) Assemble an Action Memorandum package with the memorandum as the cover and/or forwarding document, followed by tabs beginning with "A" and continuing sequentially., as follows:

(a) The first tab ("TAB A") for the action item submitted for signature or approval.

1. If sending a similar letter or memorandum to multiple addressees, place all at this tab.

2. If including different items for SecDef or DepSecDef signature or approval, place at the second tab ("TAB B") and continue tabs sequentially for signature items as needed.

3. For SecDef and DepSecDef communications with foreign government officials that require both a letter and a Defense Messaging System (DMS) message for electronic transmission, include both at the same tab.

(b) The second tab ("TAB B"), or the next sequential tab following the signature tabs, for incoming correspondence if applicable.

(c) The third tab ("TAB C"), or the next sequential tab following the signature and incoming correspondence tabs, for background material. If more than one tab is needed, tab sequentially. If forwarding substantive or lengthy background information, provide a one-page executive summary of the information.

(d) The fourth tab ("TAB D"), or last tab in package, to list the coordinating officials on one page.

1. Include the position and name of each coordinating official, as well as the coordination date and type as shown in Table 20.

2. Include concurrences from the Heads of the OSD and DoD Components or, in their absence, their Principal Deputies. Actual signatures are not required. When the official is not the Component Head, enter the official's title beneath his or her name. (See section 6 of Enclosure 3 for instructions on coordinating actions, including coordination signature level.)

3. List nonconcurrences and address the issues in the Action Memorandum or an attached supplement that includes all interested parties' views and reasonable options as well as the coordinators' comments, modifications, or rewrites.

4. List coordination that the action officer attempted to obtain, but did not receive, as well as the time allotted that coordinating office. This should be included on the coordination tab of the action package.

(2) Attach package elements with 2-inch paper clips; do not staple or use clam clips.

Table 20. Listing Coordinating Officials

BENEATH THE COORDINATION LINE PROVIDE: POSITION, NAME, AND DATE AND TYPE OF COORDINATION			
Coordination:			
Under Secretary of Defense (AT&L)	Mr. Johnson	March 20, 2009	Concur with Comments
Assistant Secretary of Defense (LA)	Mr. Smith	March 18, 2009	Concur
General Counsel	Mr. Jones	March 15, 2009	Nonconcur with Comments

BENEATH THE COORDINATION LINE PROVIDE: Coordinator Position, Coordinator Name, Date and Type of Coordination			
Coordination:			
Under Secretary of Defense (AT&L)	Mr. Johnson	March 20, 2009	Concur with Comments
Assistant Secretary of Defense (LA)	Mr. Smith, Principal Deputy*	March 18, 2009	Concur
General Counsel	Mr. Jones	March 15, 2009	Nonconcur with Comments
* If not the OSD or DoD Component Head, enter the official's title beneath the name.			

c. Submitting an Action Memorandum Package. Submit an Action Memorandum package to CMD. Provide:

(1) The original plus one complete copy of the memorandum with tabs and attachments. The copy should be of the same quality as the original (e.g., if attachments are printed in color for the original, the copy should have color attachments as well). For multiple-addressee letters or those with cc: listings, enclosures consisting of published reports must be provided to CMD when the signature package is submitted.

(2) Mailing envelopes if unclassified, or two address labels per signature item if classified, when the memorandum will be mailed after SecDef or DepSecDef approval. A rubber

stamp may be used for the return address; do NOT use a rubber stamp or hand print the "TO" address on envelopes for outgoing official mail.

(3) An electronic message version of any letter the Secretary or Deputy Secretary of Defense will sign to a foreign dignitary.

4. INFO MEMORANDUMS

a. Preparing an Info Memorandum. See Figure 4 in the Appendix to this enclosure for a sample Info Memorandum. To prepare an Info Memorandum, use the general guidelines for preparing standard memorandums in section 2 of this enclosure, with these exceptions:

(1) Header. A double space below the last line of the letterhead or organizational seal, type "INFO MEMO" all caps, centered, in boldface type.

(2) Address Line. A double space below the date line, type "FOR:" followed by the title of the addressee.

(3) From Line. A double space below the address line, type "FROM:" followed by the name and title of the sender. As an Info Memorandum has no signature block, the sending official signs and dates on the "FROM" line. If someone signs "for" the originating official, print the signer's name and title below the signature. If someone other than a Component Head or Principal Deputy signs on the "FROM" line, at least one of them shall be listed on the coordination page.

(4) Subject Line. A double space below the "FROM" line, type "SUBJECT:" followed by a brief description of the memorandum's content with the first and all principal words capitalized. If more than one line is required, begin succeeding lines aligned below the first word in the subject.

(5) Body. A double-space below the subject line, type succinct bullet statements that tell the recipient what he or she needs to know about the subject. Double space between bullets.

(6) Coordination. A double space below the recommendation, type "COORDINATION:" and specify the tab with the list of coordinating officials (always the last tab in the package), or if appropriate, type "NONE."

(7) Signature Block. Do not include a signature block in an Info Memorandum.

(8) Prepared By Line. A double space below the final text of the memorandum and aligned with the left margin, type "Prepared by:" followed by the name and telephone number of the action officer who prepared the memorandum.

b. Assembling an Info Memorandum Package

(1) Assemble an Info Memorandum package with the memorandum as the cover, including supplemental or background information at tabs beginning with "A" and continuing sequentially. If the supplemental information is lengthy, include a 1-page executive summary.

(2) At the last tab in the package, list the coordinating offices and/or activities as instructed in subparagraph 3.b.(1)(d) of this enclosure and shown in Table 20.

(3) Attach package elements with 2-inch paper clips; do not staple or use clam clips.

c. Submitting an Info Memorandum Package. Submit an Info Memorandum package to CMD. Provide the original plus two complete copies of the memorandum with tabs and attachments. The copy should be of the same quality as the original (e.g., if attachments are printed in color for the original, the copy should also have color attachments).

5. MULTI-ADDRESSEE MEMORANDUMS

a. Preparing a Multi-Addressee Memorandum. See Figures 5 and 6 in the Appendix to this enclosure for examples. To prepare a multi-addressee memorandum, use the general guidelines for the standard memorandum with multiple addressees in subparagraph 2.i.(2) of this enclosure.

b. Ordering Multi-Addressees

(1) The addressee section of Figure 5 shows the correct format and order for a multiple-addressee memorandum. These officials are included in the titles indicated:

(a) Under Secretaries of Defense (USDs). The USDs for Acquisition, Technology, and Logistics; Policy; (Comptroller)/Chief Financial Officer; Personnel and Readiness; and Intelligence.

(b) Assistant Secretaries of Defense (ASDs). The ASDs for Acquisition; Asian and Pacific Security Affairs; *Energy, Installations, and Environment;* Health Affairs; Homeland Defense and ~~Americas' Security Affairs~~ *Global Security*; International Security Affairs; Legislative Affairs; Logistics and Materiel Readiness; ~~Networks and Information Integration/DoD Chief Information Officer; Public Affairs;~~ *Manpower and* Reserve Affairs; *Nuclear, Chemical, and Biological Defense Programs; Readiness; Research and Engineering;* ~~and~~ Special Operations and Low- Intensity Conflict*;* and ~~Interdependent Capabilities~~ *Strategy, Plans, and Capabilities*.

(c) Assistants to the Secretary of Defense (ATSDs). The ATSD~~s~~ for ~~Nuclear and Chemical and Biological Defense Programs, and for Intelligence Oversight~~ *Public Affairs*.

(d) Special Assistants to the Secretary and Deputy Secretary of Defense. The ExecSec; Defense Advisor, U.S. Mission to NATO; ~~Director, Joint Improvised Explosive Device~~

~~Defeat Organization;~~ and other assistants as may be designated from time to time by the Secretary or Deputy Secretary of Defense.

(e) Directors of the Defense Agencies. The Defense Advanced Research Projects Agency; ~~Defense Business Transformation Agency;~~ Defense Commissary Agency; Defense Contract Audit Agency; Defense Contract Management Agency; Defense Finance and Accounting Service; *Defense Health Agency;* Defense Information Systems Agency; Defense Intelligence Agency; Defense Legal Services Agency; *Defense POW/MIA Accounting Agency;* Defense Logistics Agency; Defense Security Cooperation Agency; Defense Security Service; Defense Threat Reduction Agency; Missile Defense Agency; National Geospatial-Intelligence Agency; National Reconnaissance Office; National Security Agency/Central Security Service; and Pentagon Force Protection Agency.

(f) Directors of the DoD Field Activities. The Defense Media Activity; ~~Defense Prisoner of War/Missing Personnel Office;~~ Defense Technical Information Center; Defense Technology Security Administration; DoD Education Activity, DoD Human Resources Activity; DoD Test Resource Management Center; Office of Economic Adjustment; ~~TRICARE Management Activity;~~ and WHS.

(2) When addressing memorandums to:

(a) Only two of the Secretaries of the Military Departments, list the individual Secretaries in this order:

1. Secretary of the Army.

2. Secretary of the Navy.

3. Secretary of the Air Force.

(b) Two or more, but not all, of the USDs, list the individual USDs in this order:

1. Under Secretary of Defense for Acquisition, Technology, and Logistics.

2. Under Secretary of Defense for Policy.

3. Under Secretary of Defense (Comptroller)/Chief Financial Officer.

4. Under Secretary of Defense for Personnel and Readiness.

5. Under Secretary of Defense for Intelligence.

(c) Two or more, but not all, ASDs, Directors of the Defense Agencies, and Directors of the DoD Field Activities, list them by title in alphabetical order.

(d) When appropriate, list the Chiefs of the Military Services after the USDs and before the ASDs. When listing two or more, but not all, of the Chiefs of the Military Services, list the individual chiefs in this order:

1. Chief of Staff, ~~U.S.~~ Army.

2. Commandant of the Marine Corps.

~~2~~*3*. Chief of Naval Operations.

~~3~~*4*. Chief of Staff, ~~U.S.~~ Air Force.

~~4. Commandant of the Marine Corps.~~

(e) When appropriate, list the Commanders of the Combatant Commands after the Deputy Chief Management Officer and before the ASDs. (See Figure 6.) When listing two or more, but not all, of the Commanders of the Combatant Commands, list the individual commanders in this order:

1. Commander, United States Africa Command.

2. Commander, United States Central Command.

3. Commander, United States European Command.

~~4. Commander, United States Joint Forces Command.~~

~~5~~*4*. Commander, United States Northern Command.

~~6~~*5*. Commander, United States Pacific Command.

~~7~~*6*. Commander, United States Southern Command.

~~8~~*7*. Commander, United States Special Operations Command.

~~9~~*8*. Commander, United States Strategic Command.

~~10~~*9*. Commander, United States Transportation Command.

(f) When including both the Chiefs of the Military Services and the Commanders of the Combatant Commands, list the Chiefs of the Military Services below the Deputy Chief Management Officer and above the Commanders of the Combatant Commands.

(g) List all:

1. Action addressees in the address line, or as a "MEMORANDUM FOR: SEE DISTRIBUTION" if there are more than ~~15~~ *16* addressees, as instructed in subparagraph 2.i.(2)(b) of this enclosure.

2. Information addresses as courtesy copy ("cc:") recipients, as instructed in paragraph 2.t. of this enclosure.

c. Submission and Distribution of Multiple-Addressee Memorandums

(1) Forward multiple-addressee memorandums for SecDef or DepSecDef signature to CMD using an Action Memorandum in accordance with paragraph 4.c. of Enclosure 7, except that envelopes are not required for multiple-addressee memorandums to the DoD Components as CMD makes internal distribution electronically.

(2) CMD distributes SecDef, DepSecDef, *and* ExecSec~~, and DA&M *DA ODCMO*~~ multi-addressee memorandums through e-mail *and CATMS* in Portable Document Format *(PDF)*, whenever possible, for material up to and including SECRET. When multi-addressee memorandums contain multiple enclosures and cannot be processed by e-mail, the originating OSD or DoD Component shall provide to CMD the number of paper copies required for distribution.

(3) To facilitate electronic distribution, the OSD or DoD Components shall:

(a) Provide CMD a group e-mail address that includes their respective Senior Military Assistant and/or Executive Assistant and administrative POC responsible for the receipt, control, and re-transmission of official memorandums.

(b) Ensure their e-mail listings are current and provide updates every 6 months to CMD at (703) 695-3133.

APPENDIX TO ENCLOSURE 7

SAMPLE MEMORANDUMS

Figure 1. Sample Standard Unclassified Memorandum

THE SECRETARY OF DEFENSE
1000 DEFENSE PENTAGON
WASHINGTON, DC 20301-1000

MEMORANDUM FOR SECRETARY OF STATE

SUBJECT: Sample of an Unclassified Memo Signed by the Secretary of Defense

Use a memorandum for correspondence within the Department of Defense (DoD), to the President and the White House staff, and to send routine material to other Federal Agencies. Use a memorandum, formatted similar to this sample, to forward information, direction, or a request from the Secretary of Defense, Deputy Secretary of Defense, or Executive Secretary to an addressee(s) within DoD or to other Federal Agencies.

Use letterhead stationary appropriate to the signee; use bond paper for succeeding pages. Single space paragraphs and do not justify right margins. Double-space between paragraphs and bullets and between lines in memorandums of a single paragraph of eight lines or less. Do not use a complimentary close for memorandums.

Margins should be 2 inches from the top and 1 inch side and bottom margins on the first page. For succeeding pages, use 1 inch margins on all sides. Use Times New Roman, 12 pitch font. Indent paragraphs one half inch from the left margin.

When a subparagraph is needed, use bullets, numbers, or lower case letters.

- Do not begin a paragraph near the end of a page unless there is room for at least two lines on that page. Do not carry a paragraph over to the next page unless there are at least two lines on that page.
- Avoid using references.
- Try to refrain from using one sentence paragraphs.

For second and succeeding pages, place the page number at the bottom center of the page at least one double space below the last line of text and 1 inch from the bottom of the page.

Insert MEMORANDUM FOR 2 inches from top margin, using a title in lieu of an individual's name. If more than one line is required for an addressee, indent the second line an additional two spaces so that the first character of the indented line is below the third character of the addressee title on the line immediately above.

Type SUBJECT: one double space below the last line of the address line. Include two spaces after the colon. Briefly describe the memorandum's content, capitalizing the first word

Figure 1. Sample Standard Unclassified Memorandum, Continued

and all principal words. If more than one line is required, begin succeeding lines aligned below the first word in the subject line.

Begin the body one double space below the subject line. Speak directly to the reader. Use the active voice and clear conversational language. Keep the tone polite and professional, even if the message is bad news. Convey the message in complete, but succinct paragraphs; try to restrict them to no more than 15 lines. Organize the information by presenting the most important first, unless background is necessary for the reader to understand the main point. Supporting detail should follow.

Use attachments to provide additional information. Insert Attachment(s): approximately five lines below the last line of text and at the left margin. The next line will indicate if the attachment is "As stated" or state the title of the attachment. The courtesy copy line (cc:) is placed one double space below the attachment line.

Attachment:
As stated

cc:
The Vice President
USD(Policy)

2

Figure 2. Sample Standard Classified Memorandum

CLASSIFICATION

SECRETARY OF DEFENSE
1000 DEFENSE PENTAGON
WASHINGTON, DC 20301-1000

MEMORANDUM FOR SECRETARY OF STATE

SUBJECT: ( ) Sample of a Classified Memo Signed by the Secretary of Defense

( ) Use a memorandum for correspondence within the Department of Defense (DoD), to the President and the White House staff, and to send routine material to other Federal Agencies. Use a memorandum, formatted similar to this sample, to forward information, direction, or a request from the Secretary of Defense, Deputy Secretary of Defense, or Executive Secretary to an addressee(s) within DoD or to other Federal Agencies.

( ) Use letterhead stationary appropriate to the signee; use bond paper for succeeding pages. Single space paragraphs and do not justify right margins. Double-space between paragraphs and bullets and between lines in memorandums of a single paragraph of eight lines or less. Do not use a complimentary close for memorandums.

( ) Margins should be 2 inches from the top and 1 inch side and bottom margins on the first page. For succeeding pages, use 1 inch margins on all sides. Use Times New Roman, 12 pitch font. Indent paragraphs one half inch from the left margin.

( ) When a subparagraph is needed, use bullets, numbers, or lower case letters.

- ( ) Do not begin a paragraph near the end of a page unless there is room for at least two lines on that page. Do not carry a paragraph over to the next page unless there are at least two lines on that page.
- ( ) Avoid using references.
- ( ) Try to refrain from using one sentence paragraphs.

( ) For second and succeeding pages, place the page number at the bottom center of the page at least one double space below the last line of text and 1 inch from the bottom of the page.

( ) Insert MEMORANDUM FOR 2 inches from top margin, using a title in lieu of an individual's name. If more than one line is required for an addressee, indent the second line an additional two spaces so that the first character of the indented line is below the third character of the addressee title on the line immediately above.

Classified By: *Derived From:*
Reason: ***OR*** *Declassify On:*
Declassify On:

CLASSIFICATION

Figure 2. Sample Standard Classified Memorandum, Continued

CLASSIFICATION

( ) Type SUBJECT: one double space below the last line of the address line. Include two spaces after the colon. Briefly describe the memorandum's content, capitalizing the first word and all principal words. If more than one line is required, begin succeeding lines aligned below the first word in the subject line.

( ) Begin the body one double space below the subject line. Speak directly to the reader. Use the active voice and clear conversational language. Keep the tone polite and professional, even if the message is bad news. Convey the message in complete, but succinct paragraphs; try to restrict them to no more than 15 lines. Organize the information by presenting the most important first, unless background is necessary for the reader to understand the main point. Supporting detail should follow.

( ) Use attachments to provide additional information. Insert Attachment(s): approximately five lines below the last line of text and at the left margin. The next line will indicate if the attachment is "As stated" or state the title of the attachment. The courtesy copy line (cc:) is placed one double space below the attachment line.

Attachment:
As stated

cc:
The Vice President
USD(Policy)

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CLASSIFICATION

Figure 3. Sample Action Memorandum

CLASSIFICATION

COMPONENT LETTERHEAD

ACTION MEMO

Month Day, Year

FOR: SECRETARY OF DEFENSE DepSec Action _____

FROM: Name of Component Head, Title

SUBJECT: Sample Unclassified Action Memorandum with Classified Attachments

- State what the addressee should do using succinct bullet paragraphs. Explain why it is advisable for the recipient to take the recommended action. Reference Enclosure 6 for suggested methods for organizing key points.

- Double space between bullets. Set a 2 inch top margin and a 1 inch side and bottom margins for the first page. For succeeding pages, use 1 inch margins on all sides. Use Times New Roman, 12 pitch font. Attach signature item at TAB A, incoming correspondence at TAB B, background or supplemental information at TAB C, and continue sequentially as needed. Do not include bulky supplemental information; instead summarize key points on a separate page.

- If the Action Memorandum is "unclassified when separated from classified attachment," right justify phrase, in all caps, using 8 pitch font, on first page of memo, above security classification.

RECOMMENDATION: Sign correspondence at TAB A.

NOTE: If no document for signature use the following:

RECOMMENDATION: Approve subject matter, course of action, release of funds, etc:

Approve _____ Disapprove _____ Other_____

COORDINATION: TAB D (or last tab in package) or NONE

Attachments:
As stated

Prepared by: Author's Name and Telephone Number

Unclassified when separated from classified attachment

CLASSIFICATION

Figure 4. Sample Classified Info Memorandum

CLASSIFICATION

COMPONENT LETTERHEAD

INFO MEMO

Month Day, Year

FOR: DEPUTY SECRETARY OF DEFENSE

FROM: Name of Component Head, Title

SUBJECT: ( ) Sample of a Classified Info Memo

- ( ) Use portion markings of (TS), (S), (C), or (U) for the subject and at the beginning of each paragraph, to include subparagraphs. Overall classification markings should be bold 13 pitch font, top and bottom of each page.

- ( ) State what the addressee needs to know using succinct bullet paragraphs. Double space between bullets. Set a 2 inch top margin and 1 inch side and bottom margins for the first page. For succeeding pages, use 1 inch margins on all sides. Use Times New Roman, 12 pitch font.

- ( ) Explain why it is important for the recipient to have this information. Reference Enclosure 6, Manual for Written Material, for suggested methods on organizing key points. Info Memos do not have a recommendation or a decision.

- ( ) Attach background or supplemental information at TABs as needed. If a report is submitted, include an executive summary.

- ( ) Mark the top and bottom of the first page of the document with the highest overall classification of the contents of the total document, to include attachment(s).

- ( ) Apply subject line and paragraph markings, classification authority, and declassification instructions to classified material in accordance with _____.

  a.( ) The Secretary of Defense and Deputy Secretary of Defense are rarely listed as classifying authorities. The classification is normally derived from another source. A source document or an original classification authority in the originating office is normally listed as the classifying authority.

  b.( ) Place the basic classification and declassification statements in the lower left corner of the front page of a classified document.

COORDINATION: TAB D (or last tab in package) or NONE

Attachment:
Excerpt from the Manual for Written Material

Prepared by: Author's Name and Telephone Number

Classified By:		*Derived From:*
Reason:	***OR***	*Declassify On:*
Declassify On:		

CLASSIFICATION

Figure 5. Sample Multi-Addressee Memorandum

SECRETARY OF DEFENSE
1000 DEFENSE PENTAGON
WASHINGTON, DC 20301-1000

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
UNDER SECRETARIES OF DEFENSE
DEPUTY CHIEF MANAGEMENT OFFICER
ASSISTANT SECRETARIES OF DEFENSE
GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE
DIRECTOR, OPERATIONAL TEST AND EVALUATION
DIRECTOR, COST ASSESSMENT AND PROGRAM EVALUATION
INSPECTOR GENERAL OF THE DEPARTMENT OF DEFENSE
ASSISTANTS TO THE SECRETARY OF DEFENSE
DIRECTOR, ADMINISTRATION AND MANAGEMENT
DIRECTOR, NET ASSESSMENT
DIRECTORS OF THE DEFENSE AGENCIES
DIRECTORS OF THE DOD FIELD ACTIVITIES

SUBJECT: Standard Department of Defense (DoD) Multi-Addressee Memorandum

The DoD multi-addressee memorandum is a variation of the standard memorandum. It is used to forward information, direction, or a request from the Secretary of Defense, Deputy Secretary of Defense, or the DoD Executive Secretary. The addressee list can be adjusted based on the content and intended audience.

Forward a multiple-addressee memorandum to the Secretary, Deputy Secretary of Defense, or the Executive Secretary for signature under the cover of an Action Memo. If it is classified, or unclassified upon removal of attachments, apply the appropriate header, footer, portion markings, and classification and declassification instructions.

- The Secretary signs on Secretary of Defense letterhead, the Deputy Secretary signs on Deputy Secretary of Defense letterhead, and the Executive Secretary on Office of the Secretary of Defense letterhead. Do not use a signature block for the Secretary or Deputy Secretary of Defense. The Executive Secretary uses a signature block on memorandums and letters. Tab to center of page and type the full name and below the name, the title of Executive Secretary.

- Do not date the proposed memorandum. It will be dated by the Correspondence Management Division once the signature has been obtained.

Use the standard Times New Roman, 12 pitch font with a 2 inch top margin, 1 inch side and bottom margins on all memorandums. There is no complimentary close. For memorandums using more than 15 addressees, use MEMORANDUM FOR: SEE DISTRIBUTION. Include all

Figure 5. Sample Multi-Addressee Memorandum, Continued

addressees under a heading of Distribution, flushed to the left margin. If all addressees cannot fit on one page, use a separate page and include all addressees.

Three additional addressees that can be included in a multi-addressed memorandum are the Commanders of the Combatant Commands, Chiefs of the Military Services and the Chief, National Guard Bureau. The Commanders of the Combatant Commands and/or Chiefs of the Military Services are placed after the Deputy Chief Management Officer and the Chief, National Guard Bureau is placed before the Assistant Secretaries of Defense.

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Figure 6. Sample Multi-Addressee Memorandum With Combatant Commanders

SECRETARY OF DEFENSE
1000 DEFENSE PENTAGON
WASHINGTON, DC 20301-1000

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
UNDER SECRETARIES OF DEFENSE
DEPUTY CHIEF MANAGEMENT OFFICER
COMMANDERS OF THE COMBATANT COMMANDS
ASSISTANT SECRETARIES OF DEFENSE
GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE
DIRECTOR, OPERATIONAL TEST AND EVALUATION
DIRECTOR, COST ASSESSMENT AND PROGRAM EVALUATION
INSPECTOR GENERAL OF THE DEPARTMENT OF DEFENSE
ASSISTANTS TO THE SECRETARY OF DEFENSE
DIRECTOR, ADMINISTRATION AND MANAGEMENT
DIRECTOR, NET ASSESSMENT
DIRECTORS OF THE DEFENSE AGENCIES
DIRECTORS OF THE DOD FIELD ACTIVITIES

SUBJECT: Standard Department of Defense (DoD) Multi-Addressee Memorandum

The DoD multi-addressee memorandum is a variation of the standard memorandum. It is used to forward information, direction, or a request from the Secretary of Defense, Deputy Secretary of Defense, or the DoD Executive Secretary. The addressee list can be adjusted based on the content and intended audience.

Forward a multiple-addressee memorandum to the Secretary, Deputy Secretary of Defense, or the Executive Secretary for signature under the cover of an Action Memo. If it is classified, or unclassified upon removal of attachments, apply the appropriate header, footer, portion markings, and classification and declassification instructions.

- The Secretary signs on Secretary of Defense letterhead, the Deputy Secretary signs on Deputy Secretary of Defense letterhead, and the Executive Secretary on Office of the Secretary of Defense letterhead. Do not use a signature block for the Secretary or Deputy Secretary of Defense. The Executive Secretary uses a signature block on memorandums and letters. Tab to center of page and type the full name and below the name, the title of Executive Secretary.

- Do not date the proposed memorandum. It will be dated by the Correspondence Management Division once the signature has been obtained.

Use the standard Times New Roman, 12 pitch font with a 2 inch top margin, 1 inch side and bottom margins on all memorandums. There is no complimentary close. For memorandums using more than 15 addressees, use MEMORANDUM FOR: SEE DISTRIBUTION. Include all

Figure 6. Sample Multi-Addressee Memorandum With Combatant Commanders, Continued

addressees under a heading of Distribution, flushed to the left margin. If all addressees cannot fit on one page, use a separate page and include all addressees.

Two additional addressees that can be included in a multi-addressed memorandum are the Chiefs of the Military Services and the Chief, National Guard Bureau. The Chiefs of the Military Services is placed after the Deputy Chief Management Officer and the Chief, National Guard Bureau is placed before the Assistant Secretaries of Defense.

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ENCLOSURE 8

LETTERS

1. WHEN TO USE A LETTER

a. Use official letters for correspondence with individuals outside the U.S. Government and for formal correspondence with officials of other Federal agencies.

b. Use personal letters for SecDef and DepSecDef communications that require a personal touch (thanks, congratulations, condolences, acknowledgments, etc.).

c. SecDef and DepSecDef communications with foreign government officials require both a letter and ~~a DMS~~ *the Automated Message Handling System (AMHS)* message for electronic transmission.

2. PREPARING OFFICIAL LETTERS

a. Stationery. See Figure 7 in the Appendix to this enclosure for a sample official letter. Prepare official letters on 8.5 by 11-inch letterhead. Use bond paper for second and succeeding pages. When preparing for the signature of the:

(1) Secretary of Defense: use SecDef letterhead.

(2) Deputy Secretary of Defense: use DepSecDef letterhead.

(3) ExecSec or Special Assistant(s) to the Secretary or Deputy Secretary of Defense: use OSD letterhead.

(4) OSD and DoD Component Heads: use the appropriate Component letterhead.

b. Margins. Use a 2-inch top margin and 1-inch side and bottom margins on the first page. The top margin may be adjusted up to 1.75 inches and, if not printed on letterhead (e.g., letters with multiple co-signers), up to 1 inch. For succeeding pages, use 1-inch margins on all sides. If the letter contains less than 11 lines, side margins may be increased to 2 inches. Do not justify right margins.

c. Font. Use Times New Roman, 12-point.

d. Spacing. Single space within a paragraph for all correspondence of two or more paragraphs. Always double space between paragraphs and bullets, and between lines in correspondence of a single paragraph of eight lines or less.

e. Indentation. Indent paragraphs .5 inch from the left margin; indent subparagraphs an additional .5 inch.

f. Paragraphing. Use bullets, numbers, or lower-case letters for subparagraphs. Do not begin a paragraph near the end of a page unless there is room for at least two lines on that page. Do not carry a paragraph over to the next page unless there are at least two lines on that page. Do not use one-sentence paragraphs.

g. Page Numbering. Do not number the first page. For second and succeeding pages, place the page number(s):

(1) Either 1 inch from the top of the page at the right margin, with the text continuing a triple space below the page number line.

(2) Or at the bottom center of the page at least a double space (one blank line) below the last line of text and 1 inch from the bottom of the page.

h. Date. Insert the date a double space below the last line in the letterhead or department shield, ending at the right margin. Use month, day, year, showing day and year in numerals. Omit the date on letters for SecDef, DepSecDef, or ExecSec signature.

i. Address. Place the recipient's address a double space below the date, aligned with the left margin. (See Enclosure 3 of Volume 2 for proper forms of address for officials in the public and private sectors and members of the Military Services.)

(1) State Names. Use the two-letter abbreviations with no punctuation for States. (See Enclosure 2 of Volume 2 for a list of State abbreviations.)

(2) ZIP Code. Use ZIP+4 Codes when available. Place ZIP+4 Codes two spaces after the two-letter State identifier. (See Enclosure 1 of Volume 2 for a list of ZIP+4 Codes for OSD addresses.)

(3) Envelope Address. Type the mailing address aligned left and centered on the envelope. A rubber stamp may be used for the return address; do NOT handprint or use a rubber stamp for the recipient's address on envelopes for outgoing official mail. Use the standard two-letter State abbreviation with the ZIP +4 Code.

j. Attention Line. When an attention line is appropriate, type "Attention:" on the line above the street or box number as shown in Table 21).

Table 21. Sample Attention Line in a Letter

Raleigh Clothing Company
Attention: Mr. A. B. Moon
23 Wood Haven Drive
Palm Coast, FL 32164-1000

k. Salutation

(1) Use formal salutations on correspondence for SecDef or DepSecDef signature unless precedent or known personal relationships make a more familiar greeting more appropriate. (See Enclosure 3 of Volume 2 for appropriate salutations for public and private officials and military Service members. See Reference (i) for SecDef-preferred salutations for Members of Congress.)

(2) Follow formal salutations with a colon and informal or familiar ones with a comma.

l. Body

(1) Introduction

(a) Begin the introduction a double space below the salutation. Be brief; no more than a quarter of the page or five lines.

(b) Provide a framework for the reader by referencing their correspondence or the last contact. When responding on behalf of the Secretary or Deputy Secretary of Defense, state: "This is in reply to your letter to Secretary (name) (or Deputy Secretary (name)) regarding...." Do not say "The Secretary (or Deputy Secretary) has asked that I respond to your letter," unless you have specific instructions to that effect.

(c) Address the reader's top one or two concerns.

(2) Substance

(a) Try to restrict your subsequent paragraphs to 10 or 15 lines.

(b) Provide details about the reader's most important concerns and address secondary ones. Be concise and targeted, stating realistic suspense dates where applicable.

(c) Use problem-solution, compare and contrast, chronological, or most-to-least important order, depending on your message.

(3) Quotations

(a) Short Quotations. Run direct quotations of less than two lines into the text, using both double and single quotation marks as necessary. For example: The regulation clearly states, "...ambiguous references such as 'herein,' 'above,' 'below,' and the like shall not be used."

(b) Long Quotations. Block quotations of more than two lines .5 inch from the left and right margins of the text, omitting quotation marks.

m. Complimentary Close

(1) Type the complimentary close, followed by a comma, a double space below the last paragraph, beginning at the center of the page.

(2) Use the closing "Respectfully yours," in addressing the President and "Sincerely," for all others. (See the examples in Enclosure 3 of Volume 2.)

n. Signature Block

(1) All Letters

(a) Leave out the signature block on correspondence for SecDef or DepSecDef signature.

(b) For other signers, type the name of the signer in upper and lower case leaving four blank lines below and aligning it with the complimentary close. Type the signer's title in upper and lower case on the next line below and aligned with the name. Indent second and succeeding lines two spaces. The title of the signer may be omitted if it is reflected in the letterhead.

(c) The signer's name and title may be stamped below the written signature.

(2) Dual Signature Letters. As shown in Table 15:

(a) When the Secretary or Deputy Secretary of Defense and the head of another agency sign correspondence, place the signature blocks side by side, leaving four blank lines below the last line of text.

1. Type the names in upper and lower case with that of the non-DoD official aligned at the left margin and the Secretary or Deputy Secretary of Defense beginning at the center of the page.

2. Type titles of both officials in upper and lower case aligned under their names.

(b) When officials from two or more offices will sign correspondence, place the signature block of the official from the originating office on the right side of the page. Place additional signature blocks to the left and below that of the originator.

o. Enclosures. Use enclosures to provide information in addition to a letter. Type "Enclosure:" or "Enclosures:" double spaced below the signature block and at the left margin as shown in Table 22. For enclosures:

(1) Identified in the Text. Type "As stated" at the left margin on the next line.

(2) Not Identified in the Text. Type "Enclosure:" or "Enclosure(s):" double spaced below the signature block and at the left margin. On the next line, list each enclosure on a separate line, by title. Number all enclosures when there is more than one.

Table 22. Listing Enclosures

When a single enclosure is identified in the text: Enclosure: As stated
When multiple enclosures are identified in the text: Enclosures: As stated
When enclosure(s) are not mentioned in the text: Enclosures: 1. Seating Chart 2. List of Attendees

p. Material Under Separate Cover. When referring to material sent under separate cover, type "Separate cover:" aligned at the left margin and double spaced below the last line (e.g., signature block or enclosures). On the next line, list the items as shown in Table 23 even though they are identified in the text. Always send a copy of the letter with the material sent under separate cover.

Table 23. Sample List of Material Under Separate Cover in a Letter

Enclosures: As stated Separate Cover: Annual Department of Defense Report

q. Courtesy Copies. As shown in Table 24, when the letter is being sent to people other than the addressee:

(1) Type "cc:" aligned at the left margin and double spaced below the signature block or any other notation.

(2) Below "cc:" list the recipients, one below the other, single-spaced and beginning at the left margin. Use title case.

(3) For DoD-internal courtesy copy recipients, place recipients in the order they would appear in a DoD standard multiple-addressee memorandum listing in accordance with DA~~&M~~ Memorandum (Reference (n)). Alphabetical listings may also be used.

(4) When the courtesy copy recipient name or title extends to succeeding lines, indent the second line two spaces so that the first character of the second line begins beneath the third character of the line above. Align third and subsequent lines for a given recipient below the first character of the second line; do not indent third and subsequent lines further.

Table 24. Sample Courtesy Copy Listings in Letters

Multiple courtesy copies by name	cc: The Honorable Jane Q. Public The Honorable John Q. Smith
Courtesy copy with title specified	cc: The Honorable Jane Q. Public Ranking Member
Multiple courtesy copies with title specified on one official	cc: The Honorable Jane Q. Public Ranking Member The Honorable Jim Q. Smith
Multiple courtesy copies with titles specified	cc: The Honorable John Q. Public Secretary of the Army The Honorable Jane Q. Smith Under Secretary of Defense (Comptroller)/ Chief Financial Officer

r. Security Classification Markings. In accordance with References (e) through (h):

(1) For content that requires safeguarding, mark in conspicuously larger or bold font:

(a) The highest level of classification contained on that page or the highest level of classification of the material (use whichever is higher) at the top and bottom of each page.

(b) The top and bottom of the first page of the document with the highest overall classification of the contents of the total document. Mark an unclassified transmittal document with an appropriate instruction indicating that it is unclassified when separated from classified enclosures. Place the notation in boldface font at the bottom of the page above the overall security classification.

(2) Apply paragraph and subject line markings, classification authority, and declassification instructions to classified material in accordance with References (e) through (h).

(a) The Secretary and Deputy Secretary of Defense shall rarely be listed as classifying authorities. The classification shall normally be derived from another source. A source document or an original classification authority in the originating office shall normally be listed as the classifying authority.

(b) Place the basic classification and declassification statements shown in Table 19 in the lower left corner of the front page of any classified document.

3. PACKAGING A LETTER FOR DELIVERY. Prepare a package to forward letters for SecDef or DepSecDef signature using an Action Memorandum as the cover or forwarding document as instructed in section 3 of Enclosure 7. See Enclosure 4 for details on preparing and packaging White House Correspondence and Enclosure 5 for Congressional Correspondence.

4. SUBMITTING A LETTER FOR SIGNATURE. Submit letter packages to CMD for control and forwarding through the ExecSec to either the Secretary or Deputy Secretary of Defense.

5. PREPARING PERSONAL LETTERS. Use the personal letter for SecDef and DepSecDef communications that require a personal touch (thanks, congratulations, condolences, acknowledgments, etc.). A personal letter is not used for official and policy-related matters. To prepare a personal letter, use the guidelines for preparing an official letter in section 2 of this enclosure, with these exceptions:

a. Stationery and Envelopes

(1) SecDef and DepSecDef personal letter stationery and envelopes are tightly controlled. Submit letters for SecDef, DepSecDef, or ExecSec signature using an Action Memorandum prepared in accordance with section 3 of Enclosure 7. Include the letter for signature, in final form, on 8.5 by 11-inch letterhead appropriate to the requested signing official. The SecDef and DepSecDef immediate offices will prepare the letter on SecDef or DepSecDef personal letter stationery as deemed appropriate.

(2) The ExecSec processes SecDef personal letters in final form, to include an editorial review, printing on SecDef personal letter stationery, and preparation of the envelope. The DepSecDef Office processes DepSecDef personal letters in final form.

b. Subject and Attention Lines. Do not use on personal letters.

c. Date. Omit the date. CMD will stamp the date on the second line below the letterhead, ending at the right margin, on the day the letter is signed and dispatched.

d. Forms of Address. The proper address form, salutation, and complimentary close are determined by social and official custom. (See Enclosure 3 of Volume 2 for a list of proper

forms of address for sending letters to the White House; Congress; Executive departments; foreign diplomatic missions to the United States; international organizations; foreign chiefs of state, heads of government, and cabinet officers; State and local governments; Military Services; and private citizens.)

(1) Do not abbreviate the title preceding full names in an address, except "Mr.," "Mrs.," or "Dr." Spell out titles such as "His Excellency," "The Honorable," or "The Right Honorable" in an address for balance and appearance.

(2) Enter address lines flush with the left margin, EXCEPT when addressing a personal letter to a foreign chief of state, head of government, or cabinet minister as shown in Table 25. In that case:

(a) Enter "His or Her Excellency" (unless otherwise entitled to "His or Her Highness," "The Right Honorable," or other title specified in Enclosure 3 of Volume 2) as the first line of the address, flush with the left margin.

(b) Indent the official's name on the second line, three spaces from the left margin. Indent the title on the third line, five spaces from the left margin.

(c) Enter the official mailing address (post office box or street address) beginning on the fourth line, flush with the left margin. Indent second and succeeding lines three spaces from the left margin.

(d) Consult the Office of the Under Secretary of Defense for Policy CMO for any questions regarding the titles, forms of address, or mailing addresses of foreign officials.

Table 25. Addressing a Foreign Chief of State, Head of Government, or Cabinet Minister

ADDRESSEE	ADDRESS ON LETTER AND ENVELOPE	SALUTATION AND COMPLIMENTARY CLOSE
President	His/Her Excellency (full name) (title) (address)	Dear Mr./Madam President: Sincerely,
Prime Minister	His/Her Excellency (full name) Prime Minister of (country) (address)	Dear Mr./Madam Prime Minister: Sincerely,
Cabinet Minister	His/Her Excellency (full name) (title) (department) (address)	Dear Mr./Madam Minister: Sincerely,
King/Queen	His/Her Majesty (full name) King/Queen of (country) (address)	Your Majesty: Sincerely,

Table 25. Addressing a Foreign Chief of State, Head of Government, or Cabinet Minister, Continued

ADDRESSEE	ADDRESS ON LETTER AND ENVELOPE	SALUTATION AND COMPLIMENTARY CLOSE
Prince/Princess	His/Her Highness (full name) (title) (address)	Your Highness: Sincerely,
Governor General	His/Her Excellency (full name) Governor General of (country) (address)	Dear Governor General: Sincerely,

e. Envelope Address

(1) Because personal letters will be delivered through a postal system, obtaining the proper address is a must. If the letter is returned with an incorrect or incomplete address, valuable time will be lost in getting the correspondence to its intended destination.

(2) Always use the complete address on envelopes. Type the mailing address block style, single spaced in Microsoft Word, for proper placement on the envelope. Do not use punctuation except with common abbreviations. Indent second and succeeding lines three spaces. Do NOT handprint or use a rubber stamp for the recipient's address on envelopes for outgoing personal letters. If a name, title, or address does not fit on the envelope, the font size may be reduced to 11 point. The return address is pre-printed on the back of the envelopes.

(a) State Names. Use the standard two-letter postal abbreviations. (See Table 2 of Volume 2 for two-letter U.S. State and Canadian Province abbreviations.)

(b) ZIP Code. Use ZIP+4 Codes when available. Place ZIP+4 Codes two spaces after the two-letter State identifier. (See Table 1 of Volume 2 for a list of ZIP+4 Codes for OSD addresses.)

(c) Listing of Directional Abbreviations, Frequently Used Street Designations, and Secondary Address Unit Indicators. (See Tables 3, 4, and 5 of Volume 2.)

(d) Official Designations for Countries and Capitals. Use the long-form country and capital names in personal letters for SecDef and DepSecDef signature. Refer to the State Department list of "Independent States in the World" for the official short-form and long-form country and capital names, maintained on the State Department Web Site at http://www.state.gov/s/inr/rls/4250.htm.

(e) Hand Delivered Personal Letters to Foreign SecDef and DepSecDef Counterparts. For SecDef and DepSecDef personal letters going to a counterpart or other dignitary in a foreign country that will be hand-delivered by the U.S. Defense Attaché, prepare an additional SecDef or

DepSecDef envelope addressed to the U.S. Defense Attaché for that country. If there is no resident Defense Attaché, address the envelope to the diplomatically accredited attaché.

f. Signature Block. A typed signature block is not used on personal letters for SecDef and DepSecDef signature.

g. Courtesy Copies. A cc: line is not appropriate on a personal letter.

h. Special Handling Instructions. When submitting proposed personal letters for SecDef or DepSecDef signature, provide any special handling or mailing instructions to expedite outprocessing by CMD, such as: "Mail letter unfolded as the recipient will frame the letter."

APPENDIX TO ENCLOSURE 8

SAMPLE LETTER

Figure 7. Sample Official Letter

THE SECRETARY OF DEFENSE
1000 DEFENSE PENTAGON
WASHINGTON, DC 20301-1000

The Honorable James B. Senator
Chairman
Committee on Armed Services
United States Senate
Washington, DC 20510

Dear Mr. Chairman:

Use letters for correspondence to individuals outside the U.S. Government and for non-routine correspondence with specific-named officials of other Federal Agencies. Prepare formal letters on letterhead stationery appropriate to the signing official. Use plain paper for second and succeeding pages. Set a 2 inch top margin and 1 inch side and bottom margins for the first page. For succeeding pages, use 1 inch margins on all sides. Use Times New Roman, 12 pitch font.

Single space paragraphs and do not justify right margins. Indent paragraphs one half inch from the left margin. Double-space between paragraphs.

- Use bullets, numbers, or lower case letters for subparagraphs.
- Double space between subparagraphs and indent one half inch. The second line of a bullet should be indented under the first letter of the first line.

Try to refrain from using a one sentence paragraph in a letter. Only begin a paragraph near the end of a page when you have room for at least two lines on that page and only carry a paragraph over to the next page if you have at least two lines on that page. Use "enclosure" for a letter when attaching material.

Do not include the date or a signature block on letters that the Secretary or Deputy Secretary of Defense will sign. Use "Sincerely" for letters the Secretary of Defense will sign; no complimentary close on letters the Deputy Secretary of Defense will sign.

cc:
The Honorable Jane M. Doe
Ranking Member

ENCLOSURE 9

ELECTRONIC COMMUNICATIONS

1. GENERAL. SecDef and DepSecDef communications with foreign government officials require both a letter and a message for electronic transmission. Certain other communications are sent out by cable message only. The guidance in this enclosure applies to any controlled SecDef or DepSecDef correspondence that must be delivered through ~~the Automated Message Handling System (~~AMHS~~)~~.

2. PREPARING AND SUBMITTING ELECTRONIC COMMUNICATIONS. The responsible office shall:

a. Prepare and include a copy of the message as it appears in AMHS with the submission of an Action Memorandum containing SecDef or DepSecDef correspondence addressed to foreign officials.

b. Ensure electronic addresses for intended primary and secondary recipients are current and valid.

3. PROCESSING ELECTRONIC COMMUNICATIONS

a. Prior to out-processing a signed SecDef letter to a foreign official or other communication intended for electronic distribution, CMD shall:

(1) Review the cable message for accuracy.

(2) Notify SecDef Cables that the message is ready for release and provide them with a copy of the signed original letter or message approval.

b. Upon notification by CMD, SecDef Cables shall review and release the draft message and provide CMD with confirmation of message delivery.

ENCLOSURE 10

LETTERHEAD STATIONERY

1. GENERAL. This enclosure provides guidance, procedures, and responsibilities concerning specifications for official letterhead stationery used within the Department of Defense, and provides for the use of computer-generated letterhead stationery.

2. GUIDANCE

a. DoD preprinted letterhead stationery shall be uniform and shall contain only those elements described in this enclosure.

b. OSD Component, Defense Agency, and DoD Field Activity preprinted letterhead stationery shall be uniform and shall contain only those elements described in this enclosure.

3. AUTHORIZATIONS

a. Authorized Users

(1) These officials are authorized to use DoD letterhead stationery as indicated:

(a) The Secretary of Defense: SecDef letterhead.

(b) The Deputy Secretary of Defense: DepSecDef letterhead.

(c) The USDs: USD letterhead with the appropriate USD designator below the DoD seal.

(d) The ASDs: ASD letterhead with the appropriate ASD designator below the DoD seal.

(e) The Chairman of the Joint Chiefs of Staff: Chairman's letterhead.

(f) The Secretaries of the Military Departments: Military Secretary letterhead.

(g) OSD: OSD letterhead with the appropriate subordinate office designators below the DoD seal.

(h) Office of the Deputy Secretary of Defense: Office of the Deputy Secretary of Defense letterhead.

(i) Offices of the USDs: The applicable USD letterhead with the appropriate subordinate office designators below the DoD seal.

(j) Offices of the ASDs: The applicable ASD letterhead with the appropriate subordinate office designators below the DoD seal.

(2) Organizations that report directly to the Secretary of Defense but do not fall under a USD or ASD may use OSD letterhead with their organization name designation entered below the DoD seal.

(3) SecDef- and DepSecDef-chartered boards and commissions may use OSD letterhead with their organization name designation indicated below the DoD seal.

b. Authorized Designators. The Heads of the OSD and DoD Components shall authorize the use of letterhead for officials under their purview, and may further authorize subordinate officials to exercise this authority for organizations under their purview. Letterhead and designator authorization to subordinate officials and organizations includes approval to use:

(1) Letterhead appropriate to the organization's position within the parent organization or Service.

(2) Appropriate organization designators.

(3) Commemorative seals.

(4) Organizational logos and mottos, as approved by the parent Component Head.

4. PROCEDURES

a. Preprinted Official Letterhead Stationery. Preprinted official letterhead stationery:

(1) Shall be used for all correspondence prepared for SecDef, DepSecDef, and ExecSec signature and for all correspondence to addressees outside the Department of Defense.

(a) Correspondence for SecDef signature shall be printed on SecDef letterhead. The Secretary of Defense shall be the only DoD official who signs correspondence printed on SecDef letterhead. SecDef immediate office personnel issuing official correspondence shall sign on OSD letterhead.

(b) Correspondence for DepSecDef signature shall be printed on DepSecDef letterhead. The Deputy Secretary of Defense shall be the only DoD official who signs correspondence printed on DepSecDef letterhead. DepSecDef immediate office personnel issuing official correspondence may sign on either OSD or Office of the Deputy Secretary of Defense letterhead.

(c) Correspondence prepared for ExecSec signature shall be printed on OSD letterhead.

(2) Shall be 8.5 by 11 inches in size and shall:

(a) Be printed on approximately 20-pound, white, bond paper in blue or black ink. Use of recycled paper is authorized and encouraged. Use of paper of similar quality is authorized when stated is not available. Continuation pages shall be blank sheets of the same size as the first page and of similar quality.

(b) Include the DoD seal, which shall be 1 inch in diameter and 1/2 inch from the upper left and top edges of the stationery.

(c) Carry no other decorative or distinguishing insignia, printed or otherwise.

(3) Name of the principal activity to which this enclosure applies (such as "Department of the Army," or "Defense Logistics Agency") centered horizontally 5/8 inch from the top of the sheet and printed in 12-point, bold Gothic or Copperplate Gothic capital letters or equivalent.

(4) Name of the department, agency, office, bureau, board, commission, administrative or technical service, or principal command centered immediately under the name of the principal activity to which this enclosure applies, printed in 6-point, bold Gothic or Copperplate Gothic capital letters or equivalent.

(5) Address and five-digit zip code number centered horizontally beneath the name of the department, agency, office, bureau, board, commission, administrative or technical service, or principal command printed in 6-point, bold Gothic or Copperplate Gothic capital letters or equivalent. The bottom of the printing shall be 1 and 1/16 inches from the top of the trimmed sheet.

(6) May incorporate:

(a) The phrase "IN REPLY REFER TO," printed in 5-point, light plate (non-bold) Gothic or Copperplate Gothic large capital letters or equivalent.

(b) Corner markings to indicate the address area for window envelopes.

(c) Fold markings.

(d) A 1/2-point guideline, 3/4 of an inch long, placed 1 and 1/2 inches from the bottom and 1/8 inch from the left side.

(e) Appropriate slogans, approved by the Head of the DoD Component concerned or designee, and printed in the bottom margin approximately 1/2 inch from the bottom edge of the sheet.

(7) May be obtained through CMO and administrative officer supply acquisition channels.

b. Computer-Generated Letterhead Stationery

(1) The DoD Components may utilize computer-generated letterhead stationery if it conforms to the specifications established in this enclosure and is authorized by the OSD or DoD Component Head.

(2) Computer-generated letterhead stationery is not authorized for use for SecDef, DepSecDef, or ExecSec signature.

c. Envelopes. These types of envelopes shall be used for correspondence prepared for:

(1) The Heads of the OSD Components and their subordinate organizations: envelopes with the printed designation "Office of the Secretary of Defense."

(2) SecDef or DepSecDef signature: envelopes with the printed designation "Secretary of Defense" or "Deputy Secretary of Defense."

(3) ExecSec signature: envelopes with the printed designation "Office of the Secretary of Defense."

(4) The Chairman of the Joint Chiefs of Staff and the Secretaries of the Military Departments: envelopes with printed designations corresponding to their respective offices. These officials may further authorize the use of envelopes with designations appropriate to subordinate offices or Services.

ENCLOSURE 11

OFFICIAL DIGRAPHS AND TRIGRAPHS

1. FOR ACTION OR INFORMATION AGENCY ASSIGNED. CMD shall use the digraphs and trigraphs in Table 26 in digitally assigning action, suspense reports, and the SD Form 391. Questions regarding them may be directed to CMD at (703) 695-3133.

Table 26. Digraphs and Trigraphs for Action or Information Agency Assigned

OSD AND THE HEADS OF THE OSD COMPONENTS	
SD	Secretary of Defense
DSD	Deputy Secretary of Defense
TSA	The Special Assistant to the Secretary and Deputy Secretary of Defense
MAS	Military Assistant to the Secretary of Defense
MAD	Military Assistant to the Deputy Secretary of Defense
TSD	The Staff Director
ES	Executive Secretary of the Department of Defense
ESR	Executive Secretariat Rear
PRO	Protocol
SDS	Secretary of Defense Scheduling
DS	Deputy Secretary of Defense Scheduling
CSR	Counselor
TNT	Transition Team
USA	Under Secretary of Defense for Acquisition, Technology and Logistics
USP	Under Secretary of Defense for Policy
USC	Under Secretary of Defense (Comptroller)/Chief Financial Officer
UPR	Under Secretary of Defense for Personnel and Readiness
USI	Under Secretary of Defense for Intelligence
CMO	Deputy Chief Management Officer
LA	Assistant Secretary of Defense for Legislative Affairs
NII	Assistant Secretary of Defense for Networks and Information Integration
PA	Assistant Secretary of Defense for Public Affairs
GC	General Counsel of the Department of Defense
OTE	Director of Operational Test and Evaluation
CAP	Director, Cost Assessment and Program Evaluation
IG	Inspector General of the Department of Defense
IO	Assistant to the Secretary of Defense for Intelligence Oversight
~~ADM~~	~~Director of Administration and Management~~
SCO	*Director, Strategic Capabilities Office*
NA	Director of Net Assessment

Table 26. Digraphs and Trigraphs for Action or Information Agency Assigned, Continued

MILITARY DEPARTMENTS (Listed in Order of Establishment)	
SA	Secretary of the Army
SN	Secretary of the Navy
SAF	Secretary of the Air Force
JOINT CHIEFS OF STAFF (Listed in Order of Precedence)	
JCS	Chairman of the Joint Chiefs of Staff
DJS	Director, Joint Staff
DEFENSE AGENCIES (Listed in Alphabetical Order)	
ARP	Defense Advanced Research Projects Agency
~~BTA~~	~~Business Transformation Agency~~
CAA	Defense Contract Audit Agency
CMA	Defense Contract Management Agency
DCM	Defense Commissary Agency
DFS	Defense Finance and Accounting Service
DHA	*Defense Health Agency*
DIA	Defense Intelligence Agency
DLA	Defense Logistics Agency
DLS	Defense Legal Service Agency
DSA	Defense Information Systems Agency
DPAA	*Defense POW/MIA Accounting Agency*
DSC	Defense Security Cooperation Agency
DSS	Defense Security Service
DTR	Defense Threat Reduction Agency
MDA	Missile Defense Agency
NGA	National Geospatial-Intelligence Agency
NRO	National Reconnaissance Office
NSA	National Security Agency/Central Security Service
PPA	Pentagon Force Protection Agency
OTHER ACTIVITIES	
AAE	Army and Air Force Exchange Service
CAB	Cables Division
CMD	Correspondence Management Division
DBB	Defense Business Board
DPR	Defense Performance Review
IGA	Special Inspector General Afghanistan
IGI	Special Inspector General Iraq
NGB	Chief, National Guard Bureau
WHL	White House Liaison
WHS	Washington Headquarters Services

2. FOR ACTION REQUIRED. CMD shall use the digraphs and trigraphs in Table 27 in digitally assigning action, suspense reports, and the SD Form 391. Questions regarding them may be directed to CMD, (703) 695-3133.

Table 27. Digraphs and Trigraphs for Action Required

DIGRAPH/ TRIGRAPH	ACTION REQUIRED (Listed in Priority Order)
ASN	Answer Note from the Secretary of Defense
PRS	Prepare Reply for Secretary of Defense Signature
ADN	Answer Note from the Deputy Secretary of Defense
PRD	Prepare Reply for Deputy Secretary of Defense Signature
AMN	Answer Note from the Military Assistant to the Secretary or Deputy Secretary of Defense
PRE	Prepare Reply for Executive Secretary Signature
C&R	Provide Comments and Recommendations to the Secretary or Deputy Secretary of Defense
RDC	Reply Direct by OSD or DoD Component Head
RD	Reply Direct at the appropriate level within the OSD or DoD Component
FAA	For Appropriate Action
I&R	Information and Retention

GLOSSARY

ABBREVIATIONS AND ACRONYMS

ADN	Answer Deputy Secretary of Defense Note
AMN	Answer Note from the Military Assistant to the Secretary or Deputy Secretary of Defense
ASD(LA)	Assistant Secretary of Defense for Legislative Affairs
ASD(PA)	Assistant *to the* Secretary of Defense for Public Affairs
ASDs	Assistant Secretaries of Defense
ASN	Answer Secretary of Defense Note
ATSDs	Assistants to the Secretaries of Defense
C&R	Comments and Recommendations
CMD	Correspondence Management Division
CMO	Correspondence Management Office
~~DA&M~~ *DA ODCMO*	Director of Administration~~, and Management~~ *Office of the Deputy Chief Management Officer of the Department of Defense*
DepSecDef	Deputy Secretary of Defense
ESD	Executive Services Directorate
ESR	Executive Secretariat Rear
ExecSec	Executive Secretary of the Department of Defense
FAA	Forwarded for Appropriate Action
PRD	Prepare Reply for DepSecDef Signature
PRE	Prepare Reply for ExecSec Signature
PRS	Prepare Reply for SecDef Signature
RD	Reply Direct at the appropriate level within the Component
RDC	Reply Direct by Component Head
SecDef	Secretary of Defense
USDs	Under Secretaries of Defense
WHMO	White House Military Office
WHS	Washington Headquarters Services