U.S. Department
of Transportation

**United States
Coast Guard**

THE COAST GUARD
CORRESPONDENCE MANUAL

COMDTINST M5216.4C

U.S. Department of Transportation **United States Coast Guard**	Commandant United States Coast Guard	2100 Second Street, S.W. Washington, DC 20593-0001 Staff Symbol: G-CIM Phone: (202) 267-1016 Fax: (202) 267-4814 E-mail:

COMDTINST M5216.4C

JAN 2 4 2002

COMMANDANT INSTRUCTION M5216.4C

Subj: THE COAST GUARD CORRESPONDENCE MANUAL

1. <u>PURPOSE</u>. This Manual provides Coast Guard policy for correspondence formats, clearance procedures, writing standards, and other correspondence related issues.

2. <u>ACTION</u>. Area and district commanders, commanders maintenance and logistics commands, commanding officers of headquarters units, assistant commandants for directorates, Chief Counsel, and special staff offices at Headquarters shall ensure compliance with the provisions of this Manual.

3. <u>DIRECTIVES AFFECTED</u>. Upon installation of the Macros II templates, the following directives are canceled: The Correspondence Manual, COMDTINST M5216.4B; the Revision of the Blue Digest, CG-4229, COMDTINST 5216.19; and Correspondence Standards, COMDTINST 5216.17A.

4. <u>DISCUSSION</u>. A Quality Action Team (QAT) was chartered to develop improved guidance for Coast Guard correspondence. In addition to responding to myriad recommendations and comments concerning the program, the QAT's primary task became that of preparing a "One-Stop-Shopping" Correspondence Manual to meet the needs of today's Coast Guard. The new Manual takes into consideration a variety of factors, including organizational readiness, technological changes, and budget reductions/streamlining. In developing this Manual, the QAT also considered the need to adopt Department of Transportation correspondence standards. It incorporates some of those practices. Following a briefing to the Senior Management Team (SMT) at Headquarters, the proposed changes were approved and are included in this Manual.

5. <u>MAJOR CHANGES</u>. The revised macros have been developed to reflect all formats. Significant changes include the following:

   a. The Coast Guard "Basic Letter" and variations are canceled and replaced by the new "Memorandum."
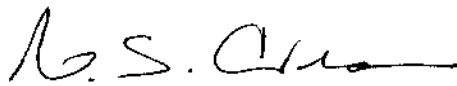
DISTRIBUTION – SDL No. 139

	a	b	c	d	e	f	g	h	i	j	k	l	m	n	o	p	q	r	s	t	u	v	w	x	y	z
A	3	3	3		3	3	2	2	1	1		1	1	1	1	1	1	1	1		1					
B		15	50	2	285	20	20	15	15	15	5	7	3	200	3	65	3	257	3	1	6	2	5	1	1	1
C	5	2	1	5	3	1	2	1	2		6	1	2	2	3	1	2	1	1	2	1	1	1	5	1	1
D	5	1	1	2	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1			1
E		2	1	2			1	1			1	1	1	1	3		1		1	1			1	1		
F																		1	1	1						
G	1	1	1	1	1																					
H																										

NON-STANDARD DISTRIBUTION:

    b.   The "Memorandum" (memo) is expanded, allowing it to be used in communicating Coast Guard-wide and within the framework of the Federal Government.

    c.   The signature block on the memo is eliminated. The signing official will sign on the "From" line.

    d.   The order of the "Subject," "From," and "To" blocks has changed. The "Subject" line now appears below the "From" and "To" blocks.

    e.   "Via" has been changed to "Thru".

    f.   The following forms are canceled: CG Letterhead Form, 3517; Sequential Clearance, CG 3584; Rapidraft, CG-3883; and the CG Memorandum Form, CG-4914.

    g.   Early coordination is emphasized in Chapter 1.

    h.   The chapter on Writing Standards is located in Chapter 10.

    i.   A new section "elements of style" has been added as Appendix B. This is a quick reference guide to frequently asked grammatical questions.

    j.   New guidance is furnished to achieve cost savings when mailing correspondence.

    k.   A chapter is included on Automated Correspondence.

6. <u>SCOPE AND AUTHORITIES</u>. Messages, directives and other related types of documents are explained further in the following:

    a.   Standard Distribution List, COMDTNOTE 5605

    b.   Standard Subject Identification Codes (SSIC) Manual, COMDTINST M5210.5 (series)

    c.   Automated Information Systems (AIS) Security Manual, COMDTINST M5500.13 (series)

    d.   Coast Guard Paperwork Management Manual, COMDTINST M5212.12 (series)

    e.   Telecommunications Manual (TCM), COMDTINST M2000.3(series)

    f.   The Coast Guard Directives System, COMDTINST M5215.6 (series)

    g.   The Coast Guard Freedom of Information and Privacy Acts Manual, COMDTINST M5260.3 (series)

7. <u>FORMS AVAILABILITY</u>. The CG Digest Form, CG-4229; the Concurrent Clearance Form, CG-4590; and the Secretary Alert, CGHQ-3517E are available on JetForm Filler on Coast Guard's Standard Workstation III. The CG Acknowledgment/Referral Form, CG-4217 (stock number: 7530-00-702-1760); Window Envelope, CG-3825B (stock number 7530-00-286-6975); and the Plain Envelope, CG-3825A (stock number 7530-00-767-5709) are available from the Engineering and Logistics Center (ELC) Baltimore, Maryland.

V.S. CREA
Director of Information and Technology

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CHAPTER 1. CORRESPONDENCE MANAGEMENT

INTRODUCTION

Correspondence is the primary means to communicate both within and outside the Coast Guard. It refers to letters, memoranda, messages, electronic mail (E-mail), and directives. Since most of our communications are conducted through the written word, it is important to compose correspondence that is cordial, responsive, correctly written, and concise. All correspondence prepared by the Coast Guard should reflect a positive image of the Service.

A. OBJECTIVE

The objective of the Coast Guard's Correspondence Management Program is to produce effective correspondence efficiently. This Manual is a guide to show how to do this. It serves to ensure compliance with requirements of the Department of Transportation (DOT) Order 1325.2C, and other appropriate federal regulations, to improve the quality, tone, clarity and responsiveness of correspondence.

The standards in this Manual are designed to save time for originators, typists and readers. Careful planning and preparation will accomplish this.

B. STANDARDS AND PROCEDURES

1. <u>General</u>. The tone, quality, and responsiveness of correspondence are important. The Coast Guard's image and effectiveness may be impaired if correspondence is difficult to understand, unresponsive, cold, or impersonal.

2. <u>Use of Script/Italics</u>. If you use script or italics, save them for occasional emphasis. Avoid typing entire documents in script, italics, or on a dot matrix printer. Use OCRA-10 pitch type for messages when optical character recognition equipment is available.

3. <u>Color of Ink</u>. Sign all original correspondence in blue ink to distinguish it from copies.

4. <u>Early Coordination</u>. Coordination is a major segment in correspondence management. Coordinate as quickly and informally as possible. Coordinating early in the process is one way to ensure that correspondence is timely and flows smoothly through the system. Prior to going through the process of preparing drafts, and sending them through the chain of command, drafters of correspondence should contact all stakeholders for informal discussions. Discussions by telephone, in person, meetings, E-mail and teleconferencing, are often more efficient than formal written

coordination. After completing this initial stage of coordination, use the guidelines in Chapter 6 for formal coordination.

5.   <u>Correspond Through Channels</u>. Correspond through your chain of command. This is especially important on such substantive matters as command decisions, policy issues, and other official correspondence. Such routing keeps intermediate commands informed and allows them to comment or approve. Variations are:

   a.   Authorized subordinates of different units may correspond directly with each other on purely routine matters.

   b.   Listing interested addressees in the *Thru* block when they need to see the memo before it reaches the action addressee.

   c.   Including intermediate commands as information addressees rather than as *Thru* addressees if they want to see certain routine correspondence without having to endorse it.

   d.   Bypassing intermediate commands that clearly have no interest in the correspondence content and no requirement to comment or act.

6.   <u>Routing to Follow when Rushed</u>. If you would normally route a memo through the chain of command but there isn't time, do one of the following:

   a.   Route the original to the *Thru* addressees, as usual, and send an advance copy straight to the addressee. To alert all addressees to this unusual routing, repeat the addressee, by correspondence abbreviated title, in a copy block. Include the word **Advance**, like this:

      Copy: COMDT (G-CIM) Advance

   b.   Send the original to the addressee and at the same time send out separate copies to all *Thru* addressees. Include an explanation in the text, like this: "We've mailed copies to all addressees simultaneously. *Thru* addressees, please forward your endorsements directly to..." Then repeat the *Thru* addressees, by correspondence abbreviated titles, in a copy block.

7.   <u>Routing Used by Ships in Shipyards</u>. Send correspondence involving shipyard matters through the shipyard commander. For routine shipyard matters, correspond directly with the shipyard commander. On shipyard matters that will be brought to the attention of higher authority, include the shipyard commander as a *Thru* addressee.

8.   <u>Avoid Unnecessary Briefing Memos and Digests</u>. Avoid including a briefing memo or digest when correspondence forwarded for signature is short,

routine, and self explanatory. Signing officials must encourage the writer to avoid such duplication. Forms, reports, and other publications generally do not need a briefing memo or digest.

