

DEPARTMENT OF DEFENSE



MANUAL  
FOR  
WRITTEN MATERIAL

March 2, 2004

Director of Administration and Management  
Office of the Secretary of Defense



Administration  
& Management

OFFICE OF THE SECRETARY OF DEFENSE

WASHINGTON, DC 20301

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FOREWORD

This Manual is issued under the authority of DoD Directive 5110.4, "Washington Headquarters Services," dated October 19, 2001. It provides guidance and procedures for managing Secretary and Deputy Secretary of Defense and Office of the Secretary of Defense (OSD) correspondence; describes the administrative process for OSD correspondence; and describes administrative processes and identifies responsibilities of the Executive Services and Communications Directorate (ESCD).

Administrative Instruction Number 7, "Manual for Written Material," dated March 15, 1996 is hereby canceled.

This Manual applies to the Offices of the Secretary of Defense, the Military Departments, the Chairman of the Joint Chiefs of Staff, the Combatant Commands, the Office of Inspector General of the Department of Defense, the Defense Agencies, the DoD Field Activities, and all other organizational entities in the Department of Defense (hereafter referred to collectively as "the DoD Components"). This Manual is effective immediately.

Forward recommended changes to this Manual to:  
WASHINGTON HEADQUARTERS SERVICES  
EXECUTIVE SERVICES AND COMMUNICATIONS DIRECTORATE  
ROOM 3B946  
1155 DEFENSE PENTAGON  
WASHINGTON, DC 20301-1155

TELEPHONE: 703-697-8261

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A handwritten signature in black ink, appearing to read "Howard G. Becker".

Howard G. Becker  
Deputy Director

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## REFERENCES

- (a) [DoD Directive 5110.4](#), "Washington Headquarters Services (WHS)," October 19, 2001
- (b) [DoD 5200.1-R](#), "DoD Information Security Program Regulation," January 14, 1997
- (c) [DoD 5200.1-PH](#), "DoD Guide to Marking Classified Documents," April 1997
- (d) Executive Order 12958 as amended March 25, 2003
- (e) "Military Assistant and Executive Officer Handbook"<sup>2</sup> January 2003

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<sup>2</sup> Available at <https://ca.dtic.mil/execsec/handbook/index.html>

AL1. ABBREVIATIONS AND ACRONYMS

AL1.1.	<u>AFIS</u>	American Forces Information Services
AL1.2.	<u>ASD</u>	Assistant Secretary of Defense
AL1.3.	<u>ASD(HA)</u>	Assistant Secretary of Defense (Health Affairs)
AL1.4.	<u>ASD(HD)</u>	Assistant Secretary of Defense (Homeland Defense)
AL1.5.	<u>ASD(ISA)</u>	Assistant Secretary of Defense (International Security Affairs)
AL1.6.	<u>ASD(ISP)</u>	Assistant Secretary of Defense (International Security Policy)
AL1.7.	<u>ASD(LA)</u>	Assistant Secretary of Defense (Legislative Affairs)
AL1.8.	<u>ASD(NII)/DoD CIO</u>	Assistant Secretary of Defense (Networks and Information Integration)/ DoD Chief Information Officer
AL1.9.	<u>ASD(PA)</u>	Assistant Secretary of Defense (Public Affairs)
AL1.10.	<u>ASD(RA)</u>	Assistant Secretary of Defense (Reserve Affairs)
AL1.11.	<u>ASD(SOLIC)</u>	Assistant Secretary of Defense (Special Operations and Low Intensity Conflict)
AL1.12.	<u>ATSD</u>	Assistant to the Secretary of Defense
AL1.13.	<u>ATSD(IO)</u>	Assistant to the Secretary of Defense (Intelligence Oversight)
AL1.14.	<u>ATSD(NCB)</u>	Assistant to the Secretary of Defense for Nuclear and Chemical and Biological Defense Programs
AL1.15.	<u>CAAF</u>	Court of Appeals for the Armed Forces
AL1.16.	<u>CCD</u>	Correspondence Control Divisions
AL1.17.	<u>CJCS</u>	Chairman of the Joint Chiefs of Staff
AL1.18.	<u>CMC</u>	Commandant of the Marine Corps
AL1.19.	<u>CNO</u>	Chief of Naval Operations
AL1.20.	<u>CSA</u>	Chief of Staff Army
AL1.21.	<u>CSAF</u>	Chief of Staff, Air Force
AL1.22.	<u>DA&amp;M</u>	Director of Administration and Management
AL1.23.	<u>DARPA</u>	Defense Advanced Research Projects Agency



AL1.24.	<u>DCAA</u>	Defense Contract Audit Agency
AL1.25.	<u>DCMA</u>	Defense Contract Management Agency
AL1.26.	<u>DDR&amp;E</u>	Director, Defense Research & Engineering
AL1.27.	<u>DeCA</u>	Defense Commissary Agency
AL1.28.	<u>DepSecDef</u>	Deputy Secretary of Defense
AL1.29.	<u>DFAS</u>	Defense Finance and Accounting Service
AL1.30.	<u>DIA</u>	Defense Intelligence Agency
AL1.31.	<u>DISA</u>	Defense Information Systems Agency
AL1.32.	<u>DJS</u>	Director, Joint Staff
AL1.33.	<u>DLA</u>	Defense Logistics Agency
AL1.34.	<u>DLSA</u>	Defense Legal Service Agency
AL1.35.	<u>DPB</u>	Defense Policy Board
AL1.36.	<u>DoD</u>	Department of Defense
AL1.37.	<u>DoD CIFA</u>	Department of Defense Counterintelligenc Field Activity
AL1.38.	<u>DoDEA</u>	Department of Defense Education Activity
AL1.39.	<u>DoDHRA</u>	Department of Defense Human Resources Acitivity
AL1.40.	<u>DOT&amp;E</u>	Director, Operational Test and Evaluation
AL1.41.	<u>DPMO</u>	Defense Prisoner of War/Missing Personnel Office
AL1.42.	<u>DSB</u>	Defense Science Board
AL1.43.	<u>DSCA</u>	Defense Security Cooperation Agency
AL1.44.	<u>DSS</u>	Defense Security Service
AL1.45.	<u>DTRA</u>	Defense Threat Reduction Agency
AL1.46.	<u>DTSA</u>	Defense Technology Security Administration
AL1.47.	<u>ES</u>	Executive Secretariat of the Department of Defense
AL1.48.	<u>ESCD</u>	Executive Services and Communications Directorate
AL1.49.	<u>ESR</u>	Executive Secretariat Rear
AL1.50.	<u>ExecSec</u>	Executive Secretary of the Department of Defense
AL1.51.	<u>FTD</u>	Director, Force Transformation
AL1.52.	<u>GC, DoD</u>	General Counsel of the Department of Defense
AL1.53.	<u>HLS</u>	Homeland Security
AL1.54.	<u>IG, DoD</u>	Inspector General of the Department of Defense
AL1.55.	<u>JCS</u>	Joint Chiefs of Staff
AL1.56.	<u>JS</u>	Joint Staff
AL1.57.	<u>MDA</u>	Missile Defense Agency

AL1.58.	<u>NA</u>	Net Assessment
AL1.59.	<u>NGA</u>	National Geospatial-Intelligence Agency
AL1.60.	<u>NRO</u>	National Reconnaissance Office
AL1.61.	<u>NSA/CSS</u>	National Security Agency/Central Security Service
AL1.62.	<u>NSC</u>	National Security Council
AL1.63.	<u>OEA</u>	Office of Economic Adjustment
AL1.64.	<u>OSD</u>	Office of the Secretary of Defense
AL1.65.	<u>MA</u>	Military Assistant
AL1.66.	<u>PA&amp;E</u>	Program Analysis and Evaluation
AL1.67.	<u>PDUSD</u>	Principal Deputy Under Secretary of Defense
AL1.68.	<u>PFPA</u>	Pentagon Force Protection Agency
AL1.69.	<u>RFPB</u>	Reserve Forces Policy Board
AL1.70.	<u>SA</u>	Secretary of Army
AL1.71.	<u>SADBU</u>	Small and Disadvantaged Business Utilization
AL1.72.	<u>SAF</u>	Secretary of the Air Force
AL1.73.	<u>SecDef</u>	Secretary of Defense
AL1.74.	<u>SJS</u>	Secretary of the Joint Staff
AL1.75.	<u>SN</u>	Secretary of the Navy
AL1.76.	<u>SWT</u>	Secretariat Writing Team
AL1.77.	<u>TMA</u>	TRICARE Management Activity
AL1.78.	<u>TRMC</u>	Department of Defense Test Resource Management Center
AL1.79.	<u>TSA</u>	The Special Assistant - Secretary or Deputy Secretary of Defense
AL1.80.	<u>USA</u>	United States Army
AL1.81.	<u>USAF</u>	United States Air Force
AL1.82.	<u>USD(AT&amp;L)</u>	Under Secretary of Defense for Acquisition, Technology, and Logistics
AL1.83.	<u>USD(C)/CFO</u>	Under Secretary of Defense (Comptroller)/ Chief Financial Officer
AL1.84.	<u>USD(I)</u>	Under Secretary of Defense for Intelligence
AL1.85.	<u>USD(P)</u>	Under Secretary of Defense for Policy
AL1.86.	<u>USD(P&amp;R)</u>	Under Secretary of Defense for Personnel and Readiness
AL1.87.	<u>USMC</u>	United States Marine Corps
AL1.88.	<u>USN</u>	United States Navy
AL1.89.	<u>WHS</u>	Washington Headquarters Services

C1. CHAPTER 1  
GENERAL INFORMATION

C1.1. PURPOSE

This Manual:

C1.1.1. Establishes policy and procedures for managing correspondence as authorized under DoD Directive 5110.4 (reference (a)).

C1.1.2. Prescribes procedures for managing OSD correspondence.

C1.1.3. Provides procedures for preparing and submitting Secretary and Deputy Secretary of Defense correspondence.

C1.1.4. Provides general grammar, punctuation, and editing guidelines for OSD writing.

C1.1.5. Provides guidance on security classification according to DoD 5200.1-R and DoD 5200.1-PH (references (b) and (c)).

C1.2. POINTS OF CONTACT

For assistance, consult the Executive Services and Communications Directorate, Correspondence Control Division (CCD), located in the Pentagon, Room 3A948. Office telephone numbers are:

C1.2.1. Unclassified Control Branch - 703-695-3133.

C1.2.2. White House Liaison Section - 703-695-6151.

C1.2.3. Classified Control Branch - 703-697-6131.

C1.2.4. NATO Sub-registry - 703-697-6395.

C1.2.5. Suspense Control - 703-697-9287.

C1.2.6. Automated Document Control Branch - 703-697-9285.

C1.2.7. Mail and Distribution - 703-697-2426.

## C2. CHAPTER 2

### GENERAL CORRESPONDENCE MANAGEMENT

#### C2.1. CCD PROCESS FOR ASSIGNING ACTION ON SECRETARY AND DEPUTY SECRETARY OF DEFENSE CORRESPONDENCE

C2.1.1. CCD receives, analyzes, and assigns action for correspondence addressed to the Secretary and Deputy Secretary of Defense, Congressional correspondence addressed to the Assistant Secretary of Defense for Legislative Affairs (ASD(LA)), and all White House correspondence referred to the Department of Defense.

C2.1.2. CCD identifies correspondence using a control number consisting of the letters "OSD" followed by a five-digit number and the current year, e.g., OSD 12345-04.

#### C2.2. ASSIGNING SUSPENSE DATES

C2.2.1. CCD date/time stamps documents upon receipt. The date is the basis for the suspense timeline, which begins the day following the date of receipt. Suspense timelines are established as follows:

C2.2.1.1. Twenty-four hours for correspondence from the President, Vice President, or the White House Chief of Staff.

C2.2.1.2. Four workdays when correspondence is from a Cabinet Head, Member of Congress, Governor or senior White House staff.

C2.2.1.3. Four workdays for actions assigned to Prepare Reply for Secretary or Deputy Secretary of Defense signature (PRS/PRD).

C2.2.1.4. Five workdays when action is assigned for Comments and Recommendations (C&R).

C2.2.1.5. Five workdays for action assigned as Secretary of Defense Priority Action or Deputy Secretary of Defense Priority Action.

C2.2.1.6. Six workdays for replies to controlled White House referrals.

C2.2.1.7. Nine calendar days for correspondence from foreign Ministers of Defense. Unlike other correspondence, suspense is calculated from the date CCD receives the incoming correspondence.

C2.2.1.8. Nine workdays for actions assigned as Reply Direct by Component Head (RDC), Reply Direct (RD), or For Appropriate Action (FAA).

C2.2.2. CCD may alter timelines when actions require shorter or longer processing times.

### C2.3. ROUTING INCOMING CORRESPONDENCE

To forward incoming Secretary and Deputy Secretary of Defense correspondence to the DoD Components, CCD uses a "Secretary of Defense Routing Slip" (see Figure AP1.F2.) for:

C2.3.1. Disseminating action and information copies to the appropriate offices.

C2.3.2. Indicating how the responsible office shall act. See Appendix 1 for a complete listing of directed actions. Indicators frequently used include:

C2.3.2.1. Prepare Reply for Secretary of Defense signature (PRS).

C2.3.2.2. Prepare Reply for Deputy Secretary of Defense signature (PRD).

C2.3.2.3. Prepare Reply or Executive Secretary signature (PRE).

C2.3.2.4. Answer Secretary of Defense Note (ASN).

C2.3.2.5. Answer Deputy Secretary of Defense Note (ADN).

C2.3.2.6. Provide C&R.

C2.3.2.7. Reply Direct, Component head shall sign (RDC).

C2.3.2.8. Reply Direct, signed by appropriate official based on content/writer (RD).

C2.3.2.9. Forwarded for Appropriate Action (FAA).

C2.3.2.10. Information and Retention (I&R).

C2.3.3. Identifying required coordination.

C2.3.4. Providing specific guidance in the "Remarks" section.

C2.3.5. Establishing a suspense date for the responsible office to act (see section C2.2.).

C2.3.6. Assigning an OSD control number (see paragraphs C2.1.1. and C2.1.2.).

#### C2.4. GENERAL PROCESSING REQUIREMENTS FOR THE DoD COMPONENTS

The DoD Components shall process materials for the Secretary and Deputy Secretary of Defense through the Executive Services and Communications Directorate (ESCD), Correspondence Control Division (CCD), Room 3A948, except those items shown in Table C2.T1.

Table C2.T1. Materials ESCD Does Not Process

Type of Document	Where to Deliver
Read Ahead materials <sup>3</sup>	Room 1A1071
Retirement Letter Requests to the White House Military Office (WHMO)	Executive Secretary in Room 3D853
Intelligence Daily Summaries	Executive Secretary in Room 3D853
J-3 Operational Summaries (Daily and Weekly)	Executive Secretary in Room 3D853
Notification to White House of Service member death	Executive Secretary in Room 3D853
Time sensitive communications requiring SecDef/DepSecDef attention within two hours, as confirmed by the Executive Secretary, who takes them directly to the Secretary or Deputy Secretary of Defense. <sup>4</sup>	Executive Secretary in Room 3D853

<sup>3</sup> Guidance for preparing and submitting Read Ahead materials is included in the Military Assistant and Executive Officer Handbook available at <https://ca.dtic.mil/execsec/handbook/index.html>.

<sup>4</sup> ESCD controls the communications after the SecDef or DepSecDef has acted on them.

## C2.5. PROVIDING STATUS OF OR REQUESTING CHANGES TO TASKINGS

C2.5.1. Submit SD Form 391,<sup>5</sup> "Secretary of Defense Correspondence Action Report," with all action correspondence (see Figure AP1.F1.) for the following:

C2.5.1.1. Closing out an action.

C2.5.1.2. Canceling an action.

C2.5.1.3. Requesting a suspense extension.

C2.5.1.4. Forwarding a copy of an interim reply to CCD.

C2.5.1.5. Requesting to downgrade an assigned action.

C2.5.1.6. Providing name and phone number of the point of contact accepting an action and rationale to justify transfer of an action.

C2.5.2. To appeal an action assignment, an Executive Officer or Military Assistant to a DoD Component or Agency Head, or higher-level person in the responsible office, shall contact the appropriate office in CCD within 24 hours of the CCD time clock stamp (not counting non-business days). If returned within 24 hours with reasonable rationale for reassignment, CCD shall accept the action for transfer without further coordination.

C2.5.3. The initial action office is responsible for coordinating all action assignment transfers after the initial 24-hour period. When seeking transfer, ensure the accepting official has the authority to accept and the capability to complete the action. Annotate the SD Form 391 to reflect the name, office, and telephone number of the accepting official and return it with the original document to CCD. CCD shall then forward it to the new responsible office with a revised suspense, as appropriate.

C2.5.3.1. When newspaper articles, press releases, speeches by Department officials, or policy change announcements result in repeated public inquiries or a write-in campaign, the DoD Component assigned initial action may initiate transfer to the Assistant Secretary of Defense (Public Affairs) (ASD(PA)) and designation of PA as the responsible office for future inquiries on the subject.

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<sup>5</sup> To obtain an electronic version of the SD 391, contact the CCD suspense control desk at 703-697-9287, room 3A948.



C2.5.3.2. The responsible office shall furnish the ASD(PA) with information on which to base replies and updated information if circumstances change. When initiating a transfer, return original correspondence (if original was received) and proposed reply to the CCD along with SD Form 391 annotated with the name and telephone number of the ASD(PA) accepting official.

C2.5.4. On occasion, the Secretary or Deputy Secretary of Defense, their Military or Special Assistants, or the Executive Secretary may change an action assignment. In those instances, CCD shall forward a revised SD Correspondence Routing Slip formally notifying the responsible office that its requirement has changed.

## C2.6. COORDINATING ASSIGNED ACTIONS

C2.6.1. Coordinate with offices designated on the Secretary of Defense Correspondence Routing Slip and any office that may have an interest in or be affected by the outcome of the action.

C2.6.2. Obtain concurrence or comments from the Heads of the DoD Components or, in their absence, principal deputies.

C2.6.3. Coordinate with the DoD Components simultaneously to ensure responses are received as quickly as possible.

C2.6.4. Never allow disagreements about your recommendations or lack of response from a coordinating office to hold up a document. List "nonconcur" and place their comments at the coordination tab. Be sure to address their issues in a memorandum or attached supplement. Note on the coordination sheet when coordination was attempted, but not accomplished; include the amount of time allotted.

C2.6.5. If no coordination is required on an Action or Info Memo, state "none" on the coordination line. See Chapter 5 for details.

C2.6.6. Coordinate with the ASD(PA) on all correspondence:

C2.6.6.1. Containing information with public affairs implications.

C2.6.6.2. Involving requests for the Secretary or Deputy Secretary of Defense to participate in public forums, such as speaking and media events, or events in DoD or military settings that may draw media coverage.

C2.6.7. Coordinate with the General Counsel, Department of Defense, on all correspondence having any legal implications or possible adverse reflection on the Department and all correspondence based on law.

C2.6.8. Coordinate with the ASD(LA) on all correspondence to Members of Congress.

C2.6.9. Coordinate with the Assistant to the Secretary and Deputy Secretary of Defense for Protocol on all schedule proposals.

## C2.7. SUBMITTING MATERIALS TO THE SECRETARY OR DEPUTY SECRETARY OF DEFENSE

C2.7.1. Use either an Action or Info Memo to forward materials to the Secretary or Deputy Secretary of Defense. See Chapter 5 for details.

C2.7.2. Submit packages to CCD, Room 3A948, for control and forwarding through the Executive Secretary to either the Secretary or Deputy Secretary of Defense.

C2.7.3. Correspondence requiring expeditious processing should be flagged with a red tag. ESCD staff shall ensure these materials receive priority processing and prompt delivery to the Executive Secretary.

C2.7.4. Extremely urgent communications requiring the Secretary or Deputy Secretary of Defense attention within 2 hours should be flagged with a green tag and hand-carried to the Executive Secretary. See Table C2.T1., "Materials ESCD Does Not Process."

## C2.8. SUSPENSE REPORTING

ESCD publishes the "Secretary and Deputy Secretary of Defense Correspondence Report." This weekly report, distributed by e-mail on Fridays, consists of four sections. The first section provides a summary of overdue PRS/PRD and RDC/RD taskings. Two additional sections provide detailed information about the PRS/PRD and RDC/RD overdue taskings. The final section provides a listing of all taskings that are

overdue or coming due by the end of the following week. A tasking is reflected as open and charged against the DoD Component until the responsible office submits a signature package, Info Memo, or SD Form 391 indicating it completed the task (attaching a copy of the reply where applicable) or requesting another course of action. See a sample correspondence report at Figure AP1.F3.

### C3. CHAPTER 3

#### WHITE HOUSE AND CONGRESSIONAL CORRESPONDENCE MANAGEMENT

##### C3.1. WHITE HOUSE CORRESPONDENCE

###### C3.1.1. General Processing Information

C3.1.1.1. OSD receives correspondence from the President, Vice President, Assistant to the President for National Security Affairs (NSA), and senior White House staff involving national security issues and inter-Departmental affairs. The WHMO forwards communications from the Offices of the President concerning routine administrative, logistical, transportation, military personnel, and emergency action matters not involving national security policy, through CCD to the DoD Executive Secretary and vice versa. The WHMO tasking sheet indicates what action the Department of Defense shall take in response to White House correspondence.

C3.1.1.2. Communications from the President or White House staff sent directly to the DoD Components shall be referred to the DoD Executive Secretary.

###### C3.1.1.3. Signing Officials

C3.1.1.3.1. The Secretary or Deputy Secretary of Defense shall sign DoD correspondence to the President, the Vice President, the Chief of Staff to the President, or the Assistant to the President for NSA.

C3.1.1.3.2. The DoD Executive Secretary shall sign cover memoranda forwarding routine staff-to-staff written communications to offices within the White House, the Deputy Assistant to the President and the Director of the White House Military Office, the Executive Secretary of the National Security Council, and the Assistant to the President for NSA.

C3.1.1.3.3. The Heads of the 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 Department of Defense for reply direct.

###### C3.1.2. Assigning Suspenses for White House Correspondence

C3.1.2.1. Incoming White House correspondence for which CCD processes replies falls into three categories:

C3.1.2.1.1. "Special." Correspondence from the President, Vice President, Assistant to the President for NSA, and senior White House staff. Correspondence in this category normally involves national security issues and inter-Departmental affairs. CCD normally tasks:

C3.1.2.1.1.1. Correspondence from the President, Vice President, or White House Chief of Staff with a 24-hour suspense.

C3.1.2.1.1.2. Replies to Cabinet Heads, Members of Congress, Governors, or senior White House staff with a 4-workday suspense.

C3.1.2.1.2. "Referrals." Correspondence containing DoD-related subject matter from Members of Congress, corporate executives, former Government or foreign officials, or involving special interest items, addressed to the President or Vice President or brought to the attention of the White House staff. CCD normally tasks Referrals with a 6-workday suspense.

C3.1.2.1.3. "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:

C3.1.2.1.3.1. Hardship Cases. Communications involving personal problems and/or requests for assistance. CCD normally tasks with a 15-workday suspense.

C3.1.2.1.3.2. Bulk Mail. Includes constituent correspondence expressing desires, opinions, and/or comments on issues or legislation. CCD normally tasks with a 30-day suspense.

C3.1.2.2. CCD shall:

C3.1.2.2.1. Forward White House correspondence to responsible DoD Component using a "Secretary of Defense Correspondence Routing Slip." See an example at Figure AP1.F2.

C3.1.2.2.2. Hold the original "Special" and "Referral" correspondence until the completed signature package is submitted.

### C3.1.3. Replying to White House correspondence

C3.1.3.1. Responsible offices shall prepare replies for White House correspondence according to directions on the Secretary of Defense Correspondence Routing Slip. 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 response to CCD (reply direct). These shall be prepared according to the following specifications:

C3.1.3.1.1. Draft Replies. Prepare them on plain bond paper with one-inch margins, and double-spaced paragraphs. Submit them as a signature package to the Executive Secretary for forwarding to the WHMO. The package shall contain a memo to the Executive Secretary briefly explaining the case, and a memo to the WHMO for the Executive Secretary's signature that provides the draft reply as an enclosure. Use Office of the Secretary of Defense letterhead for the forwarding memo. Forward the original plus one copy to CCD.

C3.1.3.1.2. Fact sheets. Prepare them on plain bond paper with one-inch margins, an all caps subject line, and double-spaced bullet items that briefly present the facts of the case. Submit them as a signature package to the Executive Secretary for forwarding to the WHMO. The package shall contain a memo to the Executive Secretary briefly explaining the case, and a memo to the WHMO for Executive Secretary signature, providing the fact sheet as an enclosure. Use OSD letterhead for the forwarding memo. Forward the original plus one copy to CCD.

C3.1.3.1.3. Reply Direct Taskings. All White House referrals require a written reply. Responsible offices respond to the correspondence and provide copies of the incoming correspondence and the reply to CCD to close the suspense. The responsible office shall maintain a record copy of the incoming correspondence and the reply.

C3.1.3.2. Interim Replies. When you are unable to provide a final reply within the designated suspense, write an interim reply to the author of the incoming correspondence stating the following: reason for the delay, steps you are taking to get the necessary information, and date he or she may expect a final reply.

### C3.1.4. Outgoing White House Correspondence

C3.1.4.1. Prepare materials originating within the Department of Defense for White House officials for Secretary or Deputy Secretary of Defense signature, using the appropriate letterhead, and forward using an Action Memo. Prepare the Action

Memo according to directions in Chapter 5, and set up the letter as specified in Chapter 6.

C3.1.4.2. CCD handles correspondence to the President as privileged and does not provide information copies of the signed correspondence. However, responsible offices do receive a copy of the approved Action Memo.

C3.1.5. Forms of Address

C3.1.5.1. When corresponding with the President and Vice President of the United States, use the addresses, salutations, and complimentary closings in Figures C3.F1. and C3.F2.

Figure C3.F1. Addressing the President

<p>President (Full Name) The White House 1600 Pennsylvania Avenue, NW Washington, DC 20500</p>	<p>Dear Mr. President: Respectfully yours,</p>
--	--

Figure C3.F2. Addressing the Vice President

<p>Vice President (Full Name) 276 Eisenhower Executive Office Building Washington, DC 20501</p>	<p>a. <u>As Vice President:</u> Dear Mr. Vice President: Sincerely,</p>
<p>The Honorable (Full Name) President of the Senate 285 Eisenhower Executive Office Building Washington, DC 20501</p>	<p>b. <u>As President of Senate:</u> Dear Mr. President: Sincerely,</p>

C3.1.5.2. Clearly mark the appropriate agency, building, and room number on all correspondence and envelopes addressed to the White House to ensure appropriate delivery.

C3.1.5.3. Contact the White House Liaison Section within CCD at 703-695-6151 or the Executive Services and Communications Directorate at 703-697-8261 for assistance with White House correspondence.

## C3.2. CONGRESSIONAL CORRESPONDENCE

### C3.2.1. General Processing Information

C3.2.1.1. ESCD shall process Congressional correspondence addressed to the Secretary or Deputy Secretary of Defense, or the ASD(LA). ESCD shall provide an acknowledgement to Members of Congress advising them that their correspondence to the Secretary or Deputy Secretary of Defense was received and providing the name of the person who shall respond. A copy of the signed acknowledgement shall be provided to the office responsible for preparing a reply and the ASD(LA).

C3.2.1.2. ESCD shall assign action to a responsible office and annotate the "Secretary of Defense Routing Slip" to reflect the suspense and the action required, e.g., Prepare a Reply for Secretary of Defense signature (PRS), Deputy Secretary of Defense signature (PRD), or Reply Direct - Component Head signature (RDC).

### C3.2.1.3. Signing Officials

C3.2.1.3.1. The Secretary of Defense normally signs replies to chairpersons and ranking members of DoD oversight committees, chairpersons and ranking members of the appropriations committees, and Senate and House leadership.

C3.2.1.3.2. The Deputy Secretary of Defense normally signs replies to Congressional correspondence addressed to him from Senate, House, and DoD oversight and appropriations committee leadership.

C3.2.1.4. Setting Suspenses for Replies to Congressional Correspondence.  
CCD shall:

C3.2.1.4.1. Task Congressional correspondence sent to the Secretary or Deputy Secretary of Defense with a 4-workday suspense.

C3.2.1.4.2. Task correspondence forwarded to the Department of Defense from a Member of Congress on behalf of a constituent for RD with a 9-workday suspense.

### C3.2.2. Coordinating Congressional Replies

C3.2.2.1. Once an office has prepared a reply to a member of Congress, it is responsible for coordinating replies with offices listed on the routing slip as well as



other organizations that may have an interest in or be affected by the response. Provide copies to all coordinating offices so they may coordinate simultaneously.

C3.2.2.2. Coordinate all correspondence addressed to a member of Congress with the ASD(LA).

### C3.2.3. Replying to Congressional Correspondence

C3.2.3.1. PRS or PRD on the appropriate letterhead and forward them for signature through ESCD using an Action Memo. Prepare the Action Memo according to directions in Chapter 5, and set up the letter as stated in Chapter 6.

C3.2.3.2. Send RDC replies directly to the Member of Congress. Provide a copy to the ASD(LA) and a copy to ESCD to close the suspense. 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 OSD offices for RD. This requirement does not apply to casework replies, such as routine constituent-type inquiries addressed to the ASD(LA).

C3.2.3.3. Address replies to Congressional correspondence according to Figure C3.F3.

Figure C3.F3. Addressing Members of Congress<sup>6, 7</sup>

<b>Senate</b>	<b>House</b>
<b><u>Washington Office:</u></b> The Honorable (Full Name) United States Senate Washington, DC 20510 (+ 4 Code)	<b><u>Washington Office:</u></b> The Honorable (Full Name) U.S. House of Representatives Washington, DC 20515 (+ 4 Code)
<b><u>Home State Office:</u></b> The Honorable (Full Name) United States Senator Street Address City, ST ZIP	<b><u>Home State Office:</u></b> The Honorable (Full Name) Representative in Congress Street Address City, ST ZIP
Dear Senator (Last Name):	Dear Representative (Last Name):

<sup>6</sup> A listing of Secretary of Defense preferred salutations is included in the Military Assistant and Executive Officer Handbook available at <https://ca.dtic.mil/execsec/handbook/index.html>.

<sup>7</sup> The Zip +4 codes for individual Members of Congress may be found in the *Congressional Quarterly's Congressional Staff Directory*.

C3.2.3.4. Provide a courtesy copy to the ranking member when sending correspondence to chairpersons of Congressional committees or subcommittees.

C3.2.3.5. 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.

C3.2.3.6. 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 you do so or you are aware that the person in the Congressional office is interested in, has called about, or has signed the request for the member of Congress.

## C4. CHAPTER 4

### STYLE, FORMAT, AND USAGE

#### C4.1. WRITING STYLE

C4.1.1. Active Voice. Use the active voice in correspondence by ensuring the following:

C4.1.1.1. The traditional active voice with the correct actor - action - object sentence structure.

C4.1.1.1.1. Avoid the passive voice that occurs when you separate the actor and action, as this example shows: "A new medal has been established to recognize civilians by the Department of Defense." The actor, "Department of Defense" and action, "established," occupy different parts of the sentence.

C4.1.1.1.2. Create the active voice by reuniting actor with the action following: "The Department of Defense has established a new medal to recognize civilians."

C4.1.1.2. Sentences that always include an actor, whether an organization, individual, or abstract idea.

C4.1.1.2.1. Avoid writing sentences that lack actors. For example, this sentence, "A new policy regarding Internet security has been established," does not tell the reader who established the new policy.

C4.1.1.2.2. Create a direct message by adding the appropriate actor, for example: "The Department of Defense has established a new policy regarding Internet security."

#### C4.1.1.3. Strong, Active Words

C4.1.1.3.1. Refrain from using empty actors, such as "it is," "there are," and all their variations, as they interfere with clarity. For example, the term, "It is," in this sentence, "It is recommended that the Department of Defense implement the system," links empty subjects without adding value and does not tell the reader who recommends.

C4.1.1.3.2. Write direct messages by using actors that add substance to your meaning, like this: "We recommend that the Department of Defense implement

the system." Or, depending on the meaning, you could write, "The ASD(NII) recommends that the Department of Defense implement the system."

#### C4.1.1.4. Clear Instead of Hidden Verbs

C4.1.1.4.1. Do not use hidden verbs, such as "implementation," "performance" and "determination," that refer to actions, but masquerade as nouns. For example, this sentence, "Implementation of new building security procedures is currently underway," does not clarify who is implementing.

C4.1.1.4.2. Clarify the meaning and make sure to include the appropriate content by inserting the appropriate actors and recasting the hidden verb as the action it actually represents: "The Services are currently implementing new building security procedures."

#### C4.1.2. Concise Word Use. Write concisely by avoiding:

##### C4.1.2.1. Unnecessary little words.

C4.1.2.1.1. Be careful of little word build up that results from passivity, fluffy phrases, and poor sentence structure, as shown here: "It has been determined that a review of the new protocol must be made in order to determine our best strategy for moving forward." (24 words)

C4.1.2.1.2. Instead, cut extra and unnecessary words, such as "it has been...," "... a review of...," and "...must be made in order to..." to create a tighter, more direct message like this: "The USD(AT&L) has determined that we must review the new protocol to determine our best strategy for moving forward." (19 words) See the following Table C4.T1. for more examples.

Table C4.T1. Alternatives for Unnecessary Phrases

Use	Instead of
about	with regard to, in the matter of, with reference to, in relation to
according to	in accordance with
although	despite the fact that, in spite of the fact
at least	a minimum of
because	as a result of, as a consequence of
by	by means of, by virtue of
before	in advance of, prior to, previous to
for	in favor of, for the period/purpose of
if	in the event that, if for some reason
in	in terms of
in fact	as a matter of fact
know	be cognizant of, be acquainted with
later	at some future time, at a later date
near	in the proximity of
now	at the present time, as of this date, at this point in time
on	on the occasion of
since	in view of the fact that, owing to the fact that
soon	at an early date, in the near future, as soon as possible, sometime soon
to	in order to, for the purpose of, so as to, with a view toward
use	utilize, utilization of

#### C4.1.2.2. Repeated Words

C4.1.2.2.1. Often, unnecessarily repeated words are a signal of poor structure. They also bury your message as shown here: "The policy must be strictly enforced. To ensure the policy is enforced, all OSD Component Heads shall..." (17 words).

C4.1.2.2.2. Cut the repeated words by restructuring your sentence, paragraph, and even a document when necessary, as well as getting rid of passives that add to the problem. This allows you to highlight the important information, like this: "To ensure they strictly enforce the policy, all OSD Component Heads shall..." (12 words).

#### C4.1.2.3. Repeated Meaning

C4.1.2.3.1. You may have more difficulty spotting the second redundancy problem - repeated meaning - where you write the same message using different words:

"Thank you for your efforts and energy on behalf of the members of the Military Services. We appreciate the dedication you have shown in representing their interests... We look forward to meeting with you on other issues of concern to the dedicated men..." (48 words).

C4.1.2.3.2. By cutting the repeated meaning and other wordiness, your message transmits much more sincerely and succinctly. And, keep this rule of thumb in mind, "It's not how many times you say it, it's how well you say it." Here's the revision: "We appreciate and thank you for the dedication and efforts you've shown on behalf of the men and women who serve our country. We look forward to meeting with you on additional concerns of interest to you..." (37 words).

C4.1.2.4. Repeated Combinations. Do not use redundancies that repeat rather than reinforce meaning. See Table C4.T2. for examples.

Table C4.T2. Redundant Word Combinations

absolutely complete	basic fundamentals
follows after	reduce down
free and clear	refer back
cease and desist	full and complete
repeat again	collect together
future plans	return back
true and correct	important essentials
very unique	contributing factor
integral part	dollar amount
enclosed herewith	end result
actual truth	completely false
entirely complete	alter or change
and then	personal opinion
exactly identical	my own
final outcome	assemble together
midway between	vitaly essential
old patterns	each and every

### C4.1.3. Reader Focus

C4.1.3.1. Focus on what the reader needs to know by emphasizing what he or she gets from your message rather than what you plan to give or do, according to the following guidelines:

C4.1.3.1.1. Do not obscure the most important information - what the reader needs to do - as shown here: "The new policy is intended to enhance screening processes for...."

C4.1.3.1.2. Instead, let the reader know what he or she needs to do with the information upfront by stating the purpose, like this: "The Under Secretary of Defense recommends the new policy to enhance screening for...."

C4.1.3.2. Speak directly to the reader, where appropriate.

C4.1.3.2.1. Avoid speaking in the abstract third person, which may alienate your reader or obscure the point you are trying to make: "The actions taken were most helpful to our objectives."

C4.1.3.2.2. Connect directly to your audience, instead, by using the word, "you," or understood second person when giving instructions, to highlight your point. In the revision, for example, let the reader know whose actions were helpful with the word, "your": "Your actions helped us meet our objectives."

C4.1.4. Tone. Avoid a hyperformal or pompous tone by using a professional, natural language that engages your reader. See Table C4.T3.

Table C4.T3. Alternatives for Hyperformal Language

Hyperformal	Professional	Hyperformal	Professional
accompany	go with	in the event that	if
accordingly	therefore/so	investigate	examine/study
aforementioned	these/the	justify	prove
appeared to be	seemed	materialize	appear
append	attach	mitigate	lessen
attributable	due	nebulous	vague
allotment	share of/portion of	negligible	small
antithesis	opposite	prior to	before
by means of	by	procure	get
cognizant of	aware of	provided that	if
delineate	describe/portray	rationale	reason
ensure	make sure	recommend	propose/suggest
erroneous	wrong/mistaken	substantiate	prove/support
exorbitant	too much	terminate	end
facilitate	ease, help along, further, aid	utilize	use
foregoing	this/these	validate	confirm
henceforth	until now	whereas	since/while
inasmuch as	because	<b>whether</b> or not	about
in order to	to	with regard to	

C4.1.5. Structure. Use a clear structure stating the most important information, the purpose, first with each supporting point following logically, by:

C4.1.5.1. Using transitions to keep the information flowing smoothly from point to point. See Table C4.T4. for examples of orders of information and the corresponding transitions.



Table C4.T4. Orders of Information and Transitions

Types of Orders	Transitions
Chronological	First, then, next... 9:00, 10:00, 11:00... Monday, Tuesday, Friday... This afternoon, by evening, the next day...
Equal Facts	One, two, three... First, second, third... In addition, also, finally... Bullets...
Least to most important	Significant, more significant, of most significance...
Compare and contrast	On the one hand, on the other hand... However... Similarly, in contrast... Actually...
Cause and effect	As a result... First, then, next...

C4.1.5.2. Using a lead-in to points that follow in a list or bullets.

C4.1.5.3. Keeping bullet points parallel by leading each one off with the same type of word (e.g., a verb or a noun), and leading off with verbs in the same tense and voice. See Figure C4.F1. for examples.

Figure C4.F1. Example of Bullet Statements

The OSD Components shall:

- establish policy.
- assign responsibilities.
- oversee programs.

## C4.2. SOURCES OF ENGLISH USAGE

Use the following order of authority when you have questions about punctuation, capitalization, spelling, numerals, compound words, etc.:

C4.2.1. *United States Government Printing Office Style Manual* and word division supplement to that manual  
(<http://www.access.gpo.gov/styleman/2000/style001.html>).

C4.2.2. *Webster's New Collegiate Dictionary*.

C4.2.3. *The Chicago Manual of Style.*

C4.3. FORMAT

C4.3.1. Margins

C4.3.1.1. On 8-1/2" x 11" letterhead, use a two-inch top margin and one-inch side and bottom margins. For succeeding pages, use one-inch margins on all four sides. Do not justify right margins. For letters, you may increase side margins to two inches if they contain less than 11 lines.

C4.3.1.2. For 6-3/4" x 9-1/4" stationery, use a 2-1/2" top margin and 1-1/4" side margins.

C4.3.2. Font. Use Times New Roman, 13-point font.

C4.3.3. Spacing

C4.3.3.1. For correspondence other than Action and Info Memos, single space within a paragraph for all correspondence of two or more paragraphs.

C4.3.3.2. For Action and Info Memos, use double-spaced bullets.

C4.3.3.3. For all correspondence:

C4.3.3.3.1. Always double space:

C4.3.3.3.1.1. Between paragraphs.

C4.3.3.3.1.2. Between lines in correspondence of one paragraph when it consists of eight lines or less.

C4.3.3.3.2. After a colon, insert two spaces.

C4.3.3.3.3. After a period, insert two spaces.

C4.3.4. Indentation

C4.3.4.1. Indent paragraphs one half inch from the left margin.

C4.3.4.2. Indent subparagraphs an additional one half inch.

#### C4.3.5. Paragraphing

C4.3.5.1. Use bullets, numbers, or letters for subparagraphs.

C4.3.5.2. Do not begin a paragraph near the end of a page unless you have room for at least two lines on that page.

C4.3.5.3. Similarly, only carry a paragraph over to the next page when at least two lines carry over.

C4.3.5.4. Do not use one-sentence paragraphs in letters.

#### C4.3.6. Page Numbers

C4.3.6.1. Do not number first pages.

C4.3.6.2. For second and succeeding pages, type the page number either:

C4.3.6.2.1. One inch from the top of the page at the right margin, with the text continuing a triple space below the page number line.

C4.3.6.2.2. At the bottom center of the page at least two spaces below the last line of text and one inch from the bottom of the page.

#### C4.3.7. Security Classification

C4.3.7.1. For content that requires safeguarding, mark in conspicuously larger or bold type:

C4.3.7.1.1. 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.

C4.3.7.1.2. 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 type at the bottom of the page above the overall security classification.

C4.3.7.2. Apply paragraph and subject line markings, classification authority, and declassification instructions to classified material according to references (b), (c) and (d).

C4.3.7.3. The Secretary or Deputy Secretary of Defense shall rarely be the classifying authority for a document he signs. 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.

C4.3.7.4. Place the following basic classification and declassification guidance (see Figures C4.F2. and C4.F3.) in the lower left corner of the front page of any classified document according to references (b), (c) and (d).

Figure C4.F2. Notation for Originally Classified Information

Classified By:	(Name or Personal Identifier and Position Title)
Reason:	(Cite Category from DoD 5200.1--R, paragraph C2.3.2.)
Declassify On:	(1) A date/event less than or equal to 10 years; or (2) If the sensitivity requires it, a date not more than 25 years from the date of origination. See reference (d) for more information.

Figure C4.F3. Notation for Derivatively Classified Information

Derived From:	(1) Cite source document or classification guide (include date); or (2) Enter: "Multiple Sources" (must maintain listing with record copy)
Declassify On:	(1) Carry forward instructions from source document or from classification guide; or (2) More than one source, enter the most restrictive of any of its sources; or (3) If source document(s) declassification instructions are OADR, enter: "Source Marked 'OADR,' Date of source: ___ ___ ___" (When there is more than one source, use the latest date found on any of them)

#### C4.3.8. Attachments

C4.3.8.1. Identified in the Text. Type "Attachment(s):" aligned with the left margin, a double space below the last line of the signer's title and "As stated" at the left margin on the line below.

C4.3.8.2. Not Identified in the Text. When you do not identify attachments or only identify some of them in the text, type "Attachment(s):" a double space below the last typed line, aligned with 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, as Figure C4.F4. shows.

Figure C4.F4. Listing Attachments

Attachments:	Or	Attachment(s):
1. Annual Defense Report		As stated
2. Defense Review Panel Members		

C4.3.9. Material Sent Under Separate Cover. When referring in a memorandum to material that you are sending under separate cover, type "Separate cover:" aligned with the left margin and two lines below the last typed line, i.e., text, signature block, or attachments. On the next line, list the items, even though you may have identified them in the text. Always send a copy of the memorandum with the material sent under separate cover. (See Figure C4.F5.)

Figure C4.F5. Notation When Sending Material Under Separate Cover

Separate cover: Map of Arlington County Blueprints for CBA Building (3 copies)
--

C4.3.10. Courtesy Copies. Show that you are sending the correspondence to other people than the addressee by typing "cc:" aligned with the left margin and a double space below the signer's title or any other notation. Below "cc:" list the recipients, one below the other. You may use alphabetical listings rather than rank order protocols. (See Figure C4.F6.)

Figure C4.F6. Listing Courtesy Copies

cc: Director for Budget Director for Personnel
--

## C4.4. USAGE

### C4.4.1. Abbreviations and Acronyms

C4.4.1.1. Include an abbreviation or acronym in parentheses after a term first appears, but only if you use it more than once. Generally, do not use the articles "the," "a," and "an" before abbreviations and acronyms; e.g., write "OSD" and "MARS" not "the OSD" and "a MARS." See the List of Abbreviations and Acronyms for examples of frequently used acronyms.

C4.4.1.2. Do not use an apostrophe to show the plural form of most acronyms.

C4.4.1.2.1. Do not use an apostrophe when the acronym does not end in an "s": "The USDs shall sign the memorandum."

C4.4.1.2.2. Use only an apostrophe for acronyms ending in "s," as shown here: "When sending numerous PRS', use a separate cover for each."

C4.4.1.3. Do not use United States Postal Service abbreviations for states in the body of correspondence.

C4.4.2. Gender-Specific Language. Use the phrase "he or she," rather than writing "he" or "she" separately as generic pronouns. For example, instead of writing "He shall check with the Component Head," write: "He or she shall check with the Component Head."

C4.4.3. Personal Pronouns. Do not use the personal pronouns "I" and "me."

C4.4.4. Capitalization. Follow these guidelines:

C4.4.4.1. Capitalize:

C4.4.4.1.1. Complete names of political parties, rivers, streets, and locations: "The directors of DoD Field Activities are currently convening at the Hilton Hotel on Connecticut Avenue, NW, in Washington, D.C. and will host a formal dinner dance on a boat cruise along the Potomac River this evening."

C4.4.4.1.2. The word "Internet." Also, when referring to a Web site, capitalize "Web" and lower case "site:" "The DoD Components maintain individual Web sites that anyone may access through the Internet."

C4.4.4.1.3. Common nouns, or general words, when they form a complete name: "Principal Staff Assistants must change, reissue, and cancel DoD issuances according to this Manual's guidelines."

C4.4.4.1.4. Locations when they refer to specific areas: "He studied in the Northeast," or "The Department of Defense has counselors working with its relocation programs from Northern Massachusetts to Southern California."

C4.4.4.1.5. The significant - not the connecting - words in names of large organizations: "Department of Defense."

C4.4.4.1.6. Parts of organizations, such as branches and divisions, when part of a full name, but not when they stand alone:

C4.4.4.1.6.1. "Submit one electronic copy to the Directives and Records Division."

C4.4.4.1.6.2. "The division chiefs will reevaluate procedures for implementing DoD Instructions."

C4.4.4.1.7. Civil, religious, military, and professional titles, as well as those of nobility, before a person's name, including those in the second person: "General Smith" and "Your Excellency."

C4.4.4.1.8. Names of official holidays, ecclesiastical feast and fast days, and historic events: "Fourth of July," "Veterans Day," "Feast of the Passover," "Ramadan," and "Renaissance."

C4.4.4.1.9. Names of months and days of the week: "August" and "Thursday."

C4.4.4.1.10. The first word and all principal words in:

C4.4.4.1.10.1. Titles of documents, publications, papers, acts, including short or popular titles, and laws. For example:

C4.4.4.1.10.1.1. "Declaration of Independence."

C4.4.4.1.10.1.2. "Reader's Digest."

C4.4.4.1.10.1.3. "Annual Report of the Inspector General."

C4.4.4.1.10.1.4. "Freedom of Information Act."

C4.4.4.1.10.1.5. "Public Law 89-1."

C4.4.4.1.10.2. Headlines and subject lines.

C4.4.4.1.10.3. Addresses, salutations, and names in signature blocks.

C4.4.4.1.11. The words, "Federal," "Government," "Nation," "Administration," "Confederation," "Commonwealth," "Services," and "Members," when they refer to specific entities as the following examples illustrate.

C4.4.4.1.11.1. "The Federal Government is responsible for Social Security funding."

C4.4.4.1.11.2. "The charter of the United Nations entered into force October 24, 1945."

C4.4.4.1.11.3. The Food and Drug Administration regulates drug imports. Historians study with interest the policies set forth during the Reagan administration.

C4.4.4.1.11.4. "The Governor of the Commonwealth of Massachusetts held a press conference on the new tax proposals."

C4.4.4.1.11.5. "Young men have shown increased interest in joining the Military Services since the September 11th attacks."

C4.4.4.1.11.6. "Members of Congress met with airline executives to discuss safety concerns."

C4.4.4.1.12. The full names of existing or proposed organizations: "Armed Forces," "Central Intelligence Agency," "The Washington Post," and "The George Washington University School of Medicine."

C4.4.4.1.13. The names of members of organizations to distinguish them from the same words used merely to describe, as follows: "Representative," "Federalist," "Democrat," "Girl Scout," "Service member."

C4.4.4.1.14. "Marines" when it refers to the corps such as, "The Secretary of Defense is sending out the Marines."

C4.4.4.1.15. The words "Army," "Navy," "Air Force," "Coast Guard," and "Reserves," American or foreign, if part of a name such as, "The French Army shall join United States Forces."

C4.4.4.1.16. "Military Departments" when used to refer to the Services (includes National Guard and Reserves).

#### C4.4.4.2. Don't Capitalize:

C4.4.4.2.1. The word "the" when it is part of a formal name: "If you have any questions, call or write the Department of Defense."



C4.4.4.2.2. Generic titles: "The functional managers may be contacted through the Correspondence Control Division."

C4.4.4.2.3. Terms describing general direction or position: "The troops are moving northeast," or "The Secretary of Defense will travel through northern Italy on his way to Brussels."

C4.4.4.2.4. The word "intranet." For example: "They rely on their intranet for much of their internal business."

C4.4.4.2.5. The words, "federal," "government," "nation," "confederation," "commonwealth," "services," when using them as a general word or term. See the following examples.

C4.4.4.2.5.1. "The United States has a federal form of government."

C4.4.4.2.5.2. "The public's view of the role of government is changing."

C4.4.4.2.5.3. "We do not believe in nation building."

C4.4.4.2.5.4. "The region consists of a loosely formed confederation of states."

C4.4.4.2.5.5. "This country was founded on the idea of commonwealth."

C4.4.4.2.5.6. "Governments should provide their constituents a variety of services and benefits."

C4.4.4.2.6. Marine when referring to an individual. "The marine left the base on leave."

C4.4.4.2.7. The words "Army" and "Navy," if not referring to the military organization. For example:

C4.4.4.2.7.1. "The army of ants attacked our picnic area."

C4.4.4.2.7.2. "Tourists travel to the navy base to see the large carriers."

#### C4.4.5. Italics

C4.4.5.1. Use italics when referring to the titles of whole publications such as books, pamphlets, bulletins, magazines, newspapers, plays, movies, essays, and legal cases. "*The Chicago Manual of Style* is a wonderful reference tool."

C4.4.5.2. Also, italicize unfamiliar phrases, whether foreign, unusual or direct quotes, as the following illustrates: "This does not reflect a *de facto* concern for the Secretary of Defense."

#### C4.4.6. Punctuation

C4.4.6.1. Apostrophes. Use them to show possession according to the following guidelines:

C4.4.6.1.1. When a name or title ends in "s," place the apostrophe at the end: "The Under Secretary of Defense for Acquisition, Technology, and Logistics' memo provided the written justification you requested," or "Charles' office is down the hall."

C4.4.6.1.2. For plural nouns that end in "s," place the apostrophe at the end of the word as in this example: "For a list of functional managers' names and telephone numbers, contact the Correspondence Control Division."

C4.4.6.1.3. With plural words that do not end in "s," add an "'s" at the end of the word: "The people's choice for a new representative is Jon Smith."

C4.4.6.1.4. If you have two subjects, determine whether the parties possess the item separately or together. Use an apostrophe for each subject if they possess the item separately, as here: "The Department of Defense's priorities and the business community's priorities differ." Use one apostrophe for all subjects that share the item, as in the following, where the Department of Defense and related agencies have the same guidelines: "Personnel should adhere to the Department of Defense and related agencies' guidelines."

C4.4.6.1.5. If you have three or more subjects, avoid using apostrophes to show possession, as the sentence may become cumbersome. Instead, try writing this way: "We use the terms the Department of Defense, the Office of the Secretary of Defense, and all the OSD Components when editing correspondence."

C4.4.6.2. Colons. Besides telling the reader to stop briefly, colons provide interesting alternatives to typical sentence structure, creating a lively and interesting message. Use colons when:

C4.4.6.2.1. Introducing a series, where bullets, numbers, or commas connect items. Make sure you place the colon so the break in your sentence occurs naturally, for instance, where a pause exists.

C4.4.6.2.1.1. Avoid this type of common colon mistake: "Materials we need are: typed summaries on plain bond paper; a list of contacts at each office; two references from departments you currently serve."

C4.4.6.2.1.2. Restructure your sentence so you provide the natural break, or pause, like this: "Please send along these materials: typed summaries on plain bond paper; a list of contacts at each office; two references from departments you currently serve."

C4.4.6.2.2. Introducing specifics or examples after expressions, such as "for example," "namely," "that is," or "following." To illustrate, "The CCD processes incoming, outgoing, unclassified, and classified materials, including the following: memos, letters, message traffic, and point papers."

C4.4.6.2.3. Combining two sentences where the second explains, illustrates, or summarizes the first: "You must use camera-ready copies of DD and SD forms: you may get them from DIOR or WHS." This is a great strategy for creating interesting language and rhythm within a paragraph. Just remember to lower case the first word after the colon.

C4.4.6.3. Semicolons. By using them correctly, you build efficient, clear, yet interesting sentence structure. The following guidelines illustrate:

C4.4.6.3.1. Join sentences without a conjunction, such as "and," "but," and "or," like this: "You may use the first name, middle initial, and surname or the first and middle initials followed by the surname; do not mix the format."

C4.4.6.3.2. Join two thoughts with transitional words like "therefore," "thus," "indeed," "hence," or "however," by placing a semicolon before that word and a comma immediately after it. For example: "You must be thoroughly familiar with the data you want to collect and the questions on the data collection sheets; therefore, keep the instructions and key job definitions available during the interview."

C4.4.6.3.3. Use semicolons before the transitional words when you separate two sentences with conjunctions, such as "or," "and," or "but," to clarify your meaning: "After the PSAs complete the review, they shall determine whether or not they will cancel the issuance; and cancel or revise any issuance that has served its purpose."

C4.4.6.3.4. Separate a series of items when you already have a comma within one or more of them: "A Significant Rule either has an annual effect of \$100 million or more on the economy or adversely affects the economy; a sector of the economy; productivity; competition; jobs; the environment; public health or safety; or State, local, or tribal governments or communities."

C4.4.6.4. Commas. Commas represent, perhaps, the most widely used and abused form of punctuation. Their function is a simple one: to separate various parts of a sentence so the message is smooth and clear. Use them:

C4.4.6.4.1. To join two complete sentences with "and," "or," "nor," "for," "but," "yet," and "so." Here's an example: "P&R has started implementing the new system, but the USD(AT&L) is still waiting for some equipment."

C4.4.6.4.2. After introductory words and phrases, as in these examples: "First, arrange the index in alphabetical order." and "During an internal review, the Department of Defense will review the issuances."

C4.4.6.4.3. To separate items in a list so your message is clear: "Submit photographs, overlays, divider tabs for chapters, covers, and other graphics for DoD publications with the final issuance for printing." Remember, the Department of Defense uses a serial comma before the conjunctions "and" or "or" that separate the second to last item from the final one in a series.

C4.4.6.4.4. To add nonessential or secondary information to your sentence like this: "The decision, I think, needs some rehashing."

C4.4.6.4.5. Before a direct quotation of only a few words following an introductory phrase. For example: He said, "The Congresswoman will address that."

#### C4.4.6.5. Quotation Marks

C4.4.6.5.1. Use quotation marks for the following:

C4.4.6.5.1.1. Enclosing direct quotes. For example: John said, "No."

C4.4.6.5.1.2. Enclosing titles of addresses, articles, awards, captions, editorials, essays, headings, subheadings, headlines, hearings, motion pictures, papers, poems, reports, songs, studies, subjects, and themes, as this example shows: He received the "Man of the Year" award.

C4.4.6.5.1.3. Enclosing misnomers, slang expressions, sobriquets, coined words, or ordinary words used in an arbitrary way. Here's an example: Our contract was a "gentleman's agreement."

C4.4.6.5.2. Use the following punctuation rules when using quotation marks by placing:

C4.4.6.5.2.1. A comma and final period inside the quotation marks. The President stated, "We believe this is a good strategy," and continued to hold that "we don't intend to overextend our presence in the region."

C4.4.6.5.2.2. Other punctuation marks inside the quotation marks only when they are a part of the matter you are quoting. For instance: I believe he asked, "Is this our best option?" Do you think it constitutes "foul play"?

C4.4.7. Commonly Confused Words. See the following Table C4.T5. for examples of words writers commonly confuse and their meanings.

Table C4.T5. List of Commonly Confused Words

Word	Sometimes Confused With
Accept (to receive)	Except (other than)
Advice (an opinion)	Advise (to give advice)
Affect (to influence; use only as a verb)	Effect (noun - result; impression; verb - to bring about) (is usually a noun)
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)

## C5. CHAPTER 5

### MEMORANDA

#### C5.1. WHEN TO USE A MEMO

C5.1.1. Use memoranda for correspondence within the Department of Defense, to the President and the White House staff, and to send routine material to other Federal Agencies.

C5.1.2. Specifically, use one of the following types of memos depending on your purpose. Use:

C5.1.2.1. Standard memo for routine correspondence within the Department of Defense and to other Federal Agencies.

C5.1.2.2. Action Memo for the following:

C5.1.2.2.1. Forwarding material to the Secretary of Defense and Deputy Secretary of Defense that requires approval or signature.

C5.1.2.2.2. Describing a problem and recommend a solution.

C5.1.2.3. Info Memo to convey information to the Secretary of Defense or Deputy Secretary of Defense on important developments not requiring action at that time, e.g., for background, issue, talking, and point papers.

C5.1.2.4. Multi-addressed memo for material you send to several addressees.

#### C5.2. GENERAL GUIDELINES FOR PREPARING A MEMO

C5.2.1. Stationery. Prepare memoranda on 8-1/2" x 11" letterhead appropriate to the signing official. Use bond paper for succeeding pages.

C5.2.1.1. When preparing memos that the Secretary of Defense shall sign, use Secretary of Defense letterhead.

C5.2.1.2. When preparing memos that the Deputy Secretary of Defense shall sign, use Deputy Secretary of Defense letterhead.

C5.2.1.3. When preparing memos that the Executive Secretary or Special Assistants to the Secretary or Deputy Secretary of Defense shall sign, use Office of the Secretary of Defense letterhead.

C5.2.1.4. When preparing memos for the Heads of the DoD Components, use Component letterhead.

C5.2.2. Margins. Use a two-inch top margin and one-inch side and bottom margins on the first page. For succeeding pages, use one-inch margins on all sides. If memos contain less than 11 lines, you may increase side margins to two inches. Do not justify right margins.

C5.2.3. Font. Use Times New Roman, 13-point font.

C5.2.4. Spacing

C5.2.4.1. Body

C5.2.4.1.1. Begin the body of memos a double space below the subject line.

C5.2.4.1.2. Indent paragraphs one half inch from the left margin.

C5.2.4.1.3. Single space the body; double space between paragraphs.

C5.2.4.1.4. Double space between lines in a memo of one paragraph when it consists of eight lines or less.

C5.2.4.1.5. Single space memos with two paragraphs, regardless of length.

C5.2.4.2. Within Paragraphs

C5.2.4.2.1. Use bullets, numbers, or lower case letters for subparagraphs.

C5.2.4.2.2. Indent subparagraphs an additional one half inch.

C5.2.4.3. Only begin paragraphs near the end of a page when you have room for at least two lines on that page.

C5.2.4.4. Only carry paragraphs over to the next page when you have at least two lines on that page.



C5.2.4.5. Do not use one-sentence paragraphs in memos.

C5.2.5. Page Numbering

C5.2.5.1. Do not number the first page.

C5.2.5.2. For second and succeeding pages, place the page number(s) in either of the following places:

C5.2.5.2.1. One inch from the top of the page at the right margin, with the text continuing a triple space below the page number line; or

C5.2.5.2.2. At the bottom center of the page at least a double space below the last line of text and one inch from the bottom of the page.

C5.3. SETTING UP A STANDARD MEMO

C5.3.1. See Figures C5.F12. and C5.F13. for examples.

C5.3.2. Date

C5.3.2.1. Insert 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.

C5.3.2.2. Omit the date when the Secretary of Defense, Deputy Secretary of Defense or DoD Executive Secretary shall sign the memo.

C5.3.3. Address Line

C5.3.3.1. A double space below the date line, insert "MEMORANDUM FOR."

C5.3.3.2. Include the addressee's title and the name or the office symbol of the organization providing enough information to ensure the memo may be delivered appropriately.

C5.3.3.3. If more than one line is required for an addressee, indent the run-over line an additional two spaces.

C5.3.3.4. For multiple addressees, type each on a single line aligned block style below and to the right of "MEMORANDUM FOR." See section C.5.6. for directions on how to order multiple addressees.

C5.3.3.5. Type "MEMORANDUM FOR: SEE DISTRIBUTION" if there are more than 14 addressees.

C5.3.3.5.1. A double space below the last line of the signature block or attachment notation, type "DISTRIBUTION:" aligned with the left margin. List the addressees single-spaced below the caption, beginning at the left margin.

C5.3.3.5.2. Place the entire distribution list on a separate page if there is not room for all addressees on the first page.

C5.3.4. Attention Line. When directing memos 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 office address. See Figure C5.F1.

Figure C5.F1. Attention Line

MEMORANDUM FOR GENERAL COUNSEL (ATTN: LTC BROWN) or MEMORANDUM FOR DEPARTMENT OF ENERGY (ATTN: DIRECTOR, SOLAR ENERGY DIVISION)
---

C5.3.5. Through Line. Do not address memos to the Secretary or Deputy Secretary of Defense through another office or person.

C5.3.6. Subject Line

C5.3.6.1. A double space below the last line of the address line, type "SUBJECT:"

C5.3.6.2. Briefly describe the memo's content two spaces following the colon, capitalizing the first word and all principal words. See Figure C5.F2. for an example.

C5.3.6.3. If more than one line is required, begin succeeding lines aligned below the first word in the subject line.

Figure C5.F2. Subject Line

SUBJECT: Standards and Specifications for Unit Positions Within the Department  
of Defense

C5.3.7. References

C5.3.7.1. Do not use reference listings in Secretary and Deputy Secretary of Defense memoranda.

C5.3.7.2. In other memos, you may refer to references in the text if you list them as follows:

C5.3.7.2.1. Type "Reference(s):" at the left margin, a double space below the subject line, followed by the originating office, subject, and date of the document.

C5.3.7.2.2. List references 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 you have only one, as Figure C5.F3. shows.

Figure C5.F3. Listing References

Reference: DIA, Report on Saudi Arabia, (date)

or

References: (a) DIA, Report on Saudi Arabia, (date)

(b) DoDD 5025.1-M, DoD Directives System Procedures, March 5, 2003

C5.3.7.3. When you have attached a reference, state this in parentheses after the reference title according to Figure C5.F4.

Figure C5.F4. Listing Attached References

References: (a) DoDD 5110.4, Washington Headquarters Services, October 19, 2001

(b) AI 30, Security for the Pentagon Reservation, June 5, 2002 (copy attached)

C5.3.7.4. When preparing classified correspondence, indicate the classification of all references in parentheses at the end of the reference title. If a classified reference is an attachment, indicate the classification at the end of the reference title. See Figure C5.F5.

Figure C5.F5. Listing Classified References

References: (a) Federal Grand Jury Record, May 1, 1993 (S) (b) Military Court of Appeals Decree, May 2, 1993 (U) (copy attached)
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C5.3.8. Salutation. Do not use a salutation in a memo.

C5.3.9. Body

C5.3.9.1. Speak directly to the reader. Use the active voice and clear conversational language.

C5.3.9.2. Convey your message in complete, but succinct paragraphs; try to restrict them to ten or 15 lines.

C5.3.9.3. Organize your information by presenting the most important first, unless background is necessary for the reader to understand the main point. Supporting detail should follow.

C5.3.9.4. Keep the tone polite and professional - even if the message is bad news.

C5.3.10. Complimentary Close. Do not use in memos.

C5.3.11. Signature Block

C5.3.11.1. Leave out the signature block on correspondence that the Secretary or Deputy Secretary of Defense shall sign.

C5.3.11.2. For other correspondence, 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 a run-over line two spaces. The title of the person signing is not necessary if it is identified in the letterhead.

C5.3.11.3. You may stamp instead of typing the signer's name and title below the written signature.

#### C5.3.11.4. Dual Signature Items<sup>8</sup>

C5.3.11.4.1. When the Secretary or Deputy Secretary of Defense and the Head of another Agency signs correspondence, place the signature blocks side by side, leaving four blank lines below the last line of text. Type the names in upper and lower case type 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. Type titles of both officials in upper and lower case type aligned under their names as Figure C5.F6. shows.

C5.3.11.4.2. When officials from two or more offices shall 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 following the format in Figure C5.F6.

Figure C5.F6. Dual Signature Blocks

Robert B. Doe Secretary of Commerce	John Q. Smith Secretary of Defense
Jane B. Preserve Secretary of the Interior	Loyal T. Moneman Secretary of the Treasury

#### C5.3.12. Attachments

C5.3.12.1. When identified in the text. Type "Attachment(s):" aligned with the left margin, a double space below the last line of the signer's title and "As stated" at the left margin on the line below.

<sup>8</sup> When the Secretary or Deputy Secretary of Defense signs with another Agency Head, the correspondence is normally prepared on plain paper without letterhead.

C5.3.12.2. When not identified in the text. Usually identify attachments in the text. If you do not, number and list each attachment on a separate line, beginning on the next line below "Attachment(s):" and aligned with the left margin. When you mention some, but not all, attachments in the text, list all in the order they appear in the text. Describe each attachment by title or in as few words as needed to identify the material, as in Figure C5.F7.

Figure C5.F7. Listing Attachments

Attachments:	or	Attachment(s):
1. Seating Chart		As stated
2. List of Attendees		

C5.3.12.3. Sending material under separate cover. Type "Separate Cover:" aligned with the left margin, a double space below the title of the signer or any "Attachment" notation. List the material, even though you identified it in the text. Send a copy of the letter with the material.

Figure C5.F8. Notation When Sending Material Under Separate Cover

Separate Cover: Annual Defense Department Report
---

### C5.3.13. Security Classification

C5.3.13.1. For content that requires safeguarding, mark in conspicuously larger or bold type:

C5.3.13.1.1. The highest level of classification of the material on that page or the highest level of classification of the material (use whichever is higher) at the top and bottom of each page.

C5.3.13.1.2. 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 type at the bottom of the page above the overall security classification.

C5.3.13.2. Apply paragraph and subject line markings, classification authority, and declassification instructions to classified material according to references (b), (c) and (d), and other DoD Directives and Instructions.

C5.3.13.3. Place classification and declassification information in the lower left corner of the front page of any classified document according to references (b), (c) and (d). (See Figures C5.F9. and C5.F10. for the required information.)

C5.3.13.4. The Secretary or Deputy Secretary of Defense shall rarely be the classifying authority for a document he signs. 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.

Figure C5.F9. Notation for Originally Classified Information

Classified By:	(Name or Personal Identifier and Position Title)
Reason:	(Cite Category from DoD 5200.1-R, paragraph C2.3.2.)
Declassify On:	(1) A date/event less than or equal to 10 years; or (2) If the sensitivity requires it, a date not more than 25 years from the date of origination. See reference (d) for more information.

Figure C5.F10. Notation for Derivatively Classified Information

Derived From:	(1) Cite source document or classification guide (include date); or, (2) Enter: "Multiple Sources" (must maintain listing with record copy)
Declassify On:	(1) Carry forward instructions from source document or classification guide; or, (2) More than one source, enter the most restrictive of any of its sources; or, (3) If source document(s) declassification instructions are OADR, enter: "Source Marked 'OADR,' Date of source: ____"
	(When there is more than one source, use the latest date found on any of them.)

C5.3.14. Courtesy Copies. Show that you are sending the correspondence to people other than the addressee by typing "cc:" aligned with the left margin and a double space below the signer's title or any other notation. Below "cc:" list the recipients, one below the other. You may use alphabetical listings rather than protocol rank orders. See Figure C5.F11.

Figure C5.F11. Listing Courtesy Copies

cc: Director for Budget Director for Personnel
--

Figure C5.F12. Sample Standard Memo



	<p>OFFICE OF THE SECRETARY OF DEFENSE WASHINGTON DC 20301</p>
<p>(Month Day, Year)</p>	
<p>MEMORANDUM FOR DIRECTOR OF ADMINISTRATION AND MANAGEMENT THE EXECUTIVE SECRETARY</p>	
<p>SUBJECT: Preparing A Memorandum</p>	
<p>Use memoranda for correspondence within the Department of Defense, to the President and White House staff, and to send routine correspondence to other Federal Agencies. Memos may be sent to multiple addressees, but do not address them to someone through another office or person.</p>	
<p>Prepare memos on letterhead appropriate to the signing official. Set a two-inch top margin and one-inch side and bottom margins on first pages. Use plain paper for succeeding pages with one-inch margins on all sides.</p>	
<p>Single-space paragraphs and double-space between them. Indent paragraphs a half-inch from the left margin. Indent subparagraphs an additional half-inch and identify them with bullets, numbers, or lower case letters. Double-space between subparagraphs.</p>	
<p>Do not date memos the Secretary or Deputy Secretary of Defense will sign. The date will be added when signed. Also omit the signature block on memos the Secretary or Deputy Secretary of Defense will sign. For other officials, the signature block may be typed or stamped leaving four blank lines below the text, beginning at the center of the page. Run-over lines should be indented two spaces. The signature block may be omitted if the signer's position is reflected in the letterhead.</p>	
<p>Normally, attachments will be identified in the text of the memo. When this is the case the notation "Attachments: As stated" will be typed at the left margin a double space below the signature block. When not all attachments are identified, list all of them in the order they appear in the text.</p>	
<p>L. M. Enope Special Assistant to the Secretary of Defense for Change Management</p>	
<p>Attachments: 1. Goals and Objectives 2. Long Range Plan</p>	



Figure C5.F13. Sample Classified Memo



## CLASSIFICATION

OFFICE OF THE SECRETARY OF DEFENSE

WASHINGTON DC 20301

(Month Day, Year)

MEMORANDUM FOR THE SPECIAL ASSISTANT TO THE SECRETARY OF DEFENSE

SUBJECT: Preparation of a Classified Memorandum (U)

- ( ) This memorandum provides guidance on the preparation of a classified memorandum.
- ( ) Set a two-inch top margin, and one-inch side and bottom margins. Use Times New Roman, 13-point font. Do not justify the right margin.
- ( ) Indent paragraphs one-half inch. If you need to use subparagraphs, indent them an additional half inch and distinguish them with bullets, lower case letters or numbers.
  - ( ) a. Security classification, paragraph/subject markings, classification authority and declassification instructions will be in accordance with references (b), (c) and (d). Reflect classification level in parentheses at the end of the subject line and at the beginning of each paragraph and subparagraph.
  - ( ) b. If the memorandum is unclassified when separate from classified attachments, be sure that statement appears on the first page along with classification and declassification information. Normally, someone in the originating office should be listed as the classification authority; not the Secretary or Deputy Secretary of Defense.
  - ( ) Be sure attachments are tabbed and the package is fastened using a two-inch paperclip, not with clam clips or stapled. The coversheet should reflect the highest classification of material in the package.

John B. Staffman  
Special Assistant  
to the Secretary of Defense  
for Technology Adaptation

Attachment:  
Secret USD(I) memo dated \_\_\_\_\_, subject: \_\_\_\_\_

Classified by: \_\_\_\_\_ Derived From: \_\_\_\_\_ Unclassified when  
Reason: **OR** Declassify On: **OR** separated from  
Declassify On: \_\_\_\_\_ classified attachment

**CLASSIFICATION**

## C5.4. ACTION MEMO

### C5.4.1. Preparing an Action Memo

C5.4.1.1. Use the general guidelines for standard memos except as noted below. (See Figure C5.F14. for an example.)

C5.4.1.2. Organize and format an Action Memo as follows:

C5.4.1.2.1. Header. A double space below the last line of the letterhead or organizational seal, type "ACTION MEMO," all caps, centered, and in boldface type.

C5.4.1.2.2. Date. A double space below the header, type the date, using month, day, year format with day and year in numerals and ending at the right margin. Include the time the memo was prepared at the end of the date line.

C5.4.1.2.3. 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 Memo is for the Secretary of Defense, type "DepSec Action \_\_\_\_\_" on the address line, aligned with the right margin. (The Executive Secretary shall annotate here if the package is to be forwarded to the Deputy Secretary of Defense for action.)

C5.4.1.2.4. From Line. A double space below the address line, type "FROM:" followed by the name and title of the sender. Note that the sending official signs and dates on the "FROM" line; an Action Memo has no signature block.<sup>9</sup> If someone signs "for" the originating official, print the signer's name and title below the signature.

C5.4.1.2.5. Subject Line. A triple space below the "FROM" line, type "SUBJECT:" followed by a brief description of the memo's content with the first and all principal words capitalized. If more than one line is required for the subject, begin succeeding lines aligned below the first word in the subject.

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<sup>9</sup> If someone other than a Component Head or Principal Deputy signs an Info Memo, at least one of them shall be listed on the coordination page.

C5.4.1.2.6. 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 and why it is okay to do what you are recommending. Double-space between bullets. Do not use the paragraph format for the standard memo. (See paragraph C4.1.5. for guidance on structuring bullet statements.)

C5.4.1.2.7. Recommendation. A double space below the bullet statements, type "RECOMMENDATION:" followed by a statement describing what you intend the recipient to do.

C5.4.1.2.7.1. If you are providing a letter for signature, the statement may read: "That Secretary of Defense sign letter at TAB A."

C5.4.1.2.7.2. If you do not provide a document for signature, indicate what action the recipient should take, e.g., "RECOMMENDATION: That Secretary of Defense approve release of funds by initialing: Approve \_\_\_\_\_ Disapprove \_\_\_\_\_."

C5.4.1.2.8. Coordination. A double space below the recommendation, type "COORDINATION:" and specify the tab with the list of coordinating officials (always placed at the last tab in the package), or if appropriate, type "NONE."

C5.4.1.2.9. Signature Block. Do not include a signature block in an Action Memo.

C5.4.1.2.10. Attachments. List as in a standard memo.

C5.4.1.2.11. Classification Markings. Mark as in a standard memo.

C5.4.1.2.12. Prepared By Line. One inch from the bottom of the page and aligned with the left margin, type "Prepared by:" followed by the name and telephone number of the action officer who prepared the memo.

#### C5.4.2. Assembling an Action Memo Package

C5.4.2.1. Assemble packages with the Action Memo as the cover and/or forwarding document as follows:

C5.4.2.1.1. TAB A for the action item (e.g., for signature or approval).

C5.4.2.1.1.1. If sending a similar letter or memo to multiple addressees, place all at TAB A.

C5.4.2.1.1.2. If including different items for the Secretary or Deputy Secretary of Defense to sign or approve, separate them at TAB A-1, A-2, etc.

C5.4.2.1.1.3. For Secretary and Deputy Secretary of Defense communications with foreign government officials that require both a letter and a Defense Messaging System (DMS) message for electronic transmission, include both at TAB A.

C5.4.2.1.2. TAB B for incoming correspondence, if applicable.

C5.4.2.1.3. TAB C for background material. If you need to use more than one tab, tab sequentially. If forwarding substantive or lengthy background information, provide a one-page executive summary of the information.

C5.4.2.1.4. TAB D (or last tab in package) to list the coordinating offices and/or activities on one page. See Figure C5.F15. for an example. Make sure you:

C5.4.2.1.4.1. Include the name and position of each coordinating official, as well as his or her organization and coordination date.

C5.4.2.1.4.2. Include concurrences from the Heads of the DoD Components, or, in their absence, the principal deputies.

C5.4.2.1.4.3. List "nonconcur" and place their comments at the coordination tab. Be sure to address their issues in a memorandum or an attached supplement. Be sure to include:

C5.4.2.1.4.3.1. All interested parties' views and reasonable options.

C5.4.2.1.4.3.2. The coordinators' comments, modifications, or rewrites.

C5.4.2.1.4.4. State coordinations you attempted to obtain, but did not receive, as well as the time you allotted that coordinating office.

C5.4.2.2. Attach package elements with two-inch paper clips; do not staple or use clam clips.

C5.4.3. Submitting an Action Memo. Submit Action Memos to the Correspondence Control Division, Room 3A948. Provide the following:

C5.4.3.1. The original plus one complete copy of the memo 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.<sup>10</sup>

C5.4.3.2. Mailing envelopes if unclassified, or two address labels per signature item if classified, when the correspondence shall be mailed after the Secretary or Deputy Secretary of Defense approves it. You may use a rubber stamp for the return address, but do not use a rubber stamp or hand print the to address on envelopes for outgoing official mail.

C5.4.3.3. An electronic message version of any letter the Secretary or Deputy Secretary of Defense shall sign to a foreign dignitary.

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<sup>10</sup> For multiple addressee letters or those with cc: listings, enclosures consisting of published reports in excess of 25 pages must be provided to CCB when the signature package is submitted.

Figure C5.F14. Sample Action Memo


	OFFICE OF THE SECRETARY OF DEFENSE
	WASHINGTON DC 20301
<b>ACTION MEMO</b>	
	(Month Day, Year, Time)
FOR: SECRETARY OF DEFENSE	DepSec Action _____
FROM: T. J. Jones, Special Assistant to the Secretary of Defense for Special Programs <b>(Note: The originator signs on this line. If someone signs "for" the originating official, print the signer's name and title below the signature.)</b>	
SUBJECT: Sample Action Memorandum	
<ul style="list-style-type: none"><li>• State what the addressee should do using succinct bullet paragraphs. Double space between bullets.</li><li>• Explain why it is OK for the recipient to take the recommended action. See Chapter 4 for suggested methods for organizing key points.</li><li>• Attach a signature item at TAB A, the incoming correspondence at TAB B, and background or supplemental information at TAB C, and continue sequentially as needed. Coordination should be provided at the last tab in the package.</li></ul>	
RECOMMENDATION: Secretary of Defense sign correspondence at TAB A.	
NOTE: If no document for signature use: RECOMMENDATION: That Secretary of Defense approve subject matter, e.g., course of action, release of funds, etc., by initialing: Approve _____ Disapprove _____	
COORDINATION: TAB D (or last tab in package) (or NONE)	
Attachments: As stated	
Classification Authority and Declassification Instructions	
Prepared By: Jane Smith, 703-697-8261	

Figure C5.F15. Sample Coordination Page

Coordination:		
Under Secretary of Defense (AT&L)	Mr. Johnson	March 20, 2002
Assistant Secretary of Defense (LA)	Mr. Smith	March 18, 2002
General Counsel	Mr. Jones	March 15, 2002
Director for Strategic Review	None obtained	Delivered March 10 – No response as of March 20

## C5.5. INFO MEMO

### C5.5.1. Preparing an Info Memo

C5.5.1.1. See Figure C5.F16. for an example.

C5.5.1.2. Organize and format an Info Memo as follows:

C5.5.1.2.1. Header. A double space below the last line of the letterhead or organizational seal, type "INFO MEMO" all caps, centered, in boldface type.

C5.5.1.2.2. Date. A double space below the header, type the date, using month, day, year format with day and year in numerals and ending at the right margin. At the end of the date line, include the time the memo was prepared.

C5.5.1.2.3. Address Line. A double space below the date line, type "FOR:" followed by the title of the addressee.

C5.5.1.2.4. From Line. A double space below the address line, type "FROM:" followed by the name and title of the sender. Note that the sending official signs and dates on the "FROM" line; there is no signature block on an Info Memo.<sup>11</sup> If someone signs "for" the originating official, print the signer's name and title below the signature.

<sup>11</sup> If someone other than a Component Head or Principal Deputy signs an Info Memo, at least one of them shall be listed on the coordination page.

C5.5.1.2.5. Subject Line. A triple space below the "FROM" line, type "SUBJECT:" followed by a brief description of the memo'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.

C5.5.1.2.6. 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. Do not use the paragraph format for the standard memo.

C5.5.1.2.7. Coordination. A double space below the recommendation, type "COORDINATION:" and specify the tab with the list of coordinating officials (always at the last tab in the package), or if appropriate, type "NONE".

C5.5.1.2.8. Signature Block. Do not include a signature block in an Info Memo.

C5.5.1.2.9. Attachments. List as in a standard memo.

C5.5.1.2.10. Classification Markings. Mark as in a standard memo.

C5.5.1.2.11. Prepared By Line. One inch from the bottom of the page and aligned with the left margin, type "Prepared by:" followed by the name and telephone number of the action officer who prepared the memo.

## C5.5.2. Assembling an Info Memo Package

C5.5.2.1. Assemble an Info Memo package with the memo as the cover, including supplemental or background information at tabs beginning with "A" and continuing sequentially. If the supplemental information is lengthy, include a one-page executive summary.

C5.5.2.2. At the last tab in the package, list the coordinating offices and/or activities on one page. Make sure you:



C5.5.2.2.1. Include the name and position of each coordinating official, as well as his or her organization and coordination date.

C5.5.2.2.2. Include concurrences from the Heads of the DoD Components or, in their absence, the principal deputies.

C5.5.2.2.3. List "nonconcurs" and place their comments at the coordination tab. Be sure you address any differences in the memorandum or in a supplement attached. Be sure to include:

C5.5.2.2.3.1. All interested parties' views.

C5.5.2.2.3.2. The coordinators' comments, modifications, or rewrites.

C5.5.2.2.4. State those coordinations you attempted to obtain, but did not receive, as well as the time you allotted the coordinating office.


C5.5.2.3. Attach package elements with two-inch paper clips; do not staple or use clam clips.

### C5.5.3. Submitting an Info Memo

C5.5.3.1. Submit an Info Memo to the Correspondence Control Division, Room 3A948.

C5.5.3.2. Provide the original plus two complete copies of the memo 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.

Figure C5.F16. Sample Information Memo

	OFFICE OF THE SECRETARY OF DEFENSE WASHINGTON DC 20301 <b>INFO MEMO</b>  (Month Day, Year, Time)  FOR: DEPUTY SECRETARY OF DEFENSE  FROM: T. J. Jones, Special Assistant to the Secretary of Defense for Strategy Review <b>(Note: The originator signs on this line. If someone signs “for” the originating official, print the signer’s name and title below the signature.)</b>  SUBJECT: Sample Information Memorandum  <ul style="list-style-type: none"><li>• State what the addressee needs to know using succinct bullet paragraphs. Double space between bullets.</li><li>• Explain why it is important for the recipient to have this information. See Chapter 4 for suggested methods of organizing key points.</li><li>• Attach background or supplemental information at TABs as needed. If the material is lengthy, include an executive summary. Coordination should be provided at the last TAB in the package.</li></ul> COORDINATION: TAB A (or last tab in package) (or NONE)  Attachments: As stated  Classification/Declassification Authority and Instructions  Prepared By: Jane Smith, 703-697-8261
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## C5.6. MULTI-ADDRESSED MEMO

C5.6.1. Distribution and/or Reproduction of a Multi-memo. CCD distributes Secretary of Defense, Deputy Secretary of Defense, Department of Defense Executive Secretary, and Director for Administration and Management multi-addressed memos through e-mail in a PDF Format. The DoD Components provide CCD with at least three e-mail addressees that include the Senior Military Assistant/Executive Assistant and the organization's administrative point of contact responsible for the receipt, control, and re-transmission of official correspondence. The DoD Components shall review their e-mail listings every 6 months and provide updates to CCD at (703) 695-3133. When multi-addressed memos contain multiple enclosures, and cannot be processed via e-mail, the originating DoD Component shall provide adequate enclosures to make hard copy distribution.

C5.6.2. Preparing a Multi-Addressee Memo. Use the general guidelines and set up for the standard memo with multiple addressees. See section C5.3. for details.

### C5.6.3. Addressing a Multi-Addressee Memo

C5.6.3.1. The addressee section of Figure C5.F17. shows the correct format and order for a multiple-addressee memorandum. The following officials are included in the titles indicated:

C5.6.3.1.1. Under Secretaries of Defense: Under Secretary of Defense for Acquisition, Technology, and Logistics; Under Secretary of Defense for Policy; Under Secretary of Defense (Comptroller)/Chief Financial Officer; Under Secretary of Defense for Personnel and Readiness; and Under Secretary of Defense for Intelligence.

C5.6.3.1.2. Assistant Secretaries of Defense: Health Affairs; Homeland Defense; International Security Affairs; International Security Policy; Legislative Affairs; Networks and Information Integration/DoD Chief Information Officer; Public Affairs; Reserve Affairs; and Special Operations/Low Intensity Conflict.

C5.6.3.1.3. Assistants to the Secretary of Defense: Assistant to the Secretary of Defense for Nuclear and Chemical and Biological Defense Programs; Special Assistants to the Secretary and Deputy Secretary of Defense; Executive Secretary of the Department of Defense; Assistant to the Secretary of Defense (Intelligence Oversight); Representative and Executive Director for the Coalition Provisional Authority; Defense Advisor, U.S. Mission to NATO; and other assistants as may be designated from time to time by the Secretary of Deputy Secretary of Defense.

C5.6.3.1.4. Directors of the Defense Agencies: Directors of the Defense Advanced Research Projects Agency, Defense Commissary Agency, Defense Contract Audit Agency, Defense Contract Management Agency, Defense Finance and Accounting Service, Defense Information Systems Agency, Defense Intelligence Agency, Defense Legal Services Agency, Defense Logistics Agency, Defense Security Cooperation Agency, Defense Security Service,

C5.6.3.1.5. Department of Defense Field Activities: Directors of the American Forces Information Service, Defense Prisoner of War/Missing Personnel Office, Defense Technology Security Administration, Department of Defense Counterintelligence Field Activity, Department of Defense Education Activity, Department of Defense Human Resources Activity, Department of Defense Test Resource Management Center, Office of Economic Adjustment, TRICARE Management Activity, and Washington Headquarters Services.

C5.6.3.2. When addressing memoranda to:

C5.6.3.2.1. Only two of the Secretaries of the Military Departments, list the individual Secretaries in the following order:

C5.6.3.2.1.1. Secretary of the Army.

C5.6.3.2.1.2. Secretary of the Navy.

C5.6.3.2.1.3. Secretary of the Air Force.

C5.6.3.2.2. Two or more, but not all, of the Under Secretaries of Defense, list the individual Under Secretaries in the following order:

C5.6.3.2.2.1. Under Secretary of Defense for Acquisition, Technology, and Logistics.

C5.6.3.2.2.2. Under Secretary of Defense for Policy.

C5.6.3.2.2.3. Under Secretary of Defense (Comptroller), Chief Financial Officer; and

C5.6.3.2.2.4. Under Secretary of Defense for Personnel and Readiness.

C5.6.3.2.2.5. Under Secretary of Defense for Intelligence.

C5.6.3.2.3. Two or more, but not all, Assistant Secretaries of Defense, Directors of the Defense Agencies, and the Directors of Department of Defense Field Activities, list them by title in alphabetical order.

C5.6.3.3. When appropriate, list the Commanders of the Combatant Commands after the Under Secretaries of Defense and before the Assistants to the Secretary of Defense.

C5.6.3.4. List all:

C5.6.3.4.1. Action addressees in the address line, or as a "MEMORANDUM FOR: SEE DISTRIBUTION" if you have more than 14 addressees.

C5.6.3.4.2. Information addressees as courtesy copy ("cc:") recipients.

#### C5.6.4. Submitting Multiple Addressee Memos

C5.6.4.1. Forward multiple addressee memos for Secretary or Deputy Secretary of Defense signature using an Action Memo.

C5.6.4.2. Submit to the Correspondence Control Division, Room 3A948.

C5.6.4.3. Provide the following:

C5.6.4.3.1. The original plus one complete copy of the memo with tabs and attachments.

C5.6.4.3.2. Mailing envelopes if unclassified or two address labels per signature item if classified, when the correspondence shall be mailed after the Secretary or Deputy Secretary of Defense approves it. Envelopes are not required for multiple addressee memos to the DoD Components because CCD makes internal distribution electronically.

C5.6.4.3.2.1. Type the mailing address aligned left and centered on the envelope. Use the standard two-letter state abbreviation with the ZIP +4 Code.

C5.6.4.3.2.2. You may use a rubber stamp for the return address, but do not use a rubber stamp or hand print the to address on envelopes for outgoing official mail.

Figure C5.F17. Multi-Addressed Memo



Administration  
& Management

**OFFICE OF THE SECRETARY OF DEFENSE**  
WASHINGTON, DC 20301

JAN 28 2004

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

**SUBJECT: Listing of Addressees and Addressing DoD Memorandums**

The addressee section of this memorandum shows the correct format for organizational titles and the complete order of listing for multiple-addressee memorandums. Normally, a complete listing will not be necessary, but the titles should be used in the order shown for any memorandum directed to two or more addressees.

For multiple-addressee and distribution purposes, the following officials are included within the title indicated above:

(1) Under Secretaries of Defense include: Under Secretary of Defense for Acquisition, Technology and Logistics; Under Secretary of Defense for Policy; Under Secretary of Defense (Comptroller)/Chief Financial Officer; Under Secretary of Defense for Personnel and Readiness; and Under Secretary of Defense for Intelligence.

(2) Assistant Secretaries of Defense include: Health Affairs; Homeland Defense; International Security Affairs; International Security Policy; Legislative Affairs; Networks and Information Integration/DoD CIO; Public Affairs; Reserve Affairs; and Special Operations/Low Intensity Conflict.

(3) Assistants to the Secretary of Defense include: the Assistant to the Secretary of Defense for Nuclear and Chemical and Biological Defense Programs; Special Assistants to the Secretary and Deputy Secretary of Defense; the Executive Secretary of the Department of Defense; the Assistant to the Secretary of Defense (Intelligence Oversight); Representative and Executive Director for the Coalition Provisional Authority; the Defense Advisor, U.S. Mission to NATO; and other assistants as may be designated from time to time by the Secretary or Deputy Secretary of Defense.

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Figure C5.F17. Multi-Addressed Memo, continued

(4) Directors of the Defense Agencies include the Directors of the: Defense Advanced Research Projects Agency; Defense Commissary Agency; Defense Contract Audit Agency; Defense Contract Management Agency; Defense Finance and Accounting Service; Defense Information Systems Agency; Defense Intelligence Agency; Defense Legal Services Agency; Defense Logistics Agency; Defense Security Cooperation Agency; Defense Security Service; Defense Threat Reduction Agency; Missile Defense Agency; National Geospatial-Intelligence Agency; National Security Agency/Central Security Service; and Pentagon Force Protection Agency.

(5) Department of Defense Field Activities include the Directors of the: American Forces Information Service; Defense Prisoner of War/Missing Personnel Office; Defense Technology Security Administration; Department of Defense Counterintelligence Field Activity; Department of Defense Education Activity; Department of Defense Human Resources Activity; Department of Defense Test Resource Management Center; Office of Economic Adjustment; TRICARE Management Activity; and Washington Headquarters Services.

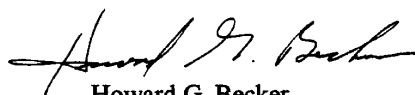
When addressing memorandums to only two of the Secretaries of the Military Departments, list the individual Secretaries in the following order: (1) Secretary of the Army; (2) Secretary of the Navy; and (3) Secretary of the Air Force.

When addressing memorandums to two or more but not all Under Secretaries of Defense, list the individual Under Secretaries in the following 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; and (5) Under Secretary of Defense for Intelligence.

When addressing memorandums to two or more but not all Assistant Secretaries of Defense, Directors of the Defense Agencies, and the Directors of Department of Defense Field Activities, they should be listed separately, by title, in alphabetical order.

When appropriate, the Commanders of the Combatant Commands will be listed after the Under Secretaries of Defense and before the Assistant Secretaries of Defense.

This supersedes Director, Administration and Management memorandum, subject as above, dated July 23, 2003.



Howard G. Becker  
Deputy Director

## C6. CHAPTER 6

### LETTERS

#### C6.1. GENERAL GUIDELINES FOR PREPARING A LETTER

C6.1.1. Use letters for correspondence with individuals outside the U.S. Government and for formal correspondence with officials of other Federal Agencies.<sup>12</sup>

C6.1.1.1. Prepare formal letters on 8-1/2" x 11" stationery with letterhead appropriate to the signing official.

C6.1.1.1.1. When preparing letters that the Secretary of Defense shall sign, use Secretary of Defense letterhead.

C6.1.1.1.2. When preparing letters that the Deputy Secretary of Defense shall sign, use Deputy Secretary of Defense letterhead.

C6.1.1.1.3. When preparing letters that the Executive Secretary or Special Assistants to the Secretary or Deputy Secretary of Defense shall sign, use Office of the Secretary of Defense letterhead.

C6.1.1.1.4. When preparing letters for the Heads of the DoD Components, use Component letterhead.

C6.1.1.2. Use bond paper for second and succeeding pages.

C6.1.1.3. Use the Secretary of Defense's 6-3/4" x 9-1/4" or Deputy Secretary of Defense's 6-1/4" x 8" letterhead stationery for personal/informal notes.

C6.1.2. Format letters as follows:

#### C6.1.2.1. Margins

C6.1.2.1.1. For 8-1/2" x 11" letterhead stationery, use a two-inch top margin and one-inch side and bottom margins. For succeeding pages, use one-inch margins on all sides. If the letter contains less than 11 lines, you may increase side margins to two inches. Do not justify right margins.

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<sup>12</sup> Secretary and Deputy Secretary of Defense communications with foreign government officials require both a letter and a Defense Messaging System (DMS) message for electronic transmission.



C6.1.2.1.2. For 6-3/4" x 9-1/4" or 6-1/4" x 8" stationery, use a 2-1/2" top margin and 1-1/4" side margins.

C6.1.2.2. Font. Use Times New Roman, 13-point font.

C6.1.2.3. Spacing

C6.1.2.3.1. Body

C6.1.2.3.1.1. Begin the body of a letter a double space below the salutation.

C6.1.2.3.1.2. Indent each paragraph one half inch from the left-margin.

C6.1.2.3.1.3. Single-space the body of a letter; double space between paragraphs and subparagraphs. Do not justify right margins.

C6.1.2.3.1.4. Double space between lines in letters of one paragraph when it consists of eight lines or less.

C6.1.2.3.1.5. Single-space any letter with two paragraphs regardless of length.

C6.1.2.3.2. Within Paragraphs

C6.1.2.3.2.1. Use bullets, numbers, or lower case letters for subparagraphs.

C6.1.2.3.2.2. Indent subparagraphs an additional one half inch.

C6.1.2.3.2.3. Only begin a paragraph near the end of a page when you have room for at least two lines on that page.

C6.1.2.3.2.4. Only carry a paragraph over to the next page if you have at least two lines on that page.

C6.1.2.3.2.5. Do not use one-sentence paragraphs in letters.

C6.1.2.4. Page Numbering

C6.1.2.4.1. Do not number the first page.

C6.1.2.4.2. For second and succeeding pages, you may place the page number(s) either:

C6.1.2.4.2.1. One inch from the top of the page at the right margin, with the text continuing a triple space below the page number line.

C6.1.2.4.2.2. At the bottom center of the page allowing at least a double space below the last line of text and one-inch from the bottom of the page.

#### C6.1.2.5. Security Classification

C6.1.2.5.1. For content that requires safeguarding, mark in conspicuously larger or bold type:

C6.1.2.5.1.1. 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.

C6.1.2.5.1.2. 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 type at the bottom of the page above the overall security classification.

C6.1.2.5.2. Apply paragraph and subject line markings, classification authority, and declassification instructions to classified material according to references (b), (c) and (d).

C6.1.2.5.3. The Secretary or Deputy Secretary of Defense shall rarely be the classifying authority for a document he signs. The classification shall normally be derived from another source. A source document or an original classification authority in the originating office should normally be listed as the classifying authority.

C6.1.2.5.4. Place the following basic classification and declassification guidance (see Figures C6.F1. and C6.F2.) in the lower left corner of the front page of any classified document according to references (b), (c) and (d).

Figure C6.F1. Notation for Originally Classified Information

<b>Classified By:</b>	(Name or Personal Identifier and Position Title)
<b>Reason:</b>	(Cite Category from DoD 5200.1-R, paragraph C2.3.2.)
<b>Declassify On:</b>	(1) A date/event less than or equal to 10 years; or (2) If the sensitivity requires it, a date not more than 25 years from the date of origination. See reference (d) for more information.

Figure C6.F2. Notation for Derivatively Classified Information

<b>Derived From:</b>	(1) Cite source document or classification guide (include date); or, (2) Enter: "Multiple Sources" (must maintain listing with record copy)
<b>Declassify On:</b>	(1) Carry forward instructions from source document or classification guide; or, (2) More than one source, enter the most restrictive of any of its sources; or, (3) If source document(s) declassification instructions are OADR, enter: "Source Marked 'OADR,' Date of source: ____"
	(When there is more than one source, use the latest date found on any of them)

## C6.2. SETTING UP

### C6.2.1. Date

C6.2.1.1. Place a double space below the last line in the letterhead or the Department shield, ending at the right margin. Use month, day, year, showing day and year in numerals.

C6.2.1.2. Do not date letters the Secretary of Defense, Deputy Secretary of Defense, or DoD Executive Secretary shall sign.

C6.2.2. Address. Place the to address a double space below the date, aligned with the left margin. See Appendix 4 for proper forms of address for officials in the public and private sectors and military service members.

C6.2.2.1. State Names. Use the two letter abbreviations with no punctuation for States. See Appendix 3 for a list of State abbreviations.

C6.2.2.2 ZIP Code. Use ZIP+4 Codes when available. Place ZIP+4 Codes two spaces after the two-letter State identifier. See Appendix 2 for a list of ZIP+4 Codes for OSD addresses.

C6.2.2.3. Envelope Address. Type the mailing address aligned left and centered on the envelope. You may use a rubber stamp for the return address, but do not handprint or use a rubber stamp for the to address on envelopes for outgoing official mail. Use the standard two-letter State abbreviation with the ZIP +4 Code.

C6.2.3. Attention Line. When you use an attention line, type "Attention:" on the line above the street or box number as Figure C6.F3. illustrates.

Figure C6.F3. Attention Line

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

#### C6.2.4. Salutation

C6.2.4.1. Use formal salutations on correspondence the Secretary or Deputy Secretary of Defense signs unless precedent or known personal relationships make a more familiar greeting more appropriate. See Appendix 4 for appropriate salutations for public and private officials and military service members. See the Military Assistant and Executive Officer Handbook (reference (d))<sup>13</sup> for Secretary of Defense preferred salutations for Members of Congress.

C6.2.4.2. Follow formal salutations with a colon and informal or familiar ones with a comma.

#### C6.2.5. Body

##### C6.2.5.1. Introduction

C6.2.5.1.1. Begin your introduction a double space below the salutation. Remember to be brief: no more than a quarter of the page or five lines.

---

<sup>13</sup> The Military Assistant and Executive Officer Handbook is available at <https://ca.dtic.mil/execsec/handbook/index.html>.

C6.2.5.1.2. Provide a framework for your reader by referencing their correspondence or your last contact. When responding on behalf of the Secretary or Deputy Secretary, 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.

C6.2.5.1.3. Address the reader's top one or two concerns.

#### C6.2.5.2. Substance

C6.2.5.2.1. Try to restrict your subsequent paragraphs to ten or 15 lines.

C6.2.5.2.2. Provide details about the reader's most important concerns or address secondary ones. Be concise and targeted, stating realistic suspense dates where applicable.

C6.2.5.2.3. Use problem-solution, compare and contrast, chronological, or most-to-least important order, depending on your message.

#### C6.2.5.3. Quotes

C6.2.5.3.1. 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."

C6.2.5.3.2. Long Quotations. Block quotations of more than two lines, one-half inch from the left and right margins of the text, omitting quotation marks.

#### C6.2.6. Complimentary Close

C6.2.6.1. Type the complimentary close, followed by a comma, a double space below the last paragraph, beginning at the center of the page.

C6.2.6.2. Use the closing "Respectfully yours," for the President and "Sincerely," for all others. See the examples in Appendix 4.

## C6.2.7. Signature and Title

### C6.2.7.1. All Letters

C6.2.7.1.1. Leave out the signature block on correspondence that the Secretary or Deputy Secretary of Defense shall sign.

C6.2.7.1.2. For other signers, type the name of the signer in upper and lower case type leaving four blank lines below and aligning it with the complimentary close. Type the signer's title in upper and lower case type on the next line below and aligned with the name. Indent a run-over line two spaces. The title of the signer may be omitted if it is reflected in the letterhead.

C6.2.7.1.3. You may stamp the name and title below the written signature.

### C6.2.7.2. Dual Signature Items

C6.2.7.2.1. When the Secretary or Deputy Secretary of Defense and the head of another Agency shall sign correspondence, place the signature blocks side by side, leaving four blank lines below the last line of text.<sup>14</sup> Type the names in upper and lower case type 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. Type titles of both officials in upper and lower case type aligned under their names as Figure C6.F4. shows.

C6.2.7.2.2. When officials from two or more offices shall sign correspondence, the signature block of the official from the originating office shall be placed on the right side of the page. Additional signature blocks shall be placed to the left and below that of the originator following the format in Figure C6.F4.

---

<sup>14</sup> When the Secretary or Deputy Secretary of Defense signs with another Agency head, the correspondence is normally prepared on plain paper without letterhead.

Figure C6.F4. Signature Line

Robert B. Riches Secretary of the Treasury	John Q. Smith Secretary of Defense
James B. Light Secretary of Energy	Jane I. Diggs Secretary of the Interior

C6.2.8. Enclosures

C6.2.8.1. When Identified in the Text. Type "Enclosure(s): As stated" aligned with the left margin, a double space below the last line of the signer's title, as Figure C6.F5. shows.

C6.2.8.2. When Not Identified in the Text. Usually you identify enclosures in the text. If you do not, list each enclosure on a separate line, beginning on the line below "Enclosure(s):" and aligned with the left margin. When you mention some, but not all, enclosures in the text, list all in the order they appear in the text. Describe each enclosure by title or in as few words as needed to identify the material, as in Figure C6.F5.

Figure C6.F5. Listing Enclosures

Enclosures: 1. Seating Chart 2. List of Attendees	or	Enclosure(s): As stated
---	----	----------------------------

C6.2.8.3. When Sending Material Under Separate Cover. Type "Separate Cover:" aligned with the left margin, two lines below the title of the signer or any "Enclosure" notation. List the material, even though you identified it in the text. Send a copy of the letter with the material.

Figure C6.F6. Notation When Sending Material Under Separate Cover

Separate Cover: Annual Defense Department Report
---

C6.2.9. Courtesy Copies. Show that you are sending the correspondence to people other than the addressee by typing "cc:" aligned with the left margin and a double space below the signer's title or any other notation. Below "cc:" list the recipients, one below the other. You may use alphabetical listings rather than protocol rank orders. (See Figure C6.F7.)

Figure C6.F7. Listing Courtesy Copies

cc: Director for Budget Director for Personnel
--

### C6.3. PACKAGING

C6.3.1. Prepare a package to forward letters for Secretary or Deputy Secretary of Defense signature using an Action Memo as the cover and/or forwarding document. See Chapter 5 for details on preparing an Action Memo.


C6.3.2. See Chapter 3 for details on preparing and packaging White House and Congressional Correspondence. Submit letter packages to the Executive Services and Communications Directorate, CCD, Room 3A948, for control and forwarding through the Executive Secretary to either the Secretary or Deputy Secretary of Defense.

### C6.4. SUBMITTING

Submit letter packages to the Executive Services and Communications Directorate, CCD, Room 3A948, for control and forwarding through the Executive Secretary to either the Secretary or Deputy Secretary of Defense.



Figure C6.F8. Sample Letter



SECRETARY OF DEFENSE  
1000 DEFENSE PENTAGON  
WASHINGTON DC 20301-1000

The Honorable Jean-Pierre Poisson  
Minister of Defense  
Ministry of National Defense  
Chateau sur-Mer, Atlantis

Dear Mr. Minister:

Use letters for correspondence with individuals outside the U.S. Government and for formal correspondence with 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 two inch-top margin and one-inch side and bottom margins for the first page. For succeeding pages use one-inch margins on all sides.

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 them an additional one half inch.

Never use 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.

Do not include the date or a signature block on letters that the Secretary or Deputy Secretary of Defense will sign. For other officials, the signature block may be typed or stamped. The signer's title may be omitted if the position is reflected in the letterhead.

Sincerely,

Enclosure:  
Photo

## C7. CHAPTER 7

### ELECTRONIC COMMUNICATIONS

#### C7.1. POLICY

Secretary of Defense and Deputy Secretary of Defense communications with foreign government officials require both a letter and a message for electronic transmission. See sample electronic message at Figure C7.F1.

#### C7.2. PREPARING AND SUBMITTING ELECTRONIC COMMUNICATIONS

##### C7.2.1. The Responsible Office shall:

C7.2.1.1. Prepare messages using DMS and according to the DMS policy and procedures guidance from the ASD(NII). A Quick Reference Guide is at Appendix 2. For more information or assistance regarding DMS, contact the ASD(NII) Information Services Directorate, 703-602-0981, and for operational assistance contact the Pentagon Telecommunication Center Help Desk at 703-695-1969.

C7.2.1.2. Include a paper copy of the message in the signature package, and submit it to the CCD for control, signature and dispatch.

C7.2.1.3. Provide updated information to the CCD, when changes occur during the approval process, by calling 703-695-3133 for unclassified cases, 703-697-6131 for classified cases, and alert the office that a DMS message has been revised and a paper copy shall be delivered to the CCD.

##### C7.2.2. CCD shall:

C7.2.2.1. Ensure the contents of the message and paper copy are identical prior to dispatch.

C7.2.2.2. Process the letter version to the addressee(s) through State Department Pouch System, APO/FPO, or facsimile and forward the DMS message to the Cables Division for release.

#### C7.3. ADDRESSING ELECTRONIC COMMUNICATIONS

C7.3.1. Use Global Address Language or plain language address for addressees.

C7.3.2. In the FROM address, use "SECDEF WASHINGTON DC" or "DEPSECDEF WASHINGTON DC" only on outgoing messages that are personally from the Secretary or Deputy Secretary of Defense. These messages may only be released by the Secretary of Defense, the Deputy Secretary of Defense, the Special Assistants to the Secretary and Deputy Secretary of Defense, the Department of Defense Executive Secretary, or the Military Assistants to the Secretary and Deputy Secretary of Defense.

C7.3.3. DMS messages prepared and approved by an OSD Component Head shall be dispatched at the Component level. Add the Office of the Secretary of Defense official or originating office to the FM SECDEF indicator for messages signed and released by other officials or offices so the identity of the originating official or office is immediately clear to the recipient. For example, a message from the Assistant Secretary of Defense for International Security Policy shall begin with "SECDEF WASHDC//USDP:ISP//"

C7.3.4. Include the originating office as an INFO address on the message to ensure it receives a copy of the dispatched version.

C7.3.5. Only the Secretary of Defense uses "All DoD Activities" (ALDODACT) messages to disseminate information to all DoD installations and activities. Examples of ALDODACT message use include holiday greetings, safety messages and directives, notifications to display the national flag at half-staff, etc.

Figure C7.F1. Sample Electronic Message

**Security Label**

UNCLAS

**Remarks**

**Precedence**

ROUTINE

**DTG**

0402060226Z

**Originator**

SECDEF WASHINGTON DC

**Organizational Mailbox**

OSD SECDEF

**Primary Recipient PLAs**

[Absent Zone]

**Copy Recipient PLAs**

SECDEF WASHINGTON DC//USDP//

**Subject**

SECDEF LETTER TO [COUNTRY] MINISTER OF DEFENSE

**Message Body**

UNCLASSIFIED//

USDP PASS TO EUR AND ADMIN

SUBJECT: SECDEF LETTER TO [COUNTRY] MINISTER OF DEFENSE

1. SECRETARY [NAME] HAS SIGNED THE FOLLOWING LETTER TO MOD [NAME]. REQUEST THAT THE TEXT OF THE LETTER BE PROVIDED TO MINISTER [NAME] AS SOON AS POSSIBLE. ORIGINAL SIGNED LETTER WILL BE FORWARDED VIA DIPLOMATIC POUCH.

2. BEGIN TEXT:

THE HONORABLE [NAME]  
MINISTER OF DEFENSE  
MINISTRY OF DEFENSE  
[ADDRESS]

DEAR MINISTER [NAME]:

(PARA) THE DMS SYSTEM IS SET UP LIKE E-MAIL: USERS FILL IN THE TO AND CC ADDRESS. THE SYSTEM DEFAULTS TO THE ACCOUNT THE MESSAGE IS BEING SENT FROM FOR THE FROM ADDRESS.

(PARA) USERS SHOULD INSERT THE SECDEF OR DEPSECDEF DMS AND AUTODIN ADDRESSES IN THE CC BOX FOR COME-BACK OR INFO COPIES. IN ADDITION TO THE APPROPRIATE DOD INFORMATION DISTRIBUTION, ALWAYS LIST THE SECRETARY OF STATE WHEN DIRECTING A MESSAGE TO AN AMERICAN EMBASSY OR USDAO.

(PARA) INDICATE THE BEGINNING OF EACH NEW PARAGRAPH. THE MESSAGE TEXT MUST BE IDENTICAL TO THE LETTER VERSION, TO INCLUDE THE ADDRESS AND SALUTATION LINES.

SINCERELY,

(SIGNED) [NAME]

3. END OF TEXT.

4. AT THE END OF THE MESSAGE, YOU MAY ADD OTHER INFORMATION, TO INCLUDE THE NAME AND PHONE NUMBER OF THE PERSON WHO DRAFTED THE MESSAGE, OR ADDITIONAL GUIDANCE OR INFORMATION FOR THE AMERICAN EMBASSY.

### **Profile**

- OSD/[NAME]1231231234~DOD/OSD\_SECDEF\_PLA DIS

### **Disseminees**

- DMS\_USER 'OSDNNTS(UC)'
- EXCHANGE 'DMS MESSAGES'
- EXCHANGE 'DMS.CABLES.V3@OSD.MIL'
- EXCHANGE 'GENERALPROFILES@OSD.MIL'
- LEGACY 'NCCS AMHS PRIMARY//SECDEF-C//'
- LEGACY 'NCCS AMHS SECONDARY//SECDEF-C//'
- LEGACY\_DELIVER 'NCCS AMHS PRIMARY//SECDEF-C//'
- LEGACY\_DELIVER 'NCCS AMHS SECONDARY//SECDEF-C//'
- MSGCNTR 'SECDEF/SECDEF\_DEPSEC'
- SEMETRIC\_OSD
- SEMETRIC\_PTC
- SMTP\_ALL\_FIELDS 'ALL MESSAGES'

### **DA Message ID**

583349

**MTSID**

c=US;a=DMS;p=GOV+DMS+NIPR;l=AVTAYZ05-040206024725Z-102024

**Format**

DMS

**Security Label**

UNCLAS

## AP1. APPENDIX 1

### FORMS

Figure AP1.F1. SD Form 391, "Secretary of Defense Correspondence Action Report"<sup>15</sup>

<b>SECRETARY OF DEFENSE CORRESPONDENCE ACTION REPORT</b>			
This form must be completed and forwarded to the Correspondence Control Division (CCD), WHS Room 3A948, Suspense Desk, (703) 697-9287 FAX Number (703) 695-1219 Email: <a href="mailto:suspense_desk@ord.pentagon.mil">suspense_desk@ord.pentagon.mil</a>		<b>Action Agency</b> <input style="width: 100%;" type="text"/>	<b>Suspense Date</b> <input style="width: 100%;" type="text"/>
<b>1. ACTION TAKEN (Check one)</b>			
<input type="checkbox"/>	a. ACTION HAS BEEN COMPLETED (Copy attached)		
<input type="checkbox"/>	b. REQUEST EXTENSION OF SUSPENSE DATE TO <input style="width: 150px;" type="text"/> (Justify below)		
<input type="checkbox"/>	c. INTERIM REPLY HAS BEEN SENT (Copy attached) Extend suspense to <input style="width: 150px;" type="text"/> (Justify below)		
<input type="checkbox"/>	d. REQUEST CANCELLATION (Justify below)		
<input type="checkbox"/>	e. REQUEST TRANSFER TO <input style="width: 150px;" type="text"/> (Justify below/Include POC Name & Phone Number)		
<input type="checkbox"/>	f. REQUEST DOWNGRADE TO <input style="width: 150px;" type="text"/> (Justify below)		
<b>2. JUSTIFICATION</b>			
<b>3. REPORTING AGENCY</b>			
<b>a. ACTION AGENCY</b> <input style="width: 100%;" type="text"/> C&D		<b>e. APPROVING AUTHORITY</b> <small>(Service Secretaries/Under Secretary/ASD/Military/Executive Assistant Level)</small> Signature (Click below to sign) <input style="width: 150px;" type="text"/>	
<b>b. NAME OF ACTION OFFICER</b> <input style="width: 100%;" type="text"/> J. Sherrill		Date Signed <input style="width: 100%;" type="text"/>	
<b>c. TELEPHONE NO.</b> <input style="width: 100%;" type="text"/> 697-3261		<b>5. ACTION TAKEN</b> <small>(For ESSEC/ Correspondence Control Division Use Only)</small>	
<b>d. DATE</b> <input style="width: 100%;" type="text"/>		<input checked="" type="checkbox"/> Approved	<input type="checkbox"/> Disapproved
<b>4. CCD CONTROL #</b> <input style="width: 100%;" type="text"/>		<input checked="" type="checkbox"/> Approved	<input type="checkbox"/> Disapproved
		<input checked="" type="checkbox"/> Approved	<input type="checkbox"/> Disapproved
		<input checked="" type="checkbox"/> Approved	<input type="checkbox"/> Disapproved
		e. OTHER (Specify) <input style="width: 150px;" type="text"/>	
		Signature (Click below to sign) <input style="width: 150px;" type="text"/>	
		Date Signed <input style="width: 100%;" type="text"/>	
<b>Suspense Desk Attachments:</b> <a href="#">Add</a> <a href="#">View</a> <a href="#">Remove</a> <a href="#">Extract</a>			

SD FORM 391, JAN 2000

<sup>15</sup> Members of Congress have individual ZIP +4 Codes. They are included in the Congressional Staff Directory.

Figure AP1.F2. Secretary of Defense Correspondence Routing Slip

<b>SECRETARY OF DEFENSE CORRESPONDENCE ROUTING SLIP</b>		
Action Agency: Action Required <b>INFORMATION AND RETENTION</b> Coordinate With References: <b>OSD 75355-04</b> Remarks:  Document Type: <b>INCOMING</b> Special Instructions:		
Suspense Date:	Routing Date: <b>February/13/2004</b>	OSD CONTROL #: <b>OSD 02188-04</b>
<b><u>INFORMATION DISTRIBUTION</u></b>		
<b><u>OFFICE</u></b>  EXECUTIVE SECRETARY UNDER SECRETARY FOR POLICY ASD (Public Affairs) DIRECTOR, JOINT STAFF  —		



Figure AP1.F3. Overdue Action Report

OVERDUE PRS/PRD ACTIONS <sup>1</sup>							4/26/XX <sup>2</sup>		
OSD CN <sup>3</sup>	DOC <sup>4</sup>	DOR <sup>5</sup>	DAYS OPEN <sup>6</sup>	SUSPENSE <sup>7</sup>	AGENCY <sup>8</sup>	ACTION <sup>9</sup>	FROM <sup>10</sup>	TO <sup>11</sup>	
03807-XX	2/28/XX	3/1/XX	7	3/7/XX	ABC	PRS	STRATEGY	SECDEF	
<b>SUBJECT:</b> THE QUADRENNIAL DEFENSE REVIEW <sup>12</sup>									
<b>SUSPENSE STATUS:</b> <sup>13</sup>									
11613-XX	6/25/XX	6/28/XX	253	8/23XX	XY	PRD	JAPAN AMB	DEPSEC	
<b>SUBJECT:</b> OPPOSITION TO H.R. 1234 - THE JUSTICE FOR U.S. PRISONERS OF WAR ACT									
<b>SUSPENSE STATUS:</b> ACTION TRANSFERRED FROM DE TO XY ON 08/02/XX									
75597-XX	2/20/XX	2/21/XX	15	2/27/XX	LS	PRS	CENTCOM	SECDEF	
<b>SUBJECT:</b> REVIEW OF MISSION									
<b>SUSPENSE STATUS:</b>									
NOTES:									
1. Title of attachment									
2. Date of report									
3. OSD CN = control number assigned by Correspondence Control Division (CCD)									
4. DOC = date of incoming document									
5. DOR = date of receipt in CCD									
6. DAYS OPEN = number of calendar days since DOR as of date of the report									
7. SUSPENSE = date tasking was due; if an extension has been granted, the adjusted date will be reflected, with a note about the extension in the SUSPENSE STATUS section									
8. AGENCY = trigraph indicates lead OSD component responsible for accomplishing the tasking									
9. ACTION = type tasking; PRS = Prepare Reply for Secretary's Signature; PRD = Prepare Reply for Deputy Secretary's signature; RDC = Reply Direct - Component Head; RD = Reply Direct (signed at appropriate level); FAA = For Appropriate Action									
10. FROM = sender of document									
11. TO = addressee of document									
12. SUBJECT = topic of incoming document									
13. SUSPENSE STATUS contains notes such as requests for extension, cancellation or transfer of responsibility									

AP2. APPENDIX 2DECISION AGENT (DA) QUICK REFERENCE GUIDEAP2.1. DECISION AGENT QUICK REFERENCE GUIDEFigure AP2.F1. Quick Reference Guide


<h3 style="text-align: center;">Decision Agent (DA) Quick Reference Guide</h3> <p><b>I. Signing onto the Decision Agent</b></p> <p><b>Determining CAC certificate to use when accessing the Decision Agent (NIPR only)</b></p> <ul style="list-style-type: none"> <li>• Insert CAC into reader</li> <li>• Use Internet Explorer Browser to connect to the Decision Agent web site: <a href="https://www.ptsc.pentagon.mil">https://www.ptsc.pentagon.mil</a></li> <li>• You will be presented with a screen titled <b>Client Authentication</b> that lists the CAC certificates available on your system.</li> <li>• Highlight the certificate you want to check, Click on <b>View</b> button and select <b>Details</b> tab.</li> <li>• Scroll down window, the certificate you want to use on the DA will have a Field called <b>Key Usage</b> set to <b>Key Encipherment</b>. Keep checking certificates till you find one that has Key Usage set to Key Encipherment.</li> </ul> <p>NOTE: This may not work for all installations of CAC or all users. Alternatively a user can attempt to login to the DA with each certificate listed. If you are presented with a screen requesting your signon/password the certificate you have chosen is not authorized to use the DA. If you select the wrong certificate you must close Internet Explorer completely to sign on using a different certificate.</p> <p>Once you have determined the certificate to use you will always use the same certificate, i.e. if the second certificate is the one that works you will always select your second certificate.</p> <p><b>NIPR</b></p> <ul style="list-style-type: none"> <li>• Insert CAC into reader</li> <li>• Use Internet Explorer Browser to connect to the Decision Agent web site: <a href="https://www.ptsc.pentagon.mil">https://www.ptsc.pentagon.mil</a></li> <li>• You will be presented with a screen titled <b>Client Authentication</b> that lists the CAC certificates available on your system, select the certificate as determined in procedure above.</li> </ul>	<ul style="list-style-type: none"> <li>• If you have not already signed into your CAC with your PIN you will be prompted for your PIN. Enter your PIN if prompted.</li> <li>• You will now be presented with the main DA screen. You should have a number of buttons right under the classification banner corresponding to your privileges on the DA. If you are presented with a screen requesting your signon/password the certificate you have chosen is not authorized to use the DA.</li> </ul> <p>NOTE: If you select the wrong certificate you must close Internet Explorer completely to sign on using a different certificate.</p> <p><b>SIPR</b></p> <ul style="list-style-type: none"> <li>• Use Internet Explorer Browser to connect to the Decision Agent web site: <a href="https://www.ptsc.pentagon.smil.mil">https://www.ptsc.pentagon.smil.mil</a></li> <li>• You will be prompted for your user id and password to access the DA.</li> <li>• You will now be presented with the main DA screen. You should have a number of buttons right under the classification banner corresponding to your privileges on the DA.</li> </ul> <p><b>II. Sending a Signed and Encrypted DMS Message</b></p> <p><b>Drafting a message</b> If you are a drafter (not a releaser) you follow the same procedure as sending a message, however instead of the message being sent it will be stored in the organizational drafts folder for a releaser to send when you hit the send button.</p> <ul style="list-style-type: none"> <li>• Click on the <b>Proxy</b> button.</li> </ul> <p>NOTE: If there is no Proxy button you do not have privileges to draft or release messages.</p> <ul style="list-style-type: none"> <li>• You will then be presented with a Pentagon Message Prep logon screen. Verify your mailbox is correct and click on the <b>Logon</b> button.</li> <li>• You will then be presented with the main Message Prep screen.</li> </ul> <p>• Click on first icon, , New Message, to get the New V3 Message dialog box.</p>	<ul style="list-style-type: none"> <li>• Click on <b>To:</b> or <b>Cc:</b> label to address the message. This brings you to the GAL window. By default the Personal Address View is displayed in the dropdown box. To add entries to the Personal Address View click on the <b>Edit Personal Addresses</b> button. The following instructions can be used to enter addresses into your Personal Address View (using the Edit Personal Addresses button) or directly into a message from the main GAL window.</li> <li>• To select an AUTODIN address, select <b>Autodin PLAs</b> in the dropdown box. Select the sub-folder that contains the address range you are interested in. You can then either scroll down to the PLA you are interested in or enter the first characters to see just those entries that start with these characters. (NOTE: It must be at least 3 characters, although you can use "*" as a wild card). Highlight PLA you want to add and click the appropriate &gt;&gt; button to add to the TO or CC field. Click on the <b>Done</b> button when you completed adding your addressee's to the message.</li> </ul> <p><b>Office Codes:</b> To add Office codes add all PLAs you want to either the TO or CC field and click on <b>Done</b> button.</p> <ul style="list-style-type: none"> <li>• Click on the <b>Recipient</b> tab of the new message. Highlight the PLA you want to add an office code to. In the Office Symbols box enter your office symbols in format: <code>//office symbol/office symbol2//</code>, multiple office symbols must have a single "/" between office symbols.</li> </ul> <p>NOTE: When you send an attachment to an AUTODIN user, the attachment will be removed from the message.</p> <p>NOTE: You will not receive read receipt or delivery report when sending a message to an AUTODIN user.</p> <p>NOTE: The combination of the PLA and office codes can only be 128 characters.</p> <ul style="list-style-type: none"> <li>• To select a DMS address, select <b>Organizations</b> in the dropdown box to select from organizations whose mailbox is on the DA (In general organizations that are getting message service from the Pentagon) or <b>DMS Contacts</b> to select organizations that have been loaded from the DMS directory. You can find entries in the same manner as finding an AUTODIN PLA as described previously. If you can't find the DMS entry you are interested in see the next section on using the DIT browser.</li> </ul>
	<p>Addressing your message</p> <p style="text-align: center;">1</p>	<p>Using the DIT browser</p>

Figure AP2.F2. Quick Reference Guide-Continued





<ul style="list-style-type: none"> <li>On the bottom of any of the GAL windows, click on <b>Import from DIT</b> link. You can expand the Directory by double clicking on entries in the upper window. Click on the  icon to move back up the Directory. The full name of the directory path is displayed at the top of the DIT browser window.</li> <li>When you get to the entry you want to address, highlight it in the Selectable Addresses window and click on the <b>Add</b> and <b>OK</b> buttons. If the entry already exists in the Organizations or DMS Contacts you will get an error message with the name of the entry.</li> </ul> <p>NOTE: This entry could be stored in any of the GAL folders; you may need to check all the address books to find the entry. If the entry is not already stored on the DA you will receive a dialog box to confirm/change the name of the entry, in general you want to accept the default name. The entry will then be added to the DMS Contacts address book.</p> <p><b>Requesting Read Receipts or Delivery Reports</b></p> <ul style="list-style-type: none"> <li>Once you have addressed the message, click on the <b>Message</b> tab.</li> <li>In the <b>Read Receipts</b> box change the <b>Requested From</b> pull-down from <b>NONE</b> to <b>ALL</b> to request read receipts for this message.</li> <li>In the <b>Delivery Reports</b> box change the <b>Requested From</b> pull-down from <b>NONE</b> to <b>ALL</b> to request delivery reports for this message.</li> </ul> <p>NOTE: You will not receive delivery reports or read receipts from AUTODIN recipients.</p> <p><b>Attachments</b></p> <ul style="list-style-type: none"> <li>To add attachments click on the <b>Attachments</b> link in the right hand side right above the message body when on the <b>Body</b> tab of the message.</li> </ul> <p><b>USMTF</b></p> <ul style="list-style-type: none"> <li>To use a USMTF editor to format your messages click on the <b>USMTF</b> link in the lower left corner when on the <b>Body</b> tab of the message.</li> </ul> <p><b>Setting Message Precedence and Message Type</b></p> <ul style="list-style-type: none"> <li>Click on the <b>Military</b> tab</li> <li>Use the <b>Primary Precedence</b> pull-down to change the precedence for all "TO" recipients. The default precedence is "Routine", other valid precedence values are: Priority, Immediate, Flash, ECP or Critic.</li> <li>If there are "CC" recipients you can use the <b>Copy Precedence</b> pull-down to change the precedence for</li> </ul>	<p>all "CC" recipients. Note the Copy Precedence can not be higher than the Primary Precedence.</p> <ul style="list-style-type: none"> <li>Use the <b>Message Type</b> pull-down to change the Message Type. The default is "Other-Organizational", other valid message types are Individual (Working Record), Exercise, Operation, Project or Drill.</li> </ul> <p><b>Saving a message</b></p> <p>There are 2 folders that can be used to save a message, your Drafts folder and the Organizational Drafts folder. Only you have access to messages in your drafts folder, any releaser for your organization has access to the messages in the Organizational draft folder. To save a message in one of these folders:</p> <ul style="list-style-type: none"> <li>Click on the  icon in the upper left hand corner. If you have not already specified a security label on the message it will force you to specify a security label.</li> <li>You will then be prompted where you want to save the message, in your drafts folder or the organizational draft folder (these are described later in the Proxy folders section). Click <b>OK</b> to store in the organizational draft folder or <b>CANCEL</b> to store in your own personal drafts folder.</li> </ul> <p><b>Security Labels</b></p> <p>DMS security policies force additional relationships between categories and classifications. It is required that any classification other than unclassified have a category concerning the declassification of the information and one category concerning releasability of the information.</p> <p><b>Sending &amp; Setting Security Label</b></p> <ul style="list-style-type: none"> <li>When you have completed the message and are ready to send click on the <b>Send</b> button in the right hand corner.</li> <li>The next screen to appear will allow you to select your security label settings. Use the pull-down to select the message classification. To add additional categories, highlight the desired <b>Tag Set</b> and hit <b>Add</b> button. Once you have added all the Tag Sets desired, highlight one of the <b>Tag Sets</b> and click on the <b>Edit</b> button under the selected Tag Set, this will display the various categories within the Tag Set that can be selected. Click <b>OK</b> when you have completed adding categories from the Tag Set. When you have completed the security label click on the <b>OK</b> button in the lower right hand corner.</li> <li>The next screen to appear will be a summary of the security label; this is the last chance to cancel the</li> </ul>	<p>message if something isn't correct. Click on <b>OK</b> button to continue.</p> <ul style="list-style-type: none"> <li>A final dialog that the Message was successfully put in the Decision Agent queue to be sent is displayed. Click on <b>OK</b> button.</li> </ul> <p><b>Saving Security Labels</b></p> <ul style="list-style-type: none"> <li>Once a security label has been saved, the label can be used on future messages. To save a security label, once you have prepared a message and selected the security settings, click on the <b>Save</b> button in the Security Label Details section. This will open a dialog box for you to specify a name for the security label. The next time you prepare a message, you can use the pull-down in Security Labels field to select a security label you have previously saved.</li> </ul> <p><b>Proxy folders</b></p> <p>On the left hand pane of the message prep screen are a number of folders that assist the user in managing the message release process.</p> <ul style="list-style-type: none"> <li>Deleted Items – self explanatory</li> <li>Drafts – personal folder that you can use to save drafts of a message that is not ready to be released. Only you can access the message in your personal drafts folder. This is different than the organizational drafts folder described later on in this document. If there is a problem with the message and it can't be released it will also be stored in the drafts folder. When you hit send on a message it is initially stored in drafts (usually for a minute or two) until the message is successfully sent and moved to the Sent Items folder.</li> <li>Inbox – This is not an inbox for DMS messages, this is for error messages from the DA related to messages you have released. Sub-folders of the inbox, if they exist may be the location of the error messages.</li> <li>Sent Items – self explanatory</li> <li>Receipts – Any read receipts or delivery reports that are requested for a message you release are stored in this folder. Also any Non-delivery reports would be delivered to this folder.</li> <li>Organizational Drafts</li> </ul> <p>If you are an organizational drafter of messages when you send the message it goes to this folder for a releaser to review and release or you can directly save to this folder as described under the description of the drafts folder. Once the message is stored in the Organizational Drafts folder the drafter can no longer update or delete the message only a releaser can modify and send the message at this point.</p>
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Figure AP2.F3. Quick Reference Guide-Continued

To open one of these folders simply click on the folder. To open a message click on the message in the message listing. To delete a message, click on the checkbox to the left of the message in the message listing, then click on the  icon in the upper right side of the display, this will place the checked items in the deleted items folder. To empty the deleted items folder click on the  icon in the upper right side of the display.

**III. Reading a message received from the DA**

- DMS messages for your organization are received by the Decision Agent, decrypted and can be accessed one of two ways:
  - Delivered as an SMTP message to a mailbox of your choosing, you can process it like you would any other e-mail message.
  - Delivered to a folder on the Decision Agent where you can access them via the web interface.

**Reading an SMTP message from the Decision Agent**  
Messages from the Decision Agent always show up in an SMTP mailbox as from the Mailroom (typically a separate mailbox from your personal e-mail). Once you open the message you can see the real originator, other recipients and other information about the message.

NOTE: Do not reply to a message from the Decision Agent, it will not go to the originator of the message.

Fields within the DA message delivered via SMTP:

- The first thing you see is the classification label of the message, Precedence, DTG (Date Time Group), Type of message, From PLA, From DMS D/N (DMS address) and the subject of the message. Next you have a field labeled text that is the body of the message with the classification information inserted at the top.  
NOTE: If after the security label at the top of the message you see RCVD UNMARKED SET TO SYSTEM HIGH, this means the message did not carry a security label and was instead labeled at the level of the system that received it.
- After the body of the message the original TO and CC recipients are listed, first their DMS address, then the associated AUTODIN PLA.
- Next comes a section labeled Profiled Dissemines. This is a list of address/mail folders/databases to which the message was delivered either as a result of the addresses on the message or as a result of keyword profiling of the message.

- Next is the DA ID (which can be used to track the message in the Decision Agent) and the MTSid (which is a unique identifier that can be used to trace the message in the DMS infrastructure).
- Next is who the message was signed by and who the message was encrypted by and whether the signature and encryption were valid.
- Finally there is a listing of other possible DMS message fields that can be populated, these fields are only displayed if they are populated. At the very bottom of the message the security label is repeated.

**Retrieving Messages using the DA Web Interface**

- On the main DA screen click on the **Messages** button right under the classification banner. You will be presented with a list of folders to which you have access.  
NOTE: If there is not a Messages button you are not configured to receive messages via this interface.
- Double click on a folder to see a list of messages in that folder.
- Use the buttons on the right pane to maneuver within the folder or return to the folder list.
- Double click on a message to open a specific message.
- Use the buttons on the right to manipulate messages or return to the message list.

**Reading Messages in a DA folder**  
Fields you see within a message opened from a Decision Agent folder:

- Security Label section: contains the security label of the message. If after the security label at the top of the message you see RCVD UNMARKED SET TO SYSTEM HIGH, this means the message did not carry a security label and was instead labeled at the level of the system that received it.
- Remarks section: If there are any special handling instructions for the message or any messages from the DA operator you would see them in this section.
- The next two sections contain the message precedence and DTG (Date time group, used for tracking messages in AUTODIN).

- Originator section: lists the originators PLA and if it exists, office code. This does not mean the message was originated in AUTODIN.
- Organizational Mailbox section: the name in the Decision Agent GAL of the user that sent the message.
- Primary and Copy Recipients PLA sections: lists the recipients PLA and if it exists, office code. This does not mean the message was sent to AUTODIN PLAs.
- The next two sections are the subject and message body.
- Profile section: This is the name of the profile that controlled the distribution of the message to this folder on the DA.
- Dissemines section: This is a list of addresses/folders/databases that the Decision Agent sent the message to.
- DA Message ID section: This identifier can be used to track the message within the DA.
- MTSID section: This identifier can be used to trace the message across the DMS infrastructure.
- Finally you have the Message Format and then the Security Label is repeated at the bottom of the message.

**IV. Searching for messages**

- On the main DA screen click on the **Semetric** button right under the classification banner. You will be presented with a list of folders to which you have access.  
NOTE: If there is not a Semetric button you are not configured to search messages via this interface.
- See the Pentagon Defense Message System, Decision Agent Student Training Manual for details on using the Semetric search engine.

*Comments on this guide contact Mike Angst  
Michael.Angst@osd.mil  
DA support in PTC: 703-695-1969 or 695-1001  
Dated 12/10/03*

AP3. APPENDIX 3OFFICIAL DIGRAPHS/TRIGRAPHS

AP3.1.1. For Action/Information Agency Assigned. The Correspondence Control Division (CCD) uses the following Digraphs/Trigraphs on the Correspondence Control Tracking system, suspense reports, the Secretary of Defense Correspondence Routing Slip, and the SD Form 391. Questions regarding the list may be directed to CCD, Room 3A948 Pentagon, (703) 695-3133.

Office of the Secretary of Defense

SD	Secretary of Defense
DSD	Deputy Secretary of Defense
COS	Chief of Staff
TSA	The Special Assistant
ES	Executive Secretary
ESR	Executive Secretary (Rear)
ATD	Assistant to DepSecDef
PRO	Protocol
CSR	Counselor
TNT	Transition Team
PRM	Pentagon Renovation Managers Office
SWT	Secretary of Defense Writing Team
FTD	Force Transformation Directorate
USA	Under Secretary of Defense for Acquisition, Technology & Logistics
USP	Under Secretary of Defense for Policy
ISA	ASD (International Security Affairs)
ISP	ASD (International Security Policy)
SOL	ASD (Special Operations & Low-Intensity Conflict)
USC	Under Secretary of Defense (Comptroller)/Chief Financial Officer
PAE	Director, Program Analysis And Evaluation
UPR	Under Secretary of Defense for Personnel & Readiness
USI	Under Secretary of Defense for Intelligence
HA	ASD (Health Affairs)
RA	ASD (Reserve Affairs)
LA	ASD (Legislative Affairs)
NII	ASD (Networks and Information Integration)
PA	ASD (Public Affairs)

Office of the Secretary of Defense, Continued

IO	ATSD (Intelligence Oversight)
OTE	Dir Operational Test & Evaluation
GC	General Counsel
IG	Inspector General
ADM	Director Administration & Management
NA	Director Net Assessment

Military Departments

SA	Secretary of the Army
SN	Secretary of the Navy
SAF	Secretary of the Air Force

Joint Chiefs of Staff

JCS	Chairman, Joint Chiefs of Staff
DJS	Director, Joint Staff

Defense Agencies

ARP	Defense Advanced Research Projects Agency
DCM	Defense Commissary Agency
CAA	Defense Contract Audit Agency
CMA	Defense Contract Management Agency
DFS	Defense Finance & Accounting Service
DSA	Defense Information Systems Agency
DIA	Defense Intelligence Agency
DLS	Defense Legal Service Agency
DLA	Defense Logistics Agency
DSC	Defense Security Cooperation Agency
DSS	Defense Security Service
DTR	Defense Threat Reduction Agency
MDA	Missile Defense Agency
NGA	National Geospatial-Intelligence Agency
NSA	NSA/Central Security Service
NRO	National Reconnaissance Office
PPA	Pentagon Force Protection Agency

Other Activities

AAE	Army-Air Force Exchange Service
DPR	Defense Performance Review
WHL	White House Liaison
WHS	Washington Headquarters Services

E3.1.2. For Action Required. The Correspondence Control Division (CCD) uses the following Digraphs/Trigraphs on the correspondence control tracking system, suspense reports, the Secretary of Defense Correspondence Routing Slip, and the SD Form 391. Questions regarding the list may be directed to Room 3A948 Pentagon, (703) 695-3133.

For Action Required

PRS	Prepare Reply for Secretary of Defense Signature
PRD	Prepare Reply for Deputy Secretary of Defense Signature
PRE	Prepare Reply for Executive Secretary Signature
RDC	Reply Direct by Component Head
RD	Reply Direct - at the appropriate level within the DoD Component
I&R	For Information and Retention
C&R	Provide Comments & Recommendations to the Secretary or Deputy Secretary of Defense
FAA	For Appropriate Action
ADN	Answer Note from the Deputy Secretary of Defense
AMN	Answer Note from the Military Assistant to Secretary or Deputy Secretary of Defense
ASN	Answer Note from the Secretary of Defense
PDP	Prepare Draft Reply for President's Signature
PDV	Prepare Draft Reply for Vice President's Signature
PDW	Prepare Draft Reply for White House Staff
PFP	Prepare Reply for President's Signature
PFV	Prepare Reply for Vice President's Signature
PFW	Prepare Reply for White House Staff

AP4. APPENDIX 4

OFFICE OF THE SECRETARY OF DEFENSE AUTHORIZED ZIP+4 CODES AND  
COMPATIBLE STREET ADDRESSES<sup>16</sup>

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

20301-1000 SPECIAL ASSISTANT TO SECRETARY OF DEFENSE  
1000 DEFENSE PENTAGON  
WASHINGTON DC 20301-1000

20301-1010 DEPUTY SECRETARY OF DEFENSE  
1010 DEFENSE PENTAGON  
WASHINGTON DC 20301-1010

20301-1020 SPECIAL ASSISTANT TO SEC AND DEP SEC OF DEF  
1020 DEFENSE PENTAGON  
WASHINGTON DC 20301-1020

20301-1030 EXECUTIVE SECRETARY FOR DOD  
1030 DEFENSE PENTAGON  
WASHINGTON DC 20301-1030

20301-1040 NATIONAL RECONNAISSANCE OFFICE  
1040 DEFENSE PENTAGON  
WASHINGTON DC 20301-1040

20301-1100 UNDER SEC DEF (COMPTROLLER)  
1100 DEFENSE PENTAGON  
WASHINGTON DC 20301-1100

20301-1155 WASHINGTON HEADQUARTERS SERVICES  
1155 DEFENSE PENTAGON  
WASHINGTON DC 20301-1155

20301-1200 ASST SEC DEF HEALTH AFFAIRS  
1200 DEFENSE PENTAGON  
WASHINGTON DC 20301-1200

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<sup>16</sup> When incoming correspondence pertains to subcommittee business.



20301-1300 ASST SEC DEF LEGISLATIVE AFFAIRS  
1300 DEFENSE PENTAGON  
WASHINGTON 20301-1300

20301-1400 ASST SEC DEF PUBLIC AFFAIRS  
1400 DEFENSE PENTAGON  
WASHINGTON DC 20301-1400

20301-1500 ASST SEC DEF RESERVE AFFAIRS  
1500 DEFENSE PENTAGON  
WASHINGTON DC 20301-1500

20301-1510 DOD COORD FOR DRUG ENFORCEMENT POLICY & SPT  
1510 DEFENSE PENTAGON  
WASHINGTON DC 20301-1510

20301-1600 GENERAL COUNSEL  
1600 DEFENSE PENTAGON  
WASHINGTON DC 20301-1600

20301-1700 DIR OPERATIONAL TEST AND EVALUATION  
1700 DEFENSE PENTAGON  
WASHINGTON DC 20301-1700

20301-1800 DIR PROGRAM ANALYSIS AND EVAL  
1800 DEFENSE PENTAGON  
WASHINGTON DC 20301-1800

20301-1900 DEFENSE HOTLINE  
1900 DEFENSE PENTAGON  
WASHINGTON DC 20301-1900

30301-1920 DIR NET ASSESSMENT  
1920 DEFENSE PENTAGON  
WASHINGTON DC 20301-1920

20301-1950 DIR ADMINISTRATION AND MANAGEMENT  
1950 DEFENSE PENTAGON  
WASHINGTON DC 20301-1950

20301-2000 UNDER SEC DEF FOR POLICY  
2000 DEFENSE PENTAGON  
WASHINGTON DC 20301-2000

20301-2100 PRIN DEP UNDER SEC DEF FOR POLICY  
2100 DEFENSE PENTAGON  
WASHINGTON DC 20301-2100

20301-2200 DEP UNDER SEC DEF FOR POLICY SUPPORT  
2200 DEFENSE PENTAGON  
WASHINGTON DC 20301-2200

20301-2400 ASST SEC DEF INTERNATIONAL SECURITY AFFAIRS  
2400 DEFENSE PENTAGON  
WASHINGTON DC 20301-2400

20301-2500 ASST SEC DEF SPC OPS AND LOW INTENSITY CONFLICT  
2500 DEFENSE PENTAGON  
WASHINGTON DC 20301-2500

20301-2600 ASST SEC DEF HOMELAND DEFENSE  
2600 DEFENSE PENTAGON  
WASHINGTON DC 20301-2600

20301-2800 DEFENSE SECURITY COOPERATION AGENCY  
2800 DEFENSE PENTAGON  
WASHINGTON DC 20301-2800

20301-2900 ASST SEC DEF FOR INTERNATIONAL SECURITY POLICY  
2900 DEFENSE PENTAGON  
WASHINGTON DC 20301-2900

20301-3000 OFFICE UNDER SEC DEF FOR ACQ TECH & LOG  
3000 DEFENSE PENTAGON  
WASHINGTON DC 20301-3000

20301-3010 UNDER SEC DEF FOR ACQ TECH & LOG  
3010 DEFENSE PENTAGON  
WASHINGTON DC 20301-3010

20301-3015 PRIN DEP UNDER SEC DEF ACQ TECH & LOG  
3015 DEFENSE PENTAGON  
WASHINGTON DC 20301-3015

20301-3020 DIR ACQUISITION RESOURCES & ANALYSIS  
3020 DEFENSE PENTAGON  
WASHINGTON DC 20301-3020

20301-3030 DIR DEF RESEARCH AND ENGINEERING  
3030 DEFENSE PENTAGON  
WASHINGTON DC 20301-3030

20301-3040 OFFICE DIR DEF RESEARCH AND ENGINEERING  
3040 DEFENSE PENTAGON  
WASHINGTON DC 20301-3040

20301-3050 ASST TO THE SEC DEF FOR NUCLEAR AND CHEMICAL AND BIOLOGICAL DEFENSE  
PROGRAMS  
3050 DEFENSE PENTAGON  
WASHINGTON DC 20301-3050

20301-3060 DIR DEFENSE PROCUREMENT  
3060 DEFENSE PENTAGON  
WASHINGTON DC 20301-3060

20301-3061 DIR SMALL AND DISADVANTAGED BUS UTILIZATION  
3061 DEFENSE PENTAGON  
WASHINGTON DC 20301-3061

20301-3062 DEFENSE ACQUISITION REGULATORY SYSTEM  
3062 DEFENSE PENTAGON  
WASHINGTON DC 20301-3062

20301-3070 DIR INTERNATIONAL COOPERATION  
3070 DEFENSE PENTAGON  
WASHINGTON DC 20301-3070

20301-3080 DUSD SCIENCE AND TECHNOLOGY  
3080 DEFENSE PENTAGON  
WASHINGTON DC 20301-3080

20301-3090 DIR DEFENSE SYSTEMS  
3090 DEFENSE PENTAGON  
WASHINGTON DC 20301-3090

20301-3110 DEP DIR, DEVELOPMENT TEST AND EVALUATION  
3110 DEFENSE PENTAGON  
WASHINGTON DC 20301-3110

20301-3140 DEFENSE SCIENCE BOARD  
3140 DEFENSE PENTAGON  
WASHINGTON DC 20301-3140

20301-3150 DIR ADMINISTRATION (AT&L)  
3150 DEFENSE PENTAGON  
WASHINGTON DC 20301-3150

20301-3200 DIR SPECIAL PROGRAMS  
3200 DEFENSE PENTAGON  
WASHINGTON DC 20301-3200

20301-3330 DUSD INDUSTRIAL POLICY  
3330 DEFENSE PENTAGON  
WASHINGTON DC 20301-3330

20301-3340 DUSD INSTALLATIONS AND ENVIRONMENT  
3340 DEFENSE PENTAGON  
WASHINGTON DC 20301-3350

20301-3400 DUSD ENVIRONMENTAL SECURITY  
3400 DEFENSE PENTAGON  
WASHINGTON DC 20301-3400

20301-3420 OFFICE OF ECONOMIC ADJUSTMENT  
3420 DEFENSE PENTAGON  
WASHINGTON DC 20301-3420

20301-3500 DUSD LOGISTICS AND MATERIEL READINESS  
3500 DEFENSE PENTAGON  
WASHINGTON DC 20301-3500

20301-3600 DIR DEFENSE PROCUREMENT AND ACQUISITION POLICY  
3600 DEFENSE PENTAGON  
WASHINGTON DC 20301-3600

20301-3700 DUSD ADVANCED SYSTEMS & CONCEPTS  
3700 DEFENSE PENTAGON  
WASHINGTON DC 20301-3700

20301-4000 UNDER SEC DEF FOR PERSONNEL AND READINESS  
4000 DEFENSE PENTAGON  
WASHINGTON DC 20301-4000

20301-4100 DEFENSE COMMISSARY AGENCY  
4100 DEFENSE PENTAGON  
WASHINGTON DC 20301-4100

20301-5000 UNDER SEC DEF FOR INTELLIGENCE  
5000 DEFENSE PENTAGON  
WASHINGTON DC 20301-5000

20301-6000 ASST SEC DEF NETWORKS & INFORMATION INTREGATION  
6000 DEFENSE PENTAGON  
WASHINGTON DC 20301-6000

20301-6100 US NUCLEAR CMND AND CNTRL SYST SUPPORT STAFF  
6100 DEFENSE PENTAGON  
WASHINGTON DC 20301-6100

20301-7000 NATIONAL GEOSPATIAL-INTELLIGENCE AGENCY  
7000 DEFENSE PENTAGON  
WASHINGTON DC 20301-7000

20301-7010 DEFENSE INFORMATION SYSTEMS AGENCY  
7010 DEFENSE PENTAGON  
WASHINGTON DC 20301-7010

20301-7100 MISSILE DEFENSE AGENCY  
7100 DEFENSE PENTAGON  
WASHINGTON DC 20301-7100

20301-7200 ASST TO SEC DEF INTELLIGENCE OVERSIGHT  
7200 DEFENSE PENTAGON  
WASHINGTON DC 20301-7200

20301-7300 RESERVE FORCES POLICY BOARD  
7300 DEFENSE PENTAGON  
WASHINGTON DC 20301-7300

20301-7400 DEFENSE INTELLIGENCE AGENCY  
7400 DEFENSE PENTAGON  
WASHINGTON DC 20301-7400

20301-7401 DEFENSE INTELLIGENCE AGENCY  
7401 DEFENSE PENTAGON  
WASHINGTON DC 20301-7401

20301-7500 CURRENT NEWS ANALYSIS & RES SRVC (AFIS)  
7500 DEFENSE PENTAGON  
WASHINGTON DC 20301-7500

20301-8000 DEFENSE GLOBAL INFORMATION GROUP  
8000 DEFENSE PENTAGON  
WASHINGTON DC 20301-8000

20301-9000 PENTAGON FORCE PROTECTION AGENCY  
9000 DEFENSE PENTAGON  
WASHINGTON DC 20301-9000

AP5. APPENDIX 5TWO-LETTER STATE AND PROVINCE POSTAL, DIRECTIONAL, & STREET  
ABBREVIATIONSUNITED STATES

State	Abbreviation	State	Abbreviation
Alabama	AL	New Mexico	NM
Alaska	AK	New York	NY
Arizona	AZ	North Carolina	NC
Arkansas	AR	North Dakota	ND
California	CA	Ohio	OH
Colorado	CO	Oklahoma	OK
Connecticut	CT	Oregon	OR
Delaware	DE	Pennsylvania	PA
Florida	FL	Rhode Island	RI
Georgia	GA	South Carolina	SC
Hawaii	HI	South Dakota	SD
Idaho	ID	Tennessee	TN
Illinois	IL	Texas	TX
Indiana	IN	Utah	UT
Iowa	IA	Vermont	VT
Kansas	KS	Virginia	VA
Kentucky	KY	Washington	WA
Louisiana	LA	West Virginia	WV
Maine	ME	Wisconsin	WI
Maryland	MD	Wyoming	WY
Massachusetts	MA	District of Columbia	DC
Michigan	MI	Canal Zone	CZ
Minnesota	MN	Guam	GU
Mississippi	MS	Virgin Islands	VI
Missouri	MO	American Samoa	AS
Montana	MT	Federated States of Micronesia	FM
Nebraska	NE	Marshall Islands	MH
Nevada	NV	Northern Mariana Islands	MP
New Hampshire	NH	Palau	PW
New Jersey	NJ		

CANADA

Province	Abbreviation	Province	Abbreviation
Alberta	AB	Northwest Territories	NT
British Columbia	BC	Ontario	ON
Labrador	LB	Prince Edward Island	PE
Manitoba	MB	Quebec	PQ
New Brunswick	NB	Saskatchewan	SK
Newfoundland	NF	Yukon Territory	YT
Nova Scotia	NS		

DIRECTIONAL ABBREVIATIONS

North	N	Northeast	NE
East	E	Southeast	SE
South	S	Southwest	SW
West	W	Northwest	NW

FREQUENTLY USED STREET DESIGNATORS

Avenue	AVE	Parkway	PKY
Boulevard	BLVD	Pike	PIKE
Bypass	BYP	Plaza	PLZ
Causeway	CSWY	Road	RD
Court	CT	Street	ST
Drive	DR	Terrace	TER
Expressway	EXPY	Turnpike	TPKE

SECONDARY ADDRESS UNIT INDICATORS

Apartment	APT	Building	BLDG
Floor	FL	Suite	STE
Department	DEPT		



AP6. APPENDIX 6FORMS OF ADDRESS, SALUTATIONS, AND COMPLIMENTARY CLOSE

AP6.1.1. In salutation to persons in formal positions such as "President," "Vice President," "Chairman," "Secretary," "Ambassador," and "Minister" that may be held by men or women, use the title "Mr." or "Madam." The title "Mr.," "Ms.," "Miss" or "Mrs." is used when the surname rather than a formal title follows. "Ms." may be used when an incumbent or correspondent has indicated this preference or when a woman's marital status is unknown. Use the following for Department of Defense correspondence:

## The White House

Addressee	Address On Letter and Envelope	Salutation and Complimentary Close
The President	The President The White House 1600 Pennsylvania Avenue, NW Washington, DC 20500	Dear Mr./Madam President: Respectfully yours,
Spouse of the President	Mr./Mrs. (full name) The White House 1600 Pennsylvania Avenue, NW Washington, DC 20500	Dear Mr./Mrs. (surname): Sincerely,
Assistant or Special Assistant to the President	The Honorable (full name) Assistant (Special Assistant) to the President for (title) The White House 1600 Pennsylvania Avenue, NW Washington, DC 20500	Dear Mr./Ms. (surname): Sincerely,
Director, Office of Management and Budget	The Honorable (full name) Director, Office of Management and Budget Washington, DC 20503	Dear Mr./Ms. (surname): Sincerely,
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 285 Eisenhower Executive Office Building Washington, DC 20501	Dear Mr. President: Sincerely,

## The Federal Judiciary

Addressee	Address On Letter and Envelope	Salutation and Complimentary Close
The Chief Justice	The Chief Justice The Supreme Court Washington, DC 20543	Dear Chief Justice: Sincerely,
Associate Justice	The Honorable (full name) The Supreme Court Washington, DC 20543	Dear Justice (Surname): Sincerely,
Retired Justice	The Honorable (full name) (address)	Dear Justice (surname): Sincerely,
Judge of a Federal, State, or Local Court	The Honorable (full name) Judge of the (name of court) (address)	Dear Judge (surname): Sincerely,
Clerk of a Court	Mr. (full name) Clerk of the (name of court) (address)	Dear Mr./Ms. (surname): Sincerely,

The Congress <sup>17</sup>

Addressee	Address On Letter and Envelope	Salutation and Complimentary Close
President pro tempore of the Senate	The Honorable (full name) President pro tempore of the Senate United States Senate Washington, DC 20510-(+4 Code)	Dear Senator (surname): Sincerely,
Majority Leader, Senate	The Honorable (full name) Senate Majority Leader United States Senate Washington, DC 20510-(+4 Code)	Dear Mr. Majority Leader: Sincerely,
Committee Chairman, Senate	The Honorable (full name) Chairman Committee on (name of committee) United States Senate Washington, DC 20510-(+4 Code)	Dear Mr./Madam Chairman: Sincerely,
Committee Ranking Member, Senate	The Honorable (full name) Ranking Member Committee on (name of committee) United States Senate Washington, DC 20510-(+4 Code)	Dear Senator (surname): Sincerely,

<sup>17</sup> Members of Congress have individual ZIP +4 Codes. They are included in the *Congressional Staff Directory*.

<sup>18</sup> When incoming correspondence pertains to subcommittee business.

## The Congress, continued

Addressee	Address On Letter and Envelope	Salutation and Complimentary Close
Subcommittee Chairman, Senate	The Honorable (full name) Chairman Subcommittee on (name of committee) (name of full committee) United States Senate Washington, DC 20510-(+4 Code)	Dear Senator (surname): Sincerely, or Dear Mr./Madam Chairman: <sup>18</sup> Sincerely,
Senator (Washington office)	The Honorable (full name) United States Senate Washington, DC 20510-(+4 Code)	Dear Senator (surname): Sincerely,
Senator (home state office)	The Honorable (full name) United States Senator (address)	Dear Senator (surname): Sincerely,
Senator-elect	The Honorable (full name) Senator-elect (address)	Dear Mr./Ms. (surname): Sincerely,
Office of a deceased senator	Office of the late Senator (full name) United States Senate Washington, DC 20510-(+4 Code)	Sirs: or Dear Mr./Ms. (name of contact): Sincerely,
Speaker of the House of Representatives	The Honorable (full name) Speaker of the House of Representatives U.S. House of Representatives Washington, DC 20515-(+4 Code)	Dear Mr./Madam Speaker: Sincerely,
Committee Chairman, House of Representatives	The Honorable (full name) Chairman Committee on (name of committee) U.S. House of Representatives Washington, DC 20515-(+4 Code)	Dear Mr./Madam Chairman: Sincerely,

## The Congress, continued

Addressee	Address On Letter and Envelope	Salutation and Complimentary Close
Subcommittee Chairman, House of Representatives	The Honorable (full name) Chairman Subcommittee on (name of committee) (name of full committee) U.S. House of Representatives Washington, DC 20515-(+4 Code)	Dear Representative (surname): Sincerely, or Dear Mr./Madam Chairman: <sup>19</sup> Sincerely,
Representative (Washington office)	The Honorable (full name) U.S. House of Representatives Washington, DC 20515-(+4 Code)	Dear Representative (surname): Sincerely,
Representative (home state office)	The Honorable (full name) Representative in Congress (address)	Dear Representative (surname): Sincerely,
Representative-elect	The Honorable (full name) Representative-elect (address)	Dear Mr./Ms. (surname): Sincerely,
Office of a deceased representative	Office of the late Representative (full name) U.S. House of Representatives Washington, DC 20515-(+4 Code)	Sirs: or Dear Mr./Ms. (name of contact): Sincerely,
Resident Commissioner	The Honorable (full name) Resident Commissioner from Puerto Rico U.S. House of Representatives Washington, DC 20515-(+4 Code)	Dear Mr./Ms. (surname): Sincerely,
Delegate	The Honorable (full name) Delegate from (location) U.S. House of Representatives Washington, DC 20515-(+4 Code)	Dear Mr./Ms. (surname): Sincerely,

<sup>19</sup> When incoming correspondence pertains to subcommittee business.

## Legislative Agencies

Addressee	Address On Letter and Envelope	Salutation and Complimentary Close
Comptroller General	The Honorable (full name) Comptroller General of the United States Washington, DC 20548	Dear Mr./Ms. (surname): Sincerely,
Public Printer	The Honorable (full name) Public Printer U.S. Government Printing Office Washington, DC 20401	Dear Mr./Ms. (surname): Sincerely,
Librarian of Congress	The Honorable (full name) Librarian of Congress Washington, DC 20540	Dear Mr./Ms. (surname): Sincerely,

Executive Departments <sup>20</sup>

Addressee	Address On Letter and Envelope	Salutation and Complimentary Close
Members of the Cabinet addressed as Secretary	The Honorable (full name) Secretary of (name of Department) <sup>21</sup> Washington, DC (ZIP+4 Code)	Dear Mr./Madam Secretary: Sincerely,
Attorney General	The Honorable (full name) Attorney General Washington, DC 20530	Dear Mr. Attorney General: Sincerely,
Deputy Secretary of a Department	The Honorable (full name) Deputy Secretary of (name of Department) Washington, DC (ZIP+4 Code)	Dear Mr./Ms. (surname): Sincerely,
Under Secretary of a Department	The Honorable (full name) Undersecretary of (name of Department) Washington, DC (ZIP+4 Code)	Dear Mr./Ms. (surname): Sincerely,
Assistant Secretary of a Department	The Honorable (full name) Assistant Secretary of (name of Department) Washington, DC (ZIP+4 Code)	Dear Mr./Ms. (surname): Sincerely,

<sup>20</sup> Executive Department Zip+4 Codes may be found in the *Federal Yellow Book*.

<sup>21</sup> Titles for Cabinet Secretaries are: Secretary of Agriculture, Secretary of Commerce, Secretary of Defense, Secretary of Education, Secretary of Energy, Secretary of Health and Human Services, Secretary of Homeland Security, Secretary of Housing and Urban Development, Secretary of the Interior, Attorney General (Department of Justice), Secretary of Labor, Secretary of State, Secretary of Transportation, Secretary of the Treasury, and Secretary of Veteran Affairs.

### Military Departments

Addressee	Address On Letter and Envelope	Salutation and Complimentary Close
The Secretaries of the Military Departments	The Honorable (full name) Secretary of (Department) Washington DC (ZIP+4 Code)	Dear Mr./Madam Secretary: Sincerely,
Under Secretary of a Department	The Honorable (full name) Under Secretary of (Department) Washington DC (ZIP+4 Code)	Dear Mr./Ms. (Surname): Sincerely,

### Military Personnel - Army, Air Force, Marine Corps Officers

Addressee	Address On Letter and Envelope	Salutation and Complimentary Close
General, Lieutenant General, Major General, Brigadier General	(full rank)(full name), (svc. abbreviation) (address)	Dear General (surname): Sincerely,
Colonel, Lieutenant Colonel (	same as above)	Dear Colonel (surname): Sincerely,
Major	(same as above)	Dear Major (surname): Sincerely,
Captain	(same as above)	Dear Captain (surname): Sincerely,
First Lieutenant, Second Lieutenant	(same as above)	Dear Lieutenant (surname): Sincerely,
Chief Warrant Officer	(same as above)	Dear Mr./Miss/ Ms./Mrs. (surname): Sincerely,

## Navy Officers

Addressee	Address On Letter and Envelope	Salutation and Complimentary Close
Admiral, Vice Admiral, Rear Admiral	(full rank) (full name), (service abbreviation) (address)	Dear Admiral (surname): Sincerely,
Captain	(same as above)	Dear Captain (surname): Sincerely,
Commander, Lieutenant Commander	(same as above)	Dear Commander (surname): Sincerely,
Lieutenant, Lieutenant (Junior Grade)	(same as above)	Dear Lieutenant (surname): Sincerely,
Ensign	(same as above)	Dear Ensign (surname): Sincerely,
Chief Warrant Officer (Number)	(same as above)	Dear Chief Warrant Officer (surname): Sincerely,
Warrant Officer	(same as above)	Dear Warrant Officer (surname): Sincerely,

## Army Enlisted Personnel

Addressee	Address On Letter and Envelope	Salutation and Complimentary Close
Sergeant Major of the Army, Command Sergeant Major, Sergeant Major	(full rank) (full name), (service. abbreviation) (address)	Dear Sergeant Major (surname): Sincerely,
First Sergeant	(same as above)	Dear First Sergeant (surname): Sincerely,
Master Sergeant, Sergeant First Class, Staff Sergeant, Sergeant	(same as above)	Dear Sergeant (surname): Sincerely,
Corporal	(same as above)	Dear Corporal (surname): Sincerely,
Specialists (all grades)	(same as above)	Dear Specialist (surname): Sincerely,
Private First Class, Private	(same as above)	Dear Private (surname): Sincerely,

## Navy Enlisted Personnel

Addressee	Address On Letter and Envelope	Salutation and Complimentary Close
Master Chief Petty Officer of the Navy	(full rank) (full name), (service abbreviation) (address)	Dear Master Chief Petty Officer (surname): Sincerely,
Senior Chief Petty Officer	(same as above)	Dear Senior Chief Petty Officer (surname): Sincerely,
Chief Petty Officer	(same as above)	Dear Chief Petty Officer (surname): Sincerely,
Petty Officer First Class, Second Class, Third Class	(same as above)	Dear Petty Officer (surname): Sincerely,
Seaman, Apprentice Seaman, Seaman Recruit	(same as above)	Dear Seaman (surname): Sincerely,
Fireman, Fireman Apprentice, Fireman Recruit	(same as above)	Dear Fireman (surname): Sincerely,
Airman, Airman Apprentice, Airman Recruit	(same as above)	Dear Airman (surname): Sincerely,

## Marine Corps Enlisted Personnel

Addressee	Address On Letter and Envelope	Salutation and Complimentary Close
Sergeant Major of the Marine Corps, Sergeant Major	(full rank) (full name), (svc abbreviation) (address)	Dear Sergeant Major (surname): Sincerely,
Master Gunnery Sergeant, First Sergeant, Gunnery Sergeant, Staff Sergeant, Sergeant	(same as above)	Dear Sergeant (surname): Sincerely,
Corporal, Lance Corporal	(same as above)	Dear Corporal (surname): Sincerely,
Private First Class, Private	(same as above)	Dear Private (surname): Sincerely,

## Air Force Enlisted Personnel

Addressee	Address On Letter and Envelope	Salutation and Complimentary Close
Chief Master Sergeant of the Air Force, Senior Master Sergeant, Master Sergeant, Technical Sergeant, Staff Sergeant, Sergeant	(full rank) (full name), (service abbreviation) (address)	Dear Sergeant (surname): Sincerely,
Airman First Class, Airman, Basic Airman	(same as above)	Dear Airman (surname): Sincerely,



## Other Military Personnel

Addressee	Address On Letter and Envelope	Salutation and Complimentary Close
All retired military personnel	(rank) (full name), (svc abbreviation) (Ret) (address)	Dear (rank) (surname): Sincerely,
Cadet, Midshipman, Air Cadet	Cadet/Midshipman/Air Cadet (full name) (address)	Dear Cadet/Midshipman/Air Cadet (surname): Sincerely,

## Independent Agencies

Addressee	Address On Letter and Envelope	Salutation and Complimentary Close
Head of a Federal Agency, Authority, or Board	The Honorable (full name) (title) (agency) Washington, DC (ZIP+4 Code)	Dear Mr./Ms. (surname): Sincerely,
President of a Commission or Board	The Honorable (full name) President, (name of commission) Washington, DC (ZIP+4 Code)	Dear Mr./Ms. (surname): Sincerely,
Chairman of a Commission or Board	The Honorable (full name) Chairman, (name of commission) Washington, DC (ZIP+4 Code)	Dear Mr./Madam Chairman: Sincerely,
Postmaster General	The Honorable (full name) Postmaster General 475 L'Enfant Plaza West, SW Washington, DC 20260	Dear Mr./Madam Postmaster General: Sincerely,

## American Missions

Addressee	Address On Letter And Envelope	Salutation And Complimentary Close
American Ambassador	The Honorable (full name) American Ambassador(city) (city), (country)	Dear Mr./Madam Ambassador: Sincerely,
American Ambassador (with military rank)	(Full rank) (full name) American Ambassador(city) (city), (country)	Dear (rank) (surname): Sincerely,
Personal/Special Representative of the President	The Honorable (full name) Personal Representative of the President of the United States of America to (country) (address)	Dear Mr./Ms. (surname): Sincerely,
American Foreign Service Officer with personal rank of Minister	The Honorable (full name) (rank: Minister Counselor or Counselor) American Embassy (address)	Dear Mr./Ms. (surname): Sincerely,
American Minister (with military rank)	(full rank) (full name) (title) American Embassy (address)	Dear (rank) (surname): Sincerely,
American Consul General (Consul, Vice Consul)	Mr./Ms. (full name) American Consul General (Consul, Vice Consul) (address)	Dear Mr./Ms. (surname): Sincerely,
U.S. Political Advisor	The Honorable (full name) United States Political Advisor for (country) (address)	Dear Mr./Ms. (surname): Sincerely,

## Foreign Diplomatic Missions to the United States

Addressee	Address On Letter and Envelope	Salutation and Complimentary Close
Foreign Ambassador in the United States	His/Her Excellency (full name) Ambassador of (country) Washington, DC (ZIP+4 Code)	Dear Mr./Madam Ambassador: Sincerely,
Foreign Minister in the United States (head of a delegation)	The Honorable (full name) Minister of (country) Washington, DC (ZIP +4 Code)	Dear Mr./Madam Minister: Sincerely,
Foreign Minister Counselor in the United States	The Honorable (full name) Minister Counselor Embassy of (country) Washington, DC (ZIP +4 Code)	Dear Mr. Minister: Sincerely,
Foreign Chargé d'Affaires in the United States	Mr./Madam (full name) Chargé d'Affaires of (country) (address)	Dear Mr./Madam Chargé d'Affaires: Sincerely,

## Internation Organizations

Address communications to the ranking officer of an international organization that has no full-time U.S. representative. Address officials as "The Honorable" unless otherwise entitled to "His/Her Excellency."

Addressee	Address On Letter and Envelope	Salutation and Complimentary Close
Organization with no U.S. Representative	The (title of officer) of the (organization name) (address)	Sir/Madam: Sincerely,
Secretary General of the Organization of American States	The Honorable (full name) Secretary General of the Organization of American States Washington, DC 20006	Dear Mr./Madam Secretary General: Sincerely,
Assistant Secretary General of the Organization of American States	The Honorable (full name) Assistant Secretary General of the Organization of American States Washington, DC 20006	Dear Mr./Ms. (surname): Sincerely,
United States Representative on the Council of the Organization of American States	The Honorable (full name) United States Representative on the Council of the Organization of American States Washington, DC 20520	Dear Mr./Ms. (surname): Sincerely,

## United Nations

Address communications for the United Nations to the United States Representative to the United Nations, through the Department of State. Direct communication with the United Nations is inappropriate. Send all notes for the United Nations through the United States Representative with a cover note with appropriate instruction. Address officials as "The Honorable," unless otherwise entitled to "His/Her Excellency. "

Addressee	Address On Letter and Envelope	Salutation and Complimentary Close
Secretary General of the United Nations	The Honorable (full name) Secretary General of the United Nations New York, NY 10017	Dear Mr./Madam Secretary General: Sincerely,
United States Representative to the United Nations	The Honorable (full name) United States Representative to the United Nations New York, NY 10017	Dear Mr./Ms. (surname): Sincerely,
Chairman, United States Delegation to the United Nations Military Staff Committee	The Honorable (full name) Chairman, United States Delegation United Nations Military Staff Committee United States Mission to the United Nations New York, NY 10017	Dear Mr./Ms. (surname): Sincerely,
Senior Representative of the United States to the General Assembly of the United Nations	The Honorable (full name) Senior Representative of the United States to the General Assembly of the United Nations New York, NY 10017	Dear Mr./Ms. (surname): Sincerely,
Senior Military Adviser to the United States Delegation to the United Nations General Assembly	(Full rank) (full name) Senior Military Adviser to the United States Delegation to the United Nations General Assembly New York, NY 10017	Dear (rank) (surname): Sincerely,
United States Representative on the Economic and Social Council	The Honorable (full name) United States Representative to the Economic and Social Council of the United Nations New York, NY 10017	Dear Mr./Ms. (surname): Sincerely,
United States Representative on the United Nations Disarmament Commission	The Honorable (full name) United States Representative on the Disarmament Commission of the United Nations United Nations New York, NY 10017	Dear Mr./Ms. (surname): Sincerely,
United States Representative to the Trusteeship Council of the United Nations	The Honorable (full name) United States Representative on the Trusteeship Council of the United Nations New York, NY 10017	Dear Mr./Ms. (surname): Sincerely,

## State and Local Government

Addressee	Address On Letter and Envelope	Salutation and Complimentary Close
State Governor	The Honorable (full name) Governor of (state) (city), (state) (ZIP Code)	Dear Governor (surname): Sincerely,
Acting State Governor	The Honorable (full name) Acting Governor of (state) (city), (state) (ZIP Code)	Dear Mr./Ms. (surname): Sincerely,
State Lieutenant Governor	The Honorable (full name) Lieutenant Governor of (state) (city), (state) (ZIP Code)	Dear Mr./Ms. (surname): Sincerely,
State Secretary of State	The Honorable (full name) Secretary of State of (state) (city), (state) (ZIP Code)	Dear Mr./Madam (surname): Sincerely,
Chief Justice of a State Supreme Court	The Honorable (full name) Chief Justice Supreme Court of the State of (state) (city), (state) (ZIP Code)	Dear Mr./Madam Chief Justice: Sincerely,
State Attorney General	The Honorable (full name) Attorney General State of (state) (city), (state) (ZIP Code)	Dear Mr./Madam Attorney General: Sincerely,
State Treasurer, Comptroller, or Auditor	The Honorable (full name) State Treasurer (Comptroller) (Auditor) State of (state) (city), (state) (ZIP Code)	Dear Mr./Ms. (surname): Sincerely,
President, State Senate	The Honorable (full name) President of the Senate of the State of (state) (city), (state) (ZIP Code)	Dear Mr./Ms. (surname): Sincerely,
State Senator	The Honorable (full name) (state) Senate (city), (state) (ZIP Code)	Dear Mr./Ms. (surname): Sincerely,
Speaker, State House of Representatives, Assembly or House of Delegates <sup>22</sup>	The Honorable (full name) Speaker of the House of Representatives (Assembly) (House of Delegates) of the State of (state) (city), (state) (ZIP Code)	Dear Mr./Ms. (surname): Sincerely,

<sup>22</sup> In most States, the lower branch of the legislature is the House of Representatives. In some States, such as California and New York, the lower house is known as the Assembly. In others, such as Maryland, Virginia, and West Virginia, it is known as the House of Delegates. Nebraska has a one-house legislature; its members are classed as senators.

## State and Local Government, continued

Addressee	Address On Letter and Envelope	Salutation and Complimentary Close
State Representative, Assemblyman, or Delegate	The Honorable (full name) (state) House of Representatives (Assembly) (House of Delegates) (city), (state) (ZIP Code)	Dear Mr./Ms. (surname): Sincerely,
Mayor	The Honorable (full name) Mayor of (city) (city), (state) (ZIP Code)	Dear Mayor (surname) Sincerely,
President of a Board of Commissioners	The Honorable (full name) President, Board of Commissioners of (city) (city), (state) (ZIP Code)	Dear Mr./Ms. (surname): Sincerely,

## Ecclesiastical Organizations

Addressee	Address On Letter and Envelope	Salutation and Complimentary Close
Catholic Cardinal	His Eminence (Christian name) Cardinal (surname) (address)	Dear Cardinal (surname): Sincerely,
Catholic Archbishop	The Most Reverend (full name) Archbishop of (archdiocese) (address)	Dear Archbishop (surname): Sincerely,
Catholic Bishop	The Most Reverend (full name) Bishop of (place) (address)	Dear Bishop (surname): Sincerely,
Catholic Monsignor	The Reverend Monsignor (full name) (address)	Dear Monsignor (surname): Sincerely,
Catholic Priest	The Reverend (full name), (initials of order) (address)	Dear Father (surname): (informal) Sincerely,
Catholic Mother Superior of an Institution	Reverend Mother (name), (initials of order) (name of institution) (address)	Dear Reverend Mother: Sincerely,
Catholic Sister	Sister (name), (initials of order) (name of organization) (address)	Dear Sister (full name): Sincerely,
Catholic Brother	Brother (full name), (initials of order) (organization) (address)	Dear Brother (given name): Sincerely,
Episcopal Archdeacon	The Venerable (full name) Archdeacon of (place) (address)	Dear Archdeacon (surname): Sincerely,

## Ecclesiastical Organizations, continued

Addressee	Address On Letter and Envelope	Salutation and Complimentary Close
Episcopal Bishop	The Right Reverend <sup>23</sup> (full name) Bishop of (place) (Local address)	Dear Bishop (surname): Sincerely,
Episcopal Dean	The Very Reverend (full name), (initials of degree) Dean of (place) (address)	Dear Dean (surname): Sincerely,
Methodist Bishop	The Reverend (full name) Bishop of (place) (address)	Dear Bishop (surname): Sincerely,
Mormon Bishop	Mr. (full name) The Church of Jesus Christ of Latter-Day Saints (address)	Dear Mr. (surname): Sincerely,
Army Chaplain	Chaplain (rank in parenthesis) (full name), USA	Dear Chaplain (surname): Sincerely,
Navy Chaplain	Rank (full name) CHC, USN	Dear Chaplain (surname): Sincerely,
Air Force Chaplain	Chaplain (rank) (full name), USAF	Dear Chaplain (surname): Sincerely,
Minister, Pastor, or Rector (with doctoral degree)	The Reverend Dr. (full name) (address)	Dear Dr. (surname): Sincerely,
Minster, Pastor, or Rector (without doctoral degree)	The Reverend (full name) (address)	Dear Rev. (surname): Sincerely,
Rabbi (with doctoral degree)	Rabbi (full name), (initials of degree) (address)	Dear Dr. (surname): Sincerely,
Rabbi (without doctoral degree)	Rabbi (full name) (address)	Dear Rabbi (surname): Sincerely,

<sup>23</sup> The Presiding Bishop is addressed as The Most Reverend.

## Private Citizens

Addressee	Address On Letter and Envelope	Salutation and Complimentary Close
University or college president (with doctoral degree)	Dr. (full name) President, (name of institution) (address)	Dear Dr. (surname): Sincerely,
University or college president (without a doctoral degree)	Mr. (full name) President, (name of institution) (address)	Dear Mr./Ms. (surname): Sincerely,
Dean of a school (with doctoral degree)	Dr. (full name) Dean, School of (name) (name of institution) (address)	Dear Dr. (surname): Sincerely,
Dean of a school (without doctoral degree)	Dean (full name) Dean, School of (name) (name of institution) (address)	Dear Dean (surname): Sincerely,
Professor (with doctoral degree)	Professor (full name), (degree) Department of (name) (name of institution) (address)	Dear Dr. (surname): Sincerely,
Professor (without doctoral degree)	Professor (full name) Department (or Assistant) (name of institution) (address)	Dear Professor (surname): Sincerely,
Associate Professor or Assistant Professor	Mr./Ms. (full name) Associate (or Assistant) Professor Department of (name) (name of institution) (address)	Dear Professor (surname): Sincerely,
Physician	(Full name), M.D. (address)	Dear Dr. (surname): Sincerely,
Lawyer	Mr./Ms. (full name) (address)	Dear Mr./Ms. (surname): Sincerely,
One individual	Mr. (full name) <sup>24</sup> Mrs. (full name) <sup>25</sup> Miss (full name) Ms. (full name)	Dear Mr. (surname): Dear Mrs. (surname): Dear Miss (surname): Dear Ms. (surname): Sincerely,

<sup>24</sup> Use the title Mr. when it is not known from the first name or initials whether the addressee is a man or woman.

<sup>25</sup> Use the title Ms. rather than Mrs. in addressing a woman if there is uncertainty about her marital status.



## Private Citizens, continued

Addressee	Address On Letter and Envelope	Salutation and Complimentary Close
Two or more individuals	Mr. And Mrs. (full name) (address)	Dear Mr. And Mrs. (surname): Sincerely,
	Mr. (full name) and Mr. (full name) (address)	Dear Mr. (surname) and Mr.(surname): Sincerely,
	Mrs. (full name) and Miss (full name) (address)	Dear Mrs. (surname) and Miss (surname): Sincerely,
	Ms. (full name) and Mr. (full name) (address)	Dear Ms. (surname) and Mr. (surname): Sincerely,
	Ms. (full name) and Ms. (full name) (address)	Dear Ms. (surname) and Ms. (surname): Sincerely,
Two or more individuals: Men	Messrs. (full name) and (full name) (address)	Dear Messrs. (surname) and (surname): Sincerely,
Two or more individuals: Married Women	Mmes. (full name) and (full name) (address)	Dear Mmes. (surname) and (surname): Sincerely,
Two or more individuals: Unmarried Women	Mlles. (full name) and (full name) (address)	Dear Mlles. (surname) and (surname): Sincerely,
Two or more individuals: Same Surname	Messrs./Mmes./Mlles. (given name) and (full name) (address)	Dear Messrs./Mmes./Mlles. (surname): Sincerely,
Married couple with same surname - husband has special title	Dr. and Mrs. (husband's full name) (address)	Dear Dr. and Mrs. (husband's surname): Sincerely,
Married couple with same surname - wife has special title	Senator (wife's full name) Mr. (husband's full name) (address)	Dear Senator and Mr. (surname): Sincerely,
Married couple with same surname - both have special titles	Captain (husband's full name) Professor (wife's full name) (address)	Dear Captain and Professor (surname): Sincerely,
Married couple with different surnames	Ms. (wife's full name) Mr. (husband's full name) (address)	Dear Ms. (wife's surname) and Mr. (husband's surname): Sincerely,

## Private Citizens, continued

Addressee	Address On Letter and Envelope	Salutation and Complimentary Close
Married couple with hyphenated surname	Mr. and Mrs. (husband's first name and middle initial, plus wife's original surname followed by hyphen and husband's surname) (address)	Dear Mr. and Mrs. (wife's original surname followed by hyphen and husband's surname): Sincerely,
Organizations	Members (organization name) (address)	Dear Members: Sincerely,
Informal Groups	Mr. (full name) First Grade Jefferson Elementary School (address)	Dear Students: Sincerely,

## Former Government Officials

Addressee	Address On Letter and Envelope	Salutation and Complimentary Close
Former President	The Honorable (full name) (no title) (address)	Dear Mr. (surname): Respectfully yours,
Former Vice President	The Honorable (full name) (no title) (address)	Dear Mr. (surname): Sincerely,
Former Member of the Cabinet addressed as "Secretary"	The Honorable (full name) (address)	Dear Mr./Madam Secretary: Sincerely,
Former Attorney General	The Honorable (full name) (address)	Dear Mr./Madam Attorney General: Sincerely,
Former Secretary of a Military Department	The Honorable (full name) (address)	Dear Mr./Ms. (surname): Sincerely,
Former Postmaster General	The Honorable (full name) (address)	Dear Mr./Madam Postmaster General: Sincerely,
Former Senator	The Honorable (full name) (address)	Dear Senator (surname): Sincerely,
Former Representative	The Honorable (full name) (address)	Dear Representative (surname): Sincerely,
Former Justice	The Honorable (full name) (address)	Dear Mr./Madam Justice: Sincerely,
Former Judge	The Honorable (full name) (Local address)	Dear Judge (surname): Sincerely,

AP7. APPENDIX 7MILITARY RANKS AND ABBREVIATIONS BY SERVICE AND PAY GRADEMilitary Ranks and Abbreviations by Service and Pay Grade

Pay Grade	Army		Navy	
O-10	General	GEN	Admiral	ADM
O-9	Lieutenant General	LTG	Vice Admiral	VADM
O-8	Major General	MG	Rear Admiral	RADM
O-7	Brigadier General	BG	Rear Admiral	RADM*
O-6	Colonel	COL	Captain	CAPT
O-5	Lieutenant Colonel	LTC	Commander	CDR
O-4	Major	MAJ	Lieutenant Commander	LCDR
O-3	Captain	CPT	Lieutenant	LT
O-2	First Lieutenant	1LT	Lieutenant Junior Grade	LTJG
O-1	Second Lieutenant	2LT	Ensign	ENS
W-5	Chief Warrant Officer	CW5**		
W-4	Chief Warrant Officer 4	CW4	Chief Warrant Officer 4	CWO4
W-3	Chief Warrant Officer 3	CW3	Chief Warrant Officer 3	CWO3
W-2	Chief Warrant Officer 2	CW2	Chief Warrant Officer 2	CWO2
W-1	Warrant Officer 1	WO1	Warrant Officer	WO1
E-9	Sergeant Major of the Army	SMA	Master Chief Petty Officer of the Navy	MCPON
	Command Sergeant Major	CSM	Master Chief Petty Officer	MCPO
	Sergeant Major	SGM		
E-8	First Sergeant	1SG	Senior Chief Petty Officer	SCPO
	Master Sergeant	MSG		
E-7	Sergeant First Class	SFC	Chief Petty Officer	CPO
E-6	Staff Sergeant	SSG	Petty Officer 1	PO1
E-5	Sergeant	SGT	Petty Officer 2	PO2
E-4	Corporal	CPL	Petty Officer 3	PO3
	Specialist	SPC		
E-3	Private First Class	PFC	Seaman	SN
E-2	Private	PV2	Seaman Apprentice	SA
E-1	Private	PVT	Seaman Recruit	SR

\* The Navy Rear Admiral rank contains two levels: upper half, equal to a two-star flag officer, and lower half, equal to a one-star flag officer. The rank of Commodore was a commissioned one-star rank during time of war. The commander of a fleet of ships is sometimes referred to as "Commodore" as a courtesy title. The rank no longer exists and the title is never officially used.

\*\*The Army used Master Warrant Officer at one time, "Master now indicates a transitional rank; all Army Warrant Officers are Chief Warrant Officers.

Military Ranks and Abbreviations by Service and Pay Grade

Pay Grade	Marine Corps		Air Force	
O-10	General	Gen	General	Gen
O-9	Lieutenant General	LtGen	Lieutenant General	Lt Gen
O-8	Major General	MajGen	Major General	Maj Gen
O-7	Brigadier General	BGen	Brigadier General	Brig Gen
O-6	Colonel	Col	Colonel	Col
O-5	Lieutenant Colonel	LtCol	Lieutenant Colonel	Lt Col
O-4	Major	Maj	Major	Maj
O-3	Captain	Capt	Captain	Capt
O-2	First Lieutenant	1st Lt	First Lieutenant	1st Lt
O-1	Second Lieutenant	2nd Lt	Second Lieutenant	2d Lt
W-5	Chief Warrant Officer 5	CWO-5		
W-4	Chief Warrant Officer 4	CWO-4		
W-3	Chief Warrant Officer 3	CWO-3		
W-2	Chief Warrant Officer 2	CWO-2		
W-1	Chief Warrant Officer 1	CWO-1		
E-9	Sergeant Major of the Marine Corps	SgtMajMC	Chief Master Sergeant of the Air Force	CMSAF
	Sergeant Major	Sgt Maj	Chief Master Sergeant	CMSgt
E-8	Master Gunnery Sergeant	MGySgt	Senior Master Sergeant	SMSgt
	First Sergeant	1stSgt		
E-7	Master Sergeant	MSgt	Master Sergeant	MSgt
	Gunnery Sergeant	GySgt		
E-6	Staff Sergeant	SSgt	Technical Sergeant	TSgt
E-5	Sergeant	Sgt	Staff Sergeant	SSgt
E-4	Corporal	Cpl	Senior Airman	SrA
E-3	Lance Corporal	LCpl	Airman First Class	A1C
E-2	Private First Class	PFC	Airman	Amn
E-1	Private	Pvt	Airman Basic	AB