9.   Delegation of Signature Authority.

a.   General. A commanding officer may delegate signature authority to military and civilian subordinates and may authorize those subordinates to delegate this authority further. All delegations of signature authority must be done in writing, to titles rather than names, and include a brief outline of the types of documents involved. The commanding officer must sign documents that:

(1)   establish policy;

(2)   announce changes to the activities' missions or efficiency and are addressed to higher authority;

(3)   deal with certain aspects of military justice. In this case, others may sign only if a staff legal officer first finds the commanding officer's signature unnecessary;

(4)   are required by law or regulation (e.g. ship's logs).

b.   Redelegating. Authorized subordinates should redelegate signature authority to the lowest responsible person whose position is reasonably related to the function involved. Subordinates may sign correspondence that falls within their area of responsibility, unless good judgment calls for the signature of a higher official. When subordinates sign **business letters** under this delegated authority, they sign "By direction."   A few senior staff members are authorized to sign over their titles. ***Do not use "By direction" on memos***. (See Chapter 2 for specific guidance.)
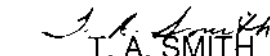
c.   Examples of Signature. Include the title of a principal subordinate authorized to sign by title, such as the chief of staff in a district office. Names should appear in either all caps or upper/lower case. (Refer to Chapters 2 and 3 for specifics.)

       T. A. SMITH
       Chief of Staff

(1)   Acting. Begin with Acting when the signer has been formally appointed to temporarily replace either the commanding officer or a subordinate who signs by title:

       ALAN J. FOSTER
       Acting Chief of Staff

(2) Signing "For" an Absent Official. There are times when documents are in final form and the official who would normally sign the document is unable to do so. Rather than retyping the document and rerouting for concurrence, the acting official may sign with his or her name. Add the word "for" before the typed name of the intended signing official. This method should be used only when a delay would result in failure to meet a critical deadline.

T. A. SMITH
Chief of Staff

C. CONTROLLING CORRESPONDENCE

1. Incoming Correspondence.

   a. Date Stamp. All incoming correspondence should be date stamped. It is essential that incoming controlled correspondence is date stamped on the day it arrives. Controlled correspondence refers to incoming mail requiring a response or having long-term reference value.

   b. Due Dates. Impose a due date only when you have compelling reasons to receive a reply by that date. In choosing the date, allow time: (a) for the correspondence to make its way up the chain of command to be signed; (b) to reach the people who will work with the problem and gather information to prepare a response; (c) for the response to make its way back to the originator; and (d) for the accessibility of the addressee. Due dates may have to be extended for commands outside the continental United States.

   c. Track Correspondence. Track the status of controlled correspondence routed for action. This will eliminate inquiries for overdue replies.

   d. Reply Promptly.

      (1) Give prompt attention to incoming correspondence that requires action or answers. Normally, answer correspondence within fifteen (15) workdays or in the time set by the incoming correspondence. If this is not enough time, send an interim reply within five (5) workdays.

      (2) Always acknowledge receipt of incoming correspondence that requests acknowledgment. Also, acknowledge receipt when you know your reply will be delayed or when you must send the incoming message to another office to gather information or for direct reply. A printed postal card is available for this purpose. Use

Form CG-4217, Acknowledgment/Referral or a short acknowledgment memo/letter.

    (3)   Respond in five (5) days to **congressional** requests received which are of direct personal concern to the member of Congress. Respond in ten (10) days to routine inquiries received on subjects involving standard Coast Guard operations, policies or procedures. If a longer response time is needed, send an interim response. Use a short letter or Form CG-4217, Acknowledgment/Referral.

2.   <u>Outgoing Correspondence Controls</u>. Impose realistic due dates. Request a response only when you have compelling reasons to receive a reply by that date. When choosing the due date, allow time for:

    a.   your correspondence to make its way up the chain of command to be signed;

    b.   it to reach the addressee;

    c.   the responding office to gather information and prepare a response; and,

    d.   the response to make its way back to you. Also, ensure accessibility of the addressee; you may need to extend due dates to mobile units, overseas activities, and during holidays.

D.   *OTHER OFFICE PRACTICES*

1.   <u>Use Bulk Mail</u>. The mail rooms at many large units have procedures for sending several documents to an addressee in a single envelope (pouch mail). Find out whether your unit's mail room provides this service, and use it whenever possible.

2.   <u>Use Postal Cards</u>. Type or pen postal cards for simple correspondence, such as an announcement of a new publication or a request to be placed on a mailing list.

3.   <u>Use the Computer to Streamline Reviews</u>. If acceptable to the signing official, forward drafts via E-mail for review.

4.   <u>Make Minor Pen and Ink Changes</u>. Rarely retype correspondence in final form just to correct typographical errors, word omissions, or other minor mistakes. Make these corrections legibly in ink, correcting all copies at the same time. Two ink changes are permitted on a page. Retype to correct minor errors in only those few cases when the importance of the subject or the addressee justifies the expense.

5. <u>Trace Late Replies</u>. If you don't receive an answer on time, you may follow up with a phone call or tracer. A tracer is a copy of your original correspondence with the word *tracer* and the tracer's date at the top. Pen, type, or stamp a statement like this: *TRACER, 5 Jun 01*. If sending a copy of your correspondence is impractical, use a brief follow-up letter.

6. <u>Limit Photocopies</u>.   Although photocopying is convenient, its cost is high. Avoid just-in-case copies and batches of 5, 10, or 15 copies when you can pinpoint the quantity precisely. If your photocopy machine makes two-sided copies, take advantage of this paper-saving capability.

7. <u>Limit Information and Courtesy Copies</u>. If your correspondence must have information addressees, include only those with a genuine need to know. Be realistic. Make the most of the "read and initial" approach to information copies within your activity; circulate a single copy on a routing slip that lists those who are to read the document and pass it on. Do not send courtesy copies unless an addressee has requested it or the action addressee is a member of Congress.

8. <u>Avoid Unnecessary File Copies</u>. Centralize files wherever possible to eliminate redundancy.

9. <u>Reuse Paper</u>. Use salvaged paper for handwritten drafts, computations, and rough notes. Obsolete forms can be cut into stacks of note paper.

10. <u>Update Distribution Lists</u>. Periodically review your established distribution lists to keep them current. Are those old addresses still needed? Tell the originator if you continue to receive documents needlessly.

E. *STATIONERY*

The Coast Guard memorandum stationery form (CG-4914) is canceled. The application will provide automatic formatting capability for either a letter or memorandum. The information provided below will help you determine which format to use.

1. <u>Memorandum</u>. Use the memo for all correspondence within the Federal Government. See Chapter 2 for more details.

2. <u>Letters</u>. The business format will continue to be used to correspond with industry, local/state governments, and private citizens. Also, use the business format when a personal touch is needed, e.g. letters of appreciation. See Chapter 3.

CHAPTER 2.   MEMORANDUM

A.   GENERAL

1.   <u>Introduction</u>. The new memo replaces the basic letter. Use the memo for internal Coast Guard (i.e., between offices and field units), Department of Transportation (DOT), Department of Defense (DOD) units and all other federal agencies on official matters. An application has been designed to provide step by step formatting.   Some guidance in this chapter also pertains to the business letter and endorsements.

2.   <u>Second and Succeeding Pages</u>. If the memo is two or more pages, the subject line (Subj), the date and the SSIC will automatically appear on those pages (See sample on page 2-13).

B.   STANDARD SUBJECT IDENTIFICATION CODE (SSIC)

Put an SSIC (known also as a file number) on each page of the correspondence you create. Addressees will use that number to file your correspondence and eventually dispose of it.

1.   <u>How to Find the Right SSIC</u>. SSICs are four and five-digit numbers that represent common Coast Guard subjects. For example, 5216 stands for "correspondence management," while 1020 stands for "clothing and uniforms." To find the SSIC that most closely represents your subject, check the Standard Subject Identification Codes Manual, COMDTINST M5210.5 (series). The SSIC Manual can also be found on the Coast Guard directives CD-ROM, and on the G-CIM Web site at http://www.uscg.mil/hq/g-s/g-si/g-sii/ssic/ssic.htm. The new application provides a "dropdown box" for the SSICs. Don't use an SSIC that covers a broad category unless you are sure your subject is not specifically identified.

2.   <u>Format</u>. The Coast Guard software application provides preformatted positioning of all entries, including phone numbers, SSICs etc.

C.   SERIAL NUMBERS

This is a local option. Few units produce enough correspondence to warrant them. The added control must be weighed against the added complications of typing or stamping serial numbers and keeping a serial log.

D.   DATES

1.   <u>Assigning Dates to Memos</u>.   Date all copies of a memo on the line below the serial number, if any, or the SSIC. Type or stamp the date on the same day

the correspondence is signed. Leave out the date when preparing correspondence that may be signed on a later day or in another office. This is the preferred way to date correspondence: follow day-month-year order without punctuation, abbreviate the month in three letters with only the first letter capitalized, and use two or four digits for the year (3 Sep 97). Variations are permitted for date stamps.

2. <u>Using Dates in the Text</u>. Abbreviate months and years in any heading of a memo. In the text, spell out months and years (3 March 1997). In the text, the year may be omitted if it is understood (our meeting on 9 April).
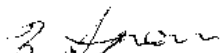
E. *FROM/SIGNATURE LINE*

Every memo must have a from line. As a general rule, use the signer's name, your commanding officer's correspondence abbreviated title and staff symbol. The precise wording comes from the Standard Distribution List (SDL), COMDTNOTE 5605. This name is necessary, as this is considered the signature line, and will help to make the signature legible. Use either all caps or upper/lower case.

B. Parker-Jones
COMDT (G-CIM)

J. S. JONES CAPT
CGD ONE (o)

Memoranda are signed (in blue ink) by the individual identified in the *From* line. When the signer is an individual delegated the authority to sign in the absence of the individual identified in the *From* line, "Acting" must appear below the name. In lieu of a signature line at the end of the text, use the - # - symbol centered two lines below the last paragraph to indicate the end of the memorandum (see sample on page 2-13).

K. Sporn
Acting COMDT (G-CIM)

NOTE: Do not sign a memo "By direction."

F. *TO LINE*

1. <u>General</u>. Address correspondence to the office or commanding officer of a unit. Be consistent in using staff symbols, or titles in the *To, From*, and *Thru* lines. For example, if you use staff symbols in the "*To*" line use them also in the "*From*."

CGD ONE (o)

2. Staff Symbols. Include a staff symbol whenever the title in the *To* line is that of area commanders, district commanders, commanders of maintenance and logistics commands, the Academy, or Commandant. Only these officials have assigned staff symbols. In most cases, use the symbol for the subordinate office immediately responsible for the subject at hand. Don't use the personal symbol of the commanding officer unless that person is to see your correspondence. To find the right staff symbol, check the incoming document, if any, or the staff symbols listed in Standard Distribution List, COMDTNOTE 5605, abbreviated titles. Originators shall place these symbols in the upper right corner of correspondence and in the upper left corner of envelopes. Do not combine portions of room numbers with office staff symbols. Use staff symbols when multiple offices with the same title exist.

   NOTE: At *Headquarters*, when writing to other departmental operating administrations, use staff symbols.

   CGD SEVEN (osr)
   G-CIM

3. Distribution. If you have multiple addressees you may substitute a *Distribution* line for the *To* line. Type Distribution in the *To* line. Then type *Dist*: at the left margin on the second line below the enclosure line, if any. Starting two spaces to the right of the colon, list all addressees, one below the other.

G.   THRU LINE (Formerly Via)

1. General. The term *Thru* will replace the term Via. Use a *Thru* line when one or more offices or units outside your own are to see a memo before it reaches the addressee. List commanding officers in the *Thru* line as if composing a *From* line or *To* line. (Follow the general guidance in Chapter 2-E & F.) Give a complete mailing address, ZIP Code included, if you want it for a record. Chapter 4 shows how *Thru* addressees prepare endorsements.

2. Numbering *Thru* Addressees. The application will automatically number two or more *Thru* addressees. Routing starts with the addressee listed first. When going down a chain of command, first list the next lower echelon. When going up your chain of command, first list the next higher echelon, like this:

   Thru: (1) CG GP Mayport
           (2) CGD SEVEN (mpo)

NOTE: See other examples of From-To-Thru lines below.

	Example	Key Points
Unit to HQ	From: A.B. Seaman, CAPT CGC Sherman (WHEC 720) To: COMDT (G-OCU) Thru: CG LANTAREA	• From line has name and, optionally, military rank: To and Thru lines don't have names.
HQ to Unit	From: I.M. Bizzy COMDT (G-WTT) To: CGC Sherman (WHEC 720) Thru: CG LANTAREA	• Cutters are the only units for which more than the name is included on these lines (per COMDTNOTE 5605).
Unit to Unit	From: X.Y. Teacher CG RESTRACEN To: CGC Sherman (WHEC 720)	• Memos not sent outside a command do not have the (abbreviated) command title in any of the lines.
Inside one HQ	From: I.M. Bizzy G-WTT To: G-OCU	• There is a blank line between the From line and the To line. There is no line between the To and Thru lines.

One HQ to another	From: A.B. Sherman
	      Acting
	      COMDT (G-OCU)
	
	To: CGD One
	Thru: CG LANTAREA
		• Sign your name above where it is typed on the From line.
		
		• Acting, if used, appears on the 2nd From line. Never use "By direction" in a memo.

H.   SUBJECT

The subject is a sentence fragment that tells readers what the memo is about, usually in 10 words or less. Craft the subject to make it genuinely informative. In a reply, repeat the subject of the incoming correspondence. Use normal word order. Capitalize every letter after the colon. In the rare case when a subject is repeated in a document, capitalize only the first letter and proper nouns.

I.   REFERENCES

1.   <u>General</u>. See Chapter 10 for instructions on downplaying references and avoiding NOTAL references.

2.   <u>Format of Reference Line</u>. The *Ref*: should appear at the left margin on the second line below the subject. Use a lower-case letter in parentheses in front of the description of every reference, even a single one. The application will automatically label your reference. Follow the closing parenthesis with one space. Use abbreviations freely. Use punctuation rarely.

Ref: (a) CG STA Indian River Inlet memo 4710 of 13 Nov 97

a.	Memos require the following: (a) SDL's correspondence abbreviated originator, (b) type of correspondence (ltr or memo), (c) SSIC, (d) originator's serial number, if any, as shown in the referenced correspondence, and (e) date:

>	CGC SHERMAN memo 1050 of 9 Mar 97
>	CGD SEVEN (oan) memo 4611 of 10 Mar 97
>	COMDT (G-CIM) memo 7100 Ser 004/B14 of 11 Mar 97

b.	Messages require: (a) abbreviated title of originator given in the message or in the SDL's "Plain Language Address Directory," and (b) date-time group with month and year.

>	CGC SHERMAN 091300Z Mar 97
>	CGD SEVEN Miami FL 101300Z Mar 97
>	COMDT COGARD Washington DC 111300Z Mar 97

c.	Endorsements require the appropriate emphasis, depending on whether you want to mention them in passing or highlight a particular one:

>	ENS John J. Jones, 126789, USCGR, memo of 1 Apr 97 w/encl.
>	CGC CHASE end 1070 of 13 Apr 97 on ENS John J. Jones 126789, USCGR, memo of 1 May 97

d.	Telephone conversations require: (a) PHONCON, (b) individuals and their units, and (c) date:

>	PHONCON between Mr. Jones COMDT (G-CIM) and CDR Johnson CGD ONE (dpl) of 16 Nov 97

e.	E-mail requires: (a) E-mail, (b) individuals and their units, and (c) date:

>	E-mail between Mr. Jones COMDT (G-CIM) and CDR Smith COMDT (G-SEC) of 10 Oct 97

f.	Manuals require: (a) subject, (b) INST, (c) SSIC, preceded by "M" with series number and revision letter, if any, and (d) chapter and paragraph if only that part applies:

>	The Coast Guard Correspondence Manual, COMDTINST M5216.4C, ch. 1, par. N3

g.	Instructions require: (a) subject, (b) INST, (c) SSIC with series number and, if any, a revision letter, and (d) chapter and paragraph of a long instruction if only that part applies:

Reports Management, HQINST 5214.4F

h. Notices require: (a) subject, (b) NOTE, (c) SSIC, (d) serial number if any, (e) date (because notices lack series numbers), and (f) chapter and paragraph of a long notice if only that part applies:

Standard Distribution List, COMDTNOTE 5605 of 1 Oct 97

i. ALCOASTS require: (a) abbreviated title of originator given in message or in SDL's "Plain Language Address Directory," (b) date-time group with month and year, (c) ALCOAST number, (d) SDL's correspondence abbreviated title of issuer, (e) NOTE, and (f) SSIC.

COMDT COGARD Washington DC 343100Z May 97/ALCOAST 363, G-CIM, COMDTNOTE 3100

j. Forms and reports require the information illustrated below. Although forms may exclude subjects, reports must include them.

Form example: Form CG-4075 (Rev. 8-90)
Report example: Coast Guard Exchange System Income Statement (RCN-7010-1)

3. *My* and *Your* Encouraged. When referencing an earlier communication between your unit and the action addressee, you may substitute a personal pronoun for the issuing unit.

My memo 5216 of 13 Jun 97
Your msg 33150IZ Jul 97

To prevent confusion, avoid *your* in the reference line of a memo that has more than one action addressee.

J.   TEXT

1. Skip a line before starting the text.

2. Format aside, make the content clear by using the techniques explained in Chapter 10.

K.   ENCLOSURES

1. General. Enclosures can prevent business letters or memoranda from becoming too detailed. Try to keep memos short, down to one page whenever possible, and use enclosures for lengthy explanations that cannot be avoided. List all enclosures in an enclosure block by following the order of their appearance in the text. Describe the enclosure, such as a memo or

directive, as you would a reference. But remember, never list an enclosure in both the enclosure block and reference block of the same memorandum. When identifying a document by its subject, cite the subject exactly. In the text, spell out the word enclosure.

2. <u>Format of Enclosure Line</u>.

  a. When an enclosure is identified in the text, type the word enclosure flush with the left margin two lines following the last paragraph. For more than one enclosure, type the number and use the plural form. Examples:

      Enclosure
      2 Enclosures

  b. When an enclosure is not identified in the text, describe it in block format. When indicating that material is being forwarded with a memorandum and business letter, type the word Enclosure: flush with the left margin and list each enclosure on a separate line. Describe each enclosure by title. Note any multiple enclosures for example:

      Enclosures: (1) Reserve Officers Selected for Promotion to Lieutenant
                       Commander
                   (2) CG STA Chatham memo 5216 of 16 Nov 97

3. <u>Normal Distribution and When it May Vary</u>. Normally, send one copy of a memorandum or letter and any enclosures to each addressee, including *Thru* and *Information*. Don't use w/enclosure; no marking means everybody gets one of everything. Omit an enclosure if an addressee already has it or if bulk or other factors make furnishing it impractical.

4. <u>Adding Copies of Enclosures for All Addressees</u>. If sending more than one copy of an enclosure to all addressees, note the quantity after the enclosure's description:

      Form CG-4339 (Rev. 6-90) 100 copies

  A quantity shown in the enclosure block means the quantity goes to every addressee, *Thru*, and information. If certain *Thru* or information addressees won't receive what the addressee receives, use notes such as those in 5.a . and b. and 6. to show the varied distribution.

5. <u>Variations Affecting Only Information Addressees</u>. When varying the normal distribution of enclosures to addressees, follow the examples below.

  a. In the next examples, all information addressees are affected in the same way, so notes appear beside the headings:

```
               Copy:  w/o Enclosure
                      CG MSO Miami
                      CG MSO San Diego

               Copy:  w/o Enclosures 2 and 3
                      CG MSO Miami
                      CG MSO San Diego
```

b.   In the next example, only some information addressees are affected, so notes appear beside individual addressees:

```
               Copy:  CG MSO Miami w/2 copies of Enclosure 1
                      CG MSO San Diego
                      CG MSO Anchorage w/Enclosure 2 only
```

6.   Variations Affecting Only *Thru* Addressees. When varying the normal distribution of enclosures to *Thru* addressees, show the variation beside the affected *Thru* addressee. One possible variation appears below:

Thru: USCGC IRIS (WLB 395) w/o Enclosure 2

7.   How to Mark Enclosures. Mark an enclosure on the first page only. When sending multiple copies of an enclosure, you need mark only the first page of the top copy. An enclosure marking goes in the lower right corner, whether the text is arranged in portrait or landscape formats. Type, stamp, or write its number in parentheses. Pencil may be used so an addressee can remove the marking easily should the enclosure be needed for some new purpose later.
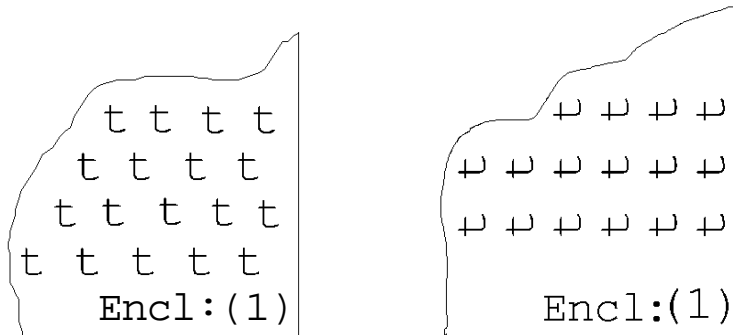
Marking an enclosure such as a photograph may be impractical. In that case, attach a piece of paper giving the enclosure marking.

NOTE: Arrange pages typed lengthwise so they can be read from the right. See the example above.

8.   Numbering Pages of Enclosures. Follow the memorandum and business letter practice of numbering only second and later pages. If you have several

different enclosures, number the pages of each independently. If an enclosure's pages are numbered already, renumbering is unnecessary.

9. <u>How to Send Enclosures Separately</u>. When size, weight, or other factors prevent sending an enclosure with a letter, send it separately and type *Sep Cover* after the description in the enclosure block.

      Enclosure: Sep Cover

To identify the enclosure itself, include a copy of the memorandum or business letter and expand the normal marking on the enclosure. An expanded enclosure marking resembles a reference entry:

      Enclosure:
      To USCGC NORTHLAND memo 9303 of 1 Feb 97

L.   COPY LINE

1. <u>When to Use it</u>. Use this line to list addressees outside your unit that need to know your correspondence content but don't need to act on it. (If you were preparing a message, these would appear as "information" addressees.) If you use the copy line at all, keep the number of units to a minimum.

2. <u>Format</u>. On all copies, type *Copy*: at the left margin on the second line below the enclosure line, if any. Identify addressees listed in the SDL by their correspondence abbreviated titles. List addressees in any order, although the internal offices of a unit should be grouped for ease of distribution.

      Copy: CG LANTAREA (At, Ai)

Check or arrow the intended addressee on each copy.

M.   BLIND-COPY LINE

1. <u>When to Use it</u>. Use this line to list addressees inside your units that need to know your content but don't need to act on it. This line appears on the internal copies only. Outside addressees can assume you have sent copies to the right internal offices.

2. <u>Format</u>. On internal copies only, type or pen *Blind Copy*: at the left margin on the second line below enclosure, or copy line - whichever is last. List addressees two spaces after the semicolon.

      Blind Copy: G-CIM
                  G-CPP w/o Enclosure

This example would appear on only the copy for G-CIM, the copy for G-CPP, and the file copy.

NOTE: If you have a special reason to tell everyone that an internal addressee will receive a copy, use the copy line explained in 2.L.

N.   DRAFTER'S IDENTIFICATION

1.   <u>Normal Practice</u>. Type or pen the following information near the bottom on the last page of the file copy: (a) last name of writer, (b) initials of typist if appropriate, (c) date of typing, (d) writer's office followed by phone extension if writer and signer are some distance apart, and (e) document name as shown in the directory. A suggested format:

   SPORN:ks:19MAY97:G-CIM:73338:CIM5216.4C

2.   <u>Exception</u>. Omit the information required by 2.N.1 if your unit is so small as to not need these controls.

O.   OFFICIAL FILE COPIES

Automation has eliminated the need for different colored paper. Please mark your unit file copy, "*Official File*."

P.   PARAGRAPH FORMAT

1.   Number main paragraphs such as this one.

   NOTE: The application automatically numbers all paragraphs.

   a.   Indent each new subdivision of a paragraph by four spaces and start typing at the fifth space. Start all continuation lines at the left margin.

   b.   If subparagraphs are needed, use at least two. For example, a (1) subparagraph must have at least a (2) subparagraph.

      (1)   Single-space within main paragraphs and within subparagraphs, but double-space between them.

         (a)   *How to Cite Paragraphs.* When citing a paragraph or subparagraph, write numbers and letters without periods or spaces. "Paragraph 1.b(1)(a)" describes the subparagraph you are reading.

         (b)   *Limits to Subparagraphs.* Rarely use all the paragraph divisions shown in this model and never use more; re-paragraph instead. Although subparagraphs clearly display

levels of importance and encourage the use of lists for easy reading, they clutter writing when carried too far.

(c) *Paragraph Headings*. Use paragraph headings, in long correspondence whose topics vary widely. Be brief but informative; avoid single vague words like "citations" or "limits." Underline or italicize any heading and capitalize its key words. Be consistent across main paragraphs and subparagraphs; if paragraph 1. has a heading, 2. would need a heading. If 1.a. has a heading, 1.b. would need a heading.

(2) Use letters in parentheses as shown in the next sentence to emphasize a few short statements without the added emphasis of separate lines for each. This format (a) highlights ideas, (b) improves readability, and (c) saves space.

2. Start a paragraph near the end of a page only if that page has room for two lines or more. Continue a paragraph on the following page only if two lines or more can be carried over.

U.S. Department
of Transportation

**United States
Coast Guard**

Commandant
United States Coast Guard

2100 Second Street, S.W.
Washington, DC 20593-0001
Staff Symbol: G-CIM
Phone: (202) 267-6128
Fax: (202) 267-1233
E-mail:

5216
3 Jan 2000

MEMORANDUM

From: B. Parker-Jones
         COMDT (G-CIM)

Reply to
Attn of:

To: CGPC-cpm

Subj: HOW TO PREPARE A MEMORANDUM

Ref: (a) The Coast Guard Correspondence Manual, COMDTINST M5216.5

1. This format replaces the Coast Guard basic letter. The memorandum is for official
correspondence within Coast Guard and other departmental operating administrations,
Department of Defense units, and other federal agencies. Use names, titles, or staff symbols in
the *From, To,* and *Thru* lines as local practice dictates.

2. Officials should sign after the name, title or staff symbols that appear in the *From* line. This
eliminates the need for a signature block at the end of the correspondence. Place the number
symbol (#) centered two lines below the last paragraph indicating "The End."

3. If you have several addressees, you may substitute a *Distribution* line for the *To* line. Type
Distribution in the *To* line. Then type *Dist*: at the left margin on the second line below the
enclosure, if any, or the #. Starting two spaces to the right of the colon, list all action addressees.
Whether including the addressees in the *"To"* line or at the end, you may list them either
horizontally or vertically, separating them with a semicolon. Examples: CGCP-cpm; HSC(t);
MSO Galveston; COMDT (G-CIM).

4. Be aware when addressing Headquarters memos or using organizational names alone. Some
offices located in different directorates may have very similar organizational names. Avoid
misrouting by using the staff symbol, e.g. (G-CIM).

5. *Thru* addressees may approve without comment by putting their initials and a date in the *Thru*
line. An alternative is to prepare an endorsement as though endorsing a memorandum. See
Chapter 4 for further information.

Subj: HOW TO PREPARE A MEMORANDUM   5216
                                                                 3 Jan 2000

6.   If the memo is two or more pages, the subject line with (Subj:) would appear even with the SSIC. The second page follows the format of page one.

7.   This is the last page of the file copy. The copy block, if any, appears on all copies. The blind-copy block, if any, appears on only the copies remaining within your unit. The drafter's identification, if any, appears on the unit's file copy.

                                          #

Enclosures: (1) Agenda for QAT meeting
              (2) My memo 5216 of 13 Jun 97
              (3) Orientation Schedule for Newcomers

Copy: Correspondence Short Title of Information Addressee as shown in Standard
         Distribution List
         Correspondence Short Title of Second Information Addressee

Blind Copy: COMDT (G-W)
              CGD Five (o)

                                          2

CHAPTER 3.   LETTERS

A.   BUSINESS

1. <u>General</u>. Use the business letter to correspond with non-federal agencies or individuals. Or, if the occasion calls for a personal approach, use the letter for official correspondence between individuals within the Coast Guard and Department of Defense. Page 3-6 contains a sample business letter.

2. <u>SSIC</u>. See Chapter 2, paragraph B.

3. <u>Inside Address</u>. When writing a company in general, but directing your letter to a particular person or office, use an attention line between the company's name and its address. Type "Attn:" followed by a name or title. When using a window envelope type the address in all capital letters, eliminating all punctuation except the hyphen in the ZIP+4 code.

4. <u>Salutation</u>. Make the salutation agree with the first line of the address. If the first line is a company name, the salutation is Dear Sir or Madam. If the gender of the addressee is unknown use the salutation Dear Manager/Sales Representative (other job title). The letter is written to the company/organization and should use the collective salutation. Or, start the letter without a salutation by using a subject line (see page 3-7). Other options are:

   a.   If your letter is addressed to:

      (1)   An all male organization, use a salutation such as: "Gentlemen:" or "Dear Sirs:"

      (2)   An all female organization, use a salutation such as: "Ladies:" or "Mesdames:"

      (3)   A mixed gender organization, or if you are not sure of the gender mix, use a collective salutation such as: "Ladies and Gentlemen:" or "Dear Sir or Madam:"

   b.   If you cannot determine the gender of the addressee from previous communications, omit the courtesy title (Mr., Mrs., Ms., etc.) and address the individual by first name or initial(s) and last name, such as: "Dear Lee Doe:" or "Dear L. Doe:"

   c.   Start typing on the second line below the last line of the inside address or attention line, flush with the left margin. Refer to Appendix C for models of addresses and salutations.

5. <u>Stationery</u>. Because the business letter uses no *From* line, every copy that leaves your unit must have a letterhead to show its origin.

6. <u>Dates</u>. Express dates in month-day-year order (September 5, 1997).

7. <u>References</u>. Cite earlier communications in the text only, without calling them references.

8. <u>Text</u>. Normally, single space within paragraphs and avoid indenting or numbering main ones. Indent the first line of subparagraphs, which you may letter and number in basic paragraph format. In the case of a short letter (less than 8 lines or 100 words), double spacing is recommended.

9. <u>Complimentary Close</u>. Use "Sincerely" for the complimentary close. Start at the center of the page on the second line below the text. The application will automatically guide you. However, for proper placement, you will need to "return" after the last line of text.

10. <u>Signature</u>.

    a. Start all lines of the signature block at the center of the page beginning on the fourth line below Sincerely. Type or stamp this information: (a) name of signer in all capital letters; (b) military grade (if any) spelled out; (c) job title; (d) U.S. Coast Guard and (e) By direction if the person usually signs By direction.

    b. Women's names may begin with Miss, Mrs., or Ms. in parentheses, like this: (Mrs.) B. P. JONES. This identifies the marital status of women, and avoids potential embarrassment.

    c. Examples of Signature Blocks. Put nothing below the name of the commander/commanding officer, the person whose title appears on the letterhead.

        E. J. BARRETT

    Include the title of a principal subordinate authorized to sign by title, such as the chief of staff in a district office. Names should appear in all capital letters.

        J. M. RICHARDSON
        Chief of Staff

    Begin with *Acting* when the signer has been formally appointed to temporarily replace either the commanding officer or a subordinate who signs by title:

D. JONES
Acting Chief of Staff

Use the term "By direction" under the name of a subordinate who has been delegated authority to sign official correspondence.

M. G. RICHARDSON
Chief, Office of Information Management
U. S. Coast Guard
By direction

or

J. PACKER
Chief Warrant Officer
U. S. Coast Guard
By direction

11. <u>Enclosures</u>. If a letter has enclosures, mention and describe them briefly in the text.   The word "Enclosure" or the number of enclosures preceding the word "Enclosures" is typed two lines below the signature line.

2 Enclosures

12. <u>Copy Block</u>. If a particular addressee is to receive an information copy, show that addressee in a copy block. Type the copy line as if preparing a memorandum, with this exception: identify addressees listed in the SDL by their command long titles.

Copy: Commander, Fifth Coast Guard District (w)

13. <u>Blind-Copy Block</u>. Don't show your internal distribution on the copies of a letter to addressees outside your unit; but, show your internal distribution on all blind copies and the official file copy.

Blind Copy: G-CIR

B. SHORT LETTERS

A short letter is usually less than 8 lines or 100 words. It should be attractively placed on the page, neither crowded nor unnecessarily spread out. There are several techniques you may use to balance the appearance.

1.   Start the inside address up to eight lines below the date.

2.   Use side margins of up to two inches; and

3. Double space throughout if the letter is less than eight lines.

C. CONGRESSIONALS

1. Preparation. Follow the business letter format for congressionals. They include letters sent or referred to the Coast Guard by members of Congress or their staffs requiring direct replies to either the constituent or the member. At the Headquarters level, replies are generally prepared for Commandant (G-ICA) signature. In specific situations, flag officers in the field may be delegated authority to sign; these letters should be coordinated with the Commandant's Executive Assistant and G-ICA. Within Headquarters, forward the response to G-ICA.

2. Due Dates.

   a. **5 calendar days** – Requests received which are of direct personal concern to the Senator or Representative, and those to which the reply will be signed by the Commandant.

   b. **10 calendar days** – Routine inquiries received on subjects involving standard Coast Guard operations, policies or procedures of constituent interest.

   c. **Other** – Due dates specifically requested by members of Congress shall be honored when possible.

D. FLAG LETTERS

1. Discussion. Traditionally the format for flag letters has been a matter of personal preference among flag officers and their staffs. Although preferences may vary, a sample format is on page 3-8.

2. Basic Guidance. Flag letters are used for communications that require a personal touch (thank you's, congratulations, etc.). Considering the significance placed on these letters by recipients, the overall appearance must be suitable for presentation and/or framing. If the text runs more than one page, the drafter should consider the intent of the letter and perhaps use a Coast Guard business letter.

3. Format.

   a. Salutation and Address. Appendixes C and D provide the models of address for letters to military members, civilians and Coast Guard units. The guidance provided will be required for the salutation and the address on the letter and envelope.

b.   <u>Margins</u>. Should be 1 inch all around. See page 3-8.

c.   <u>Date</u>. Leave blank. The letter will be dated by the flag officer's/Senior Executive Service's (SES's) staff on the day it is signed.

d.   <u>Text</u>. Paragraphs should be single spaced and indented. If the text of the letter runs eight lines or less, it must be double-spaced and margins adjusted to balance the appearance of the letter.

e.   <u>Signature Block</u>. Name should be in all capital letters.

f.   <u>Enclosure</u>. Enclosures should be identified in the text. Type the word Enclosure flush with the left margin and two lines below the signature block. For more than one enclosure, type the number and use the plural form.

          2 Enclosures

g.   <u>Copies</u>. A copy line is not considered appropriate on a flag letter. Mention of copies may be put in the text and for file reference. The drafter may wish to insert a blind copy line on the file copy.

Business Letter

U.S. Department
of Transportation

**United States
Coast Guard**

Commandant
United States Coast Guard

2100 Second Street, S.W.
Washington, DC 20593-0001
Staff Symbol: G-IC
Phone: (202) 267-4280
Fax: (202) 267-1233
E-mail:

5216
January 3, 2000

Coover Precision, Inc.
Attn: E. Jones
6923 W. Hobson Blvd.
New York, NY 11378-XXXX

Dear Sir or Madam:

When writing to a company in general, but directing your letter to a particular person or office, use an attention line between the company's name and its address. Type <u>Attn</u>: and then a name or title. Attached is the Report on Hull Structures discussed in our meeting on March 1, 1999.

Make the salutation agree with the first letter of the address. If the first line is a company name, the salutation is Dear Sir or Madam. Note the inside address and salutation in this letter.

Sincerely,

H. D. JENKINS
Chief, Directives and Publications Division
U.S. Coast Guard
By direction

Copy: Commander, Coast Guard Pacific Area

Business Letter - Window Envelope

U.S. Department
of Transportation

**United States
Coast Guard**

Commandant
United States Coast Guard

2100 Second Street, S.W.
Washington, DC 20593-0001
Staff Symbol: G-CIM
Phone: (202) 267-2388
Fax: (202) 278-1233
E-mail:

5216
January 13, 2000

JAN'S SYSTEMS INC.
ATTN: CHIEF INFORMATION OFFICER
505 MACK LANE
BELVOIR VA 22813-1211

OPTIONAL SUBJECT LINE AND WINDOW-ENVELOPE FORMAT, FILE 1000

A subject line may replace the salutation on routine administrative letters. A subject line has these advantages: It orients readers to the topic; it skirts questions of gender; and when a file number is included, it unburdens the text.

If three requirements are met, a letter may be typed for a number 10 window envelope:

     a. The entire address takes no more than 4 lines;

     b. No line of the address extends past the middle of the page;

     c. The letter and any enclosures are all unclassified.

The address alone—all of it—must appear in the window no matter how the letter may shift in the envelope. So, fold the letter in this uncommon way:

     a. First, turn up the bottom edge so it just covers the top of the subject; and

     b. Second, turn back the address portion so the upper fold also falls along the top of the subject.

Sincerely,

L. H. SMITH
Captain, U.S. Coast Guard
Chief, Office of Information Systems
By direction

Flag Letter

1 inch

THE COMMANDANT OF THE UNITED STATES COAST GUARD
WASHINGTON, D.C 20593-0001

1 inch

Dear Mr. Smith,

1 inch

    I enjoyed our discussions regarding the Coast

Guard last week and look forward to working with you......

1 inch

1
2

Sincerely,

1
2
3
4

J. M. LOY
Admiral, U. S. Coast Guard

2 lines

Enclosure or
2 Enclosures

2 lines

Mr. John D. Smith
123 First St.
Washington, DC 20515-0111

SAMPLES OF SALUTATIONS AND ADDRESSES

Dear Admiral North,

RADM Robert C. North, USCG
Assistant Commandant for Marine Safety
  and Environmental Protection
U.S. Coast Guard
2100 2nd Street, SW
Washington, DC 20593-0001

OR

Dear Commander Irish,

LCDR Thomas B. Irish, USCG (Ret.)
123 Applegate Street
Fairfax, VA 22033

OR

Dear Petty Officer Smith,

PO2 Mary J. Smith, USCG
c/o Officer in Charge
U.S. Coast Guard Station Lake Worth Inlet
3300 Lakeshore Drive
Riviera Beach, FL 33404-2406

OR

Dear Mrs. Faulhaber,

Mrs. Gloria A. Faulhaber
Commandant (G-S)
  U.S. Coast Guard
2100 2nd St, SW
Washington, DC 20593-0001

CHAPTER 4. ENDORSEMENT

A. GENERAL

1. <u>Introduction to Endorsements</u>. When a memo comes to your unit because you are a *Thru* addressee, prepare an endorsement rather than another memo. Keep an endorsement with its standard memo; one is an integral part of the other. Except as noted below, endorsements follow standard-memo practice.

2. <u>Uses for Endorsements</u>. Many endorsements simply forward memos without comment to the next *Thru* addressee, if any, or to the action addressee. But other possibilities exist. An endorsement may comment on the standard memo or any earlier endorsements. It may alter the order of any remaining *Thru addressees* or add others; and, it may return the standard memo with a final reply or a request for more information.

B. THREE KINDS OF ENDORSEMENTS

1. Same-page endorsements as shown on page 4-3.

2. New-page endorsements as shown on page 4-5.

3. Signature endorsements as shown in the following example:

     Thru: CG GP Baltimore

An endorser may sign and date in the *Thru* line if the endorsement package is being forwarded without comment. Approval is implied. Any later *Thru* addressees will count the signature when numbering their endorsements.

C. WHERE TO SEND COPIES

1. Original of your endorsement for the action addressee. (Show this addressee in your *To* line.)

2. Copies for *Thru* addressees who have yet to endorse the standard memo. (Show these addressees in a *Thru* line. If two or more *Thru* addressees remain, renumber them starting with 1 in parentheses before the next recipient of the package. <u>Don't number a single remaining *Thru* addressee</u>.)

3. Copies for any earlier *Thru* addressees and any earlier information addressees *only if your endorsement is significant.* (Add these addressees to your *Copy* line.) Routine endorsements include "forwarded," "forwarded for consideration," and "forwarded recommending approval." Significant

endorsements include "forwarded recommending disapproval," "readdressed and forwarded," and those with substantive comments.

4.   Copies for any information addressees you choose to add. (Include these in your *Copy* line.) To the right of each of these addressees, type the word *Complete* to show that your endorsement includes copies you have made of the standard memo, enclosures, and prior endorsements.

5.   Copy for the originator of the standard memo. (Use a *Copy* line.)

6.   Copy for your file.

D.   *TO TYPE, STAMP, OR PEN - WHICH?*

Type long endorsements, significant ones, and those needing many copies. Others may be stamped or penned.

E.   *REFERENCES*

Don't repeat in your reference line any references shown in the standard memo or prior endorsements; instead, show only the references you add. Assign alphabets to all references you add, even a single one, by continuing any sequence of memos begun earlier.

F.   *ENCLOSURES*

1.   Don't repeat in your enclosure line any enclosures shown in the standard memo or prior endorsements; instead, show only the enclosures you add. Assign numbers to multiple enclosures you add, by continuing any sequence of numbers begun earlier.

2.   Send any enclosure you may add to the action addressee. Also send it to the originator of the standard memo if that unit lacks it. The enclosure's importance will determine whether others should receive it.

3.   As usual, omit an enclosure if an addressee already has it or if sending the item is impractical.

U.S. Department
of Transportation

**United States
Coast Guard**

Commanding Officer
U.S. Coast Guard Station Fire Island

Babylon, NY 11703-4603
Phone: (406) 661-9100
Fax:
E-mail:

5216
3 Jan 2000

MEMORANDUM

From:　E. A. WHITE
　　　　CG STA Fire Island

To:　　COMDT (G-CIM)
Thru:　(1) CG GP New York
　　　　(2) CGD FIVE (persru)

Subj:　HOW TO PREPARE ENDORSEMENTS

1. Same-page endorsements may be added to a memorandum, like this one, or to a previous endorsement. This sentence cites enclosure (1).

#

18 Jan 2000

FIRST ENDORSEMENT

From:　W. J. ROBERTS
　　　　CG GP, New York

To:　　COMDT (G-CIM)
Thru:　CGD FIVE (persru)

1. Start an endorsement on the same page as the latest communication if the answer to all three questions is yes:

　　a. Is the latest communication less than a page?

　　b. Will all of the endorsement fit on that page?

　　c. Is the endorsement sure to be signed without revisions?

Subj: HOW TO PREPARE ENDORSEMENTS   5216
                                                        18 Jan 2000

2.   A same page endorsement may omit the SSIC, memorandum identification and the subject as long as the entire page will be photocopied. These elements are also required on all new-page, endorsements, such as the one on the next page.

                                        #

Copy: CG STA Fire Island

                                        2

New-Page Endorsement

persru
5216
21 Jan 2000

SECOND ENDORSEMENT on CG STA Fire Island memo 5216 of 3 Jan 2000

From: D. JONES
CGD FIVE (persru)
To: COMDT (G-CIM)

Subj: HOW TO PREPARE ENDORSEMENTS

1. Start an endorsement on a new page if the answer to any of these questions is no:

   a. Is the latest communication less than a page?

   b. Will all of the endorsement fit on that page?

   c. Is the endorsement sure to be signed without revisions?

2. Use plain paper for all pages of a new-page endorsement. Include "Subj" and number on every page; continue the sequence of numbers from the previous communication.

3. Every new-page endorsement must:

   a. Repeat the basic memo's SSIC just above the date,

   b. Identify the basic memo in the endorsement-number line,

   c. Use the basic memo's subject as its own.

4. Use staff symbols as shown when endorsements involve area, district, maintenance and logistics commands, or Headquarters offices.

5. If E.A. White had wanted to forward the memorandum and first endorsement without comment, he/she could have signed and dated the *Thru* block of the first endorsement. See Chapter 4, B3.

#

Copy: CG STA Fire Island
*CG GP New York

*Prior endorser appears because second endorsement is significant.

CHAPTER 5. DIGEST

DEPARTMENT OF TRANSPORTATION U.S. COAST GUARD CG-4229 (Rev. 5-97)	**DIGEST**	APPROVAL ☒ SIGNATURE ☐ INFORMATION ☐

From: G-CIM   25 Mar 2001

To: G-CCS
Thru: G-CIT

Re: CHAPTER 5--USING THE DIGEST

1. Use the digest to summarize long documents; especially those forwarded up the chain for signature. If you need to provide a detailed description that exceeds the space on the digest, use a memo.

2. Since the digest is informal, you may single space between paragraphs to maximize the space. **_DO NOT_** modify the form to accommodate your needs. Here are some helpful hints on when to use the digest:

    a. For long or complex documents, hit the high points of the document, realizing the signing official cannot necessarily read every document in its entirety;

    b. For documents needing explanatory comments that cannot appear in the document being signed (i.e., a political spin). This gives the signer "the between lines" stuff.

3. Do not use a digest for documents that are short and self explanatory.

4. The space below (Signer's Comments) is for the signing official to make notes.

SIGNER'S COMMENTS

CHAPTER 6.   COORDINATION

A.   *ORIGINATOR'S RESPONSIBILITIES*

1.   Coordination involves obtaining agreement among offices that have a substantial interest in a proposed action. Coordinate efficiently. Decide who needs to "chop" on a document before it is signed and who can be informed afterwards. If you can't tell from the document, ask experienced coworkers or check the Coast Guard Organization Manual, COMDTINST M5400.7 (series), which provides responsibilities of district, area, MLC, and Headquarters' staffs. The local Coast Guard telephone directory may also be helpful in determining who should coordinate.

2.   Coordinate in the quickest and most informal way for a particular document. Discussions by phone or in person are often more efficient than formal written coordination, especially if the correspondence is brief and routine. If revisions are likely, coordinate during the drafting stage; otherwise, coordinate using the copy to be signed. You are responsible for any changes that may be needed and for providing signed copies to coordinators who ask for them. Most important is your responsibility to resolve major differences, if you can. If a coordinator doesn't concur and you can't accommodate the coordinator's recommended changes, then explain the differences to the signer. If you have coordinated sequentially, explain on a Digest. If you have coordinated concurrently, prepare a summary concurrent clearance sheet listing concurrence and nonconcurrence. Summarize substantive comments and explain unresolved differences (see page 6-4).

B.   *COORDINATOR'S RESPONSIBILITIES*

Coordinate quickly, within hours or less in urgent cases. Nonconcurrences require written explanation.

C.   *WAYS TO COORDINATE*

1.   <u>Sequential Clearance</u>. Although the form, CG-3584 has been canceled, sequential clearance is still a way to coordinate. List the staff symbols across the bottom of the designated official file copy of the last page, from left to right, approximately two inches from the bottom of the last page of type. For example:

G-CIM-2   G-CIM   G-CIT   G-CCS

Correspondence retyped for substantive changes shall contain a single clearance sheet, and requires rerouting through previous reviewers. ***"SEE PREVIOUS CLEARANCE"*** may be used for routine retypes or editorials.

Always attach the original clearance, and **NEVER CUT AND PASTE PREVIOUS CLEARANCES.**

Route the original and file copy to the first coordinator, who passes them to the next coordinator, if any, or to the signer. If no complications arise, you won't see the correspondence again until it has been signed. This is the most common way to coordinate.

NOTE: HEADQUARTERS ONLY: If the Chief of Staff is to review or sign, leave several spaces, then type "G-CCS."

2.   Concurrent Clearance. Send copies to all coordinators and consolidate their separate responses before sending the correspondence for signature. This method is often used to reduce the time required for long approval chains. Use Concurrent Clearance, Form CG-4590 (see pages 6-3 and 6-4).

3.   Conference Clearance. If the usual methods of coordination leave differences unresolved, an option is to gather coordinators for a meeting. There you may be able to win over those who haven't concurred. If major changes result from the meeting, obtain new concurrences from those who approved the earlier version. Conference clearances are informal; follow up with a formal sequential or concurrent clearance.

4.   Electronic Clearance.   (Procedures under review. Will be included at a later date.)

D.   *ASSEMBLY OF CORRESPONDENCE FOR SIGNATURE*

See pages 6-5 and 6-6.

DEPARTMENT OF TRANSPORTATION U.S. COAST GUARD CG-4590 (Rev. 5-83)	**CONCURRENT CLEARANCE**	TO *(Symbol and Station)*
IDENTITY OF MATERIAL First District Request to Reorganize Personnel Division		RETURN TO *(Symbol and Station)* G-CIM

EXPLANATION/REMARKS/DIGEST

       STEP 1   ORIGINATOR

- Fill in boxes as shown.

- Allow a minimum deadline of ten work days, fewer only if unavoidable.

- In this space explain what readers will find attached. Summarize the main issue. Use bullets.

- Send a copy of this form, a draft of the letter to be signed, and any background material to all coordinators simultaneously. Save the original for step 3.

CLEARANCE COPIES ROUTED TO **G-W, G-H, G-O**		**DEADLINE DATE FOR RETURN TO ORIGINATOR**		
ORIGINATING OFFICE/DIVISION CLEARANCE *(Name, Signature)* **B. PARKER-JONES** **Management Programs & Policy Division**	DATE **2 May 99**	**16 May 99**		

CLEARING OFFICER(S) TITLE, ACTION AND COMMENTS, IF ANY *(May be continued on another sheet)*	NON CON-CUR	MEMO ATTACHED	CON-CUR
STEP 2 COORDINATOR - Check concur or "non-concur" box. - If you wish to comment, use this space, the draft document, or a separate memo (check "memo attached" box). - Respond by the deadline or request an extension from the originator.			

RETURN TO ORIGINATOR'S CONTACT	NAME Joan Smith	ROOM 6101	PHONE 267-1234

Concurrent Clearance (Step 3)

DEPARTMENT OF TRANSPORTATION U.S. COAST GUARD CG-4590 (Rev. 5-83)	**CONCURRENT CLEARANCE**	TO *(Symbol and Station)*
IDENTITY OF MATERIAL First District Request to Reorganize Personnel Division		RETURN TO *(Symbol and Station)* G-CIM

EXPLANATION/REMARKS/DIGEST

STEP 3   ORIGINATOR

- Using the original prepared for step 1, prepare the covering form that lists concurrences and non-concurrences as shown below. Summarize substantive comments and explain unresolved differences.

- Include individual clearance forms beneath this covering one.

CLEARANCE COPIES ROUTED TO **G-W, G-H, G-O**		**DEADLINE DATE FOR RETURN TO ORIGINATOR**

ORIGINATING OFFICE/DIVISION CLEARANCE *(Name, Signature)* **B. PARKER-JONES** **Management Programs & Policy Division**	DATE **2 May 99**	**16 May 99**

CLEARING OFFICER(S) TITLE, ACTION AND COMMENTS, IF ANY *(May be continued on another sheet)*	NON CON-CUR	MEMO ATTACHED	CON-CUR
G-W			X
G-O			X
G-H believes that	X	X	

RETURN TO ORIGINATOR'S CONTACT	NAME Joan Smith	ROOM 6101	PHONE 267-1234

Assembly of Correspondence for Signature

Here is the standard way to assemble correspondence for signature and mailing. If you use a folder rather than the single stack of papers shown, clip items 1 and 9 to the left side and 2 through 8 to the right side of the folder.

Tab signature page, attachments and background material.

Check or arrow the intended addressees on each copy before the package goes for review and signature.

Prepare envelopes or mailing labels according to local practice. Your activity might not require them for addresses listed in the SDL.

DIGEST SHEET, IF REQUIRED

ORIGINAL CORRESPONDENCE W/ENCL

COURTESY COPY WITH ENCL

THRU ADDRESSEES COPIES WITH ENCL

INFORMATION COPIES WITH ENCL

OFFICIAL FILE COPY WITH ENCL

BACKGROUND MATERIAL
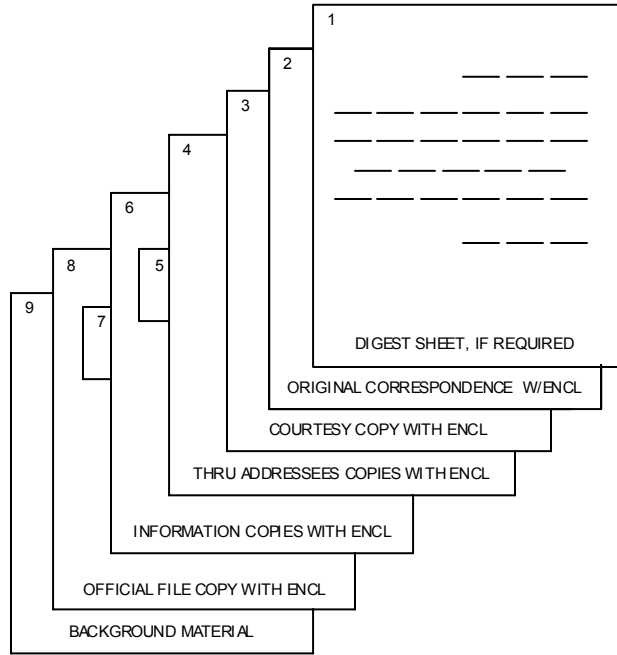
Before Signature	After Signature
1. Digest sheet as prescribed locally, usually omitted if letter is short or self-explanatory.	FILE
2. Original correspondence to be signed (signature tabbed if not on first page), pages in normal order with attachments.	
3. Courtesy copy with attachments, rarely used except with responses to congressional inquiries.	MAIL
4. Copies for thru addressees, if any, each with attachments.	
5. Envelope or mailing label, if required.	
6. Copies for copy to addressees, each with attachment.	MAIL
7. Envelope or Mailing label, if required.	
8. Official file copy of correspondence with attachments. The bottom is extended so coordinators can initial and date there.	FILE
9. Background material, such as incoming correspondence, referenced documents, etc.	

Correspondence Package

CORRESPONDENCE PACKAGE USING STACKING METHOD

12 May 97

DIGEST

2
3
3
1
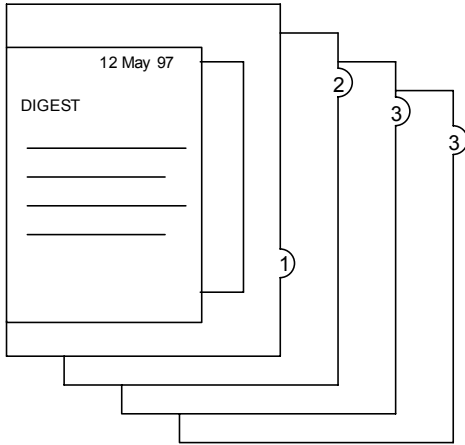
The example on the left illustrates tabbing correspondence packages when correspondence is in the natural order using the stacking method. The illustration below demonstrates how documents would appear when using a folder.

1. Signature Tab
2. Enclosure Tab
3. Background Material

CORRESPONDENCE PACKAGE USING A FOLDER

3
3
DIGEST
3
3

5216
12 May 97

From: _____
To   : _____
Subj: _____
Ref: (a)_____

2
2
1
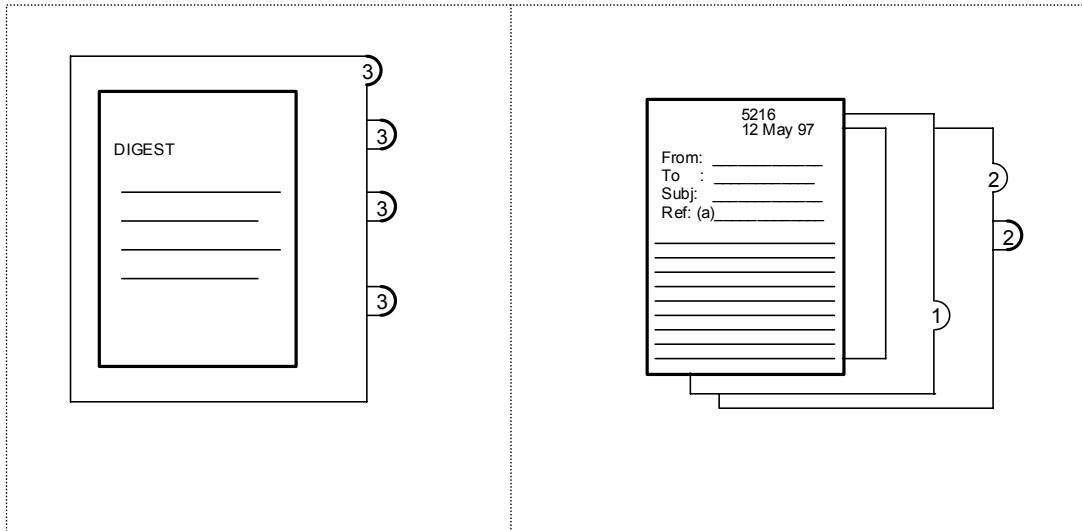
CHAPTER 7.   AUTOMATED CORRESPONDENCE

A.   *U.S. COAST GUARD STATIONERY APPLICATION*

The Coast Guard Correspondence software enables users to format memoranda, business letters, directives or digests. Offices may only use applicable applications approved by Commandant (G-CIM). Contact your local Information Resources Management (IRM) staff for further information.

B.   *ELECTRONIC MAIL*

Electronic mail (E-mail) may be used to transmit official correspondence, and constitutes an agency record. Transmissions are authorized for conducting official government business only, and must meet the same standards outlined for any other official correspondence, e.g. communicating at the appropriate level and applying the proper SSIC numbers. Follow the disposition guidelines in The Coast Guard Paperwork Management Manual, COMDTINST M5212.12 (series). For detailed information on using the system, contact your local IRM staff. Official correspondence (memoranda, business letters, digests, etc.) sent thru E-mail should follow the below guidelines:

1.   Use your delegation of signature authority as release authority for E-mail.

2.   Use the standard formats, including the SSIC number, serial number (where applicable), date and signature authority. When transmitting a memo or letter, use "/s/" in the space provided for the signature (in the "From" line). For example:

   B. PARKER-JONES /s/

3.   Follow your chain of command.

4.   Transmit only from your authorized E-mail address.

5.   Keep a signed paper copy for the official file.

C.   *SECURITY AND PRIVACY ISSUES*

1.   Do not send classified information via E-mail unless the system, including the network, is protected for the highest level of classified information you are sending. For further information regarding the transfer of classified information and related matters, consult the Management of Electronic Mail, COMDTINST 5270.1 (series).

2. Follow established guidelines and exercise good judgment in transmitting sensitive information such as:

    a. Government information that would be of value to an adversary, such as information relating to operations, plans, system acquisition, logistic support, personnel, etc;

    b. Pre-award contractual information, budget information, or authorization data;

    c. Non-government information such as trade secrets the Government agreed to keep confidential;

    d. For official use only (FOUO) and privacy act information. See The Freedom of Information and Privacy Acts Manual, COMDTINST M5260.3 (series).

D. ELECTRONIC RECORDS

Electronic documents are records that can be processed on a computer and that satisfy the definition of a Federal Record (see the Coast Guard Paperwork Management Manual, COMDTINST M5212.12 (series)). Electronic records are managed the same as paper records; electronic versions of files for any official records must be appraised and scheduled for disposition. Before a document is created electronically or on an electronic records system that will maintain the official file copy, each document must be identified sufficiently to enable authorized personnel to retrieve, protect, and carry out the disposition of documents in the system. Be sure to name electronic files with such information as the SSIC, the office of origin, and key words which clearly identify the subject. Additionally, make backup copies and handle the disks or tapes per the standard IRM practices and policies. *Do not destroy unscheduled electronic records.*

E. FACSIMILE TRANSMISSION SERVICES (FAXES)

1. As an alternate to the U.S. mail, facsimile transmission provides rapid, reliable, and if equipped, a secure method of communication for official government correspondence. Do not send sensitive information that requires special handling, e.g., social security numbers. Consult the Telecommunications Manual (TCM), COMDTINST M2000.3 (series) for further guidance.

2. Limit long distance transmissions to time sensitive communications.

3. When possible, send multiple documents that are going to the same location, in batches, rather than one at a time.

4.   Since cover sheets add to the cost of transmission, activities are encouraged to stamp material as follows onto one of the margins of the document being sent. This will eliminate all the costs involved with sending an extra sheet of paper.

FROM:_____	TO:_____
ACTIVITY:_____	ACTIVITY: _____
PHONE #:_____	PHONE #:_____
# OF PAGES:_____	FAX #: _____

5.   Facsimile copies are records. Correspondence transmitted via facsimile machine has the same authority as if it were the original. Normally, the original is retained by the sending activity. The sender determines whether the correspondence is important enough to require forwarding the original. If the original is forwarded, the advance copy becomes non-record material and may be destroyed by the receiving office. If your activity receives a significant number of official documents via the fax, you may consider procuring a rubber stamp (similar to the sample below) to identify documents that are to be retained for record purposes.

**"ACTION COPY
DO NOT DESTROY"**

F.   *USE OF AUTOMATED WORKFLOW SOFTWARE*

1.   BACKGROUND. In any office situation a question often arises: "To whom should this letter go?," or "What is the best Coast Guard office for this correspondence?" Workflow software automates the routing and "handing-off" of documents and tasks between workers in an office, but does not change the fundamental ability of people to make decisions.

2.   DISCUSSION. By automating the workflow process, people are given the opportunity to carry out their decisions promptly and efficiently by providing a method for selecting the appropriate destination for work. When a document is assigned an automated workflow, the process of moving the paper from one place to another is accomplished electronically, avoiding the "drudgery" of manual movement and the time delay and possible confusion it causes. In complex CG organizational commands (such as CGHQ or the MLCs) where documents move back and forth between offices for revision and review, workflow automation affords the opportunity for reduced transit time and permits the reviewer to see where the document resides within the

organization. Automated workflow can improve the delivery and tracking of documents (including electronic images) by:

a. Automating repetitive tasks, such as forwarding documents.

b. Accelerating the hand-off of work.

c. Increasing information accuracy.

d. Increasing document control and tracking.

e. Promoting enforcement of existing workflow policy.

f. Establishing defined and documented work processes.

g. Expediting task reassignment when necessary.

h. Permitting *ad hoc* forwarding of documents.

i. Locating documents by keywords.

j. Integrating existing documents (such as those produced by MSWord and Excel) into the automated workflow.

CHAPTER 8.   POSTAL ISSUES

A.   ENVELOPES AND MAILING LABELS

Mailing correspondence requires preparing an envelope or address label. Internal and electronic mail are the only exceptions. The proper use of envelopes and mailing procedures will result in quicker delivery time and government cost savings.

1.   Internal Mail. When transmitting mail within your local command, including other local federal government agencies, use U.S. Government Messenger Envelopes - Standard Forms 65 "Guard Mail." When using Standard Form 65 cross out the used spaces and enter the office symbol and name of the new addressee in the first blank space.

2.   Official Mail Envelopes.

   a.   Official envelopes and mailing labels have the Coast Guard return address and notation "Official Business" in the upper left corner.

   b.   Penalty meter imprints or penalty stamps must be used on official envelopes.

3.   Letter Size Envelopes. Using window envelopes eliminates retyping of addresses. If a window envelope cannot be used, substitute a regular non-window envelope.

4.   Oversized Envelopes. Avoid using large flat envelopes to mail short letters because they look better unfolded. Mailing costs are much higher for large flats than for lettersize envelopes. Use large flats primarily for mailing multiple enclosures, such as pamphlets, brochures, handbooks, manuals and similar printed matter.   Provide a business reply card whenever the government will benefit by paying the return postage.

B.   TYPING AND MAILING INSTRUCTIONS FOR U.S. POSTAL SERVICE (USPS) MAIL

1.   Place the return address in the upper left corner above the words "Official Business." Include the originator's office symbol in the return address.

2.   To prepare an envelope for special mail services such as certified, registered, insured and return receipt mail, type (or stamp) the mailing instruction in the top center of the envelope. If more than one mailing instruction is used, stamp or type each instruction on a separate line, one below the other. Use special mail services only when a law or CG directive requires it or when it is mission essential.

Note: Coast Guard can only insure mail for accountability. (See the Postal Manual, COMDTINST M5110.1, (series) for additional information.)

3. To address envelopes, single space the typed address on the envelope or the mailing label. Capitalize the complete address in block style. If a line is too long, indent its continuation on the next line. The address consists of four or five lines and is in this order: (1) Information/Attention Line; (2) Name of Recipient; (3) Delivery Address Line; and (4) City, State, ZIP.

4. Federal agencies must use the U.S. Postal Service's two-letter abbreviations for U.S. States, the District of Columbia, Guam, the Commonwealth of Puerto Rico, and the Virgin Islands. See page 8-4. Type the two-letter abbreviations without periods or spacing on the last line of the address. Omit all address punctuation except the hyphen in the ZIP+4 code and parentheses required in a routing symbol.

5. Use ZIP+4 codes in mailing and return addresses on all correspondence. A National Five-Digit ZIP Code Directory is published annually by the USPS, and is on the Internet at http://www.usps.gov. The SDL provides the ZIP+4 Codes for all Coast Guard locations. Type the ZIP+4 Code one space after the last letter of the state.

C. TYPES OF MAIL SERVICE

Always use the most economical method of mailing. When a large amount of mail is sent to one location, send under one cover. Select the proper mail classification or service to achieve economy as well as efficiency. The following are the mail/delivery services.

1. Private Delivery Services. The General Services Administration awards an annual express delivery service contract to a private express courier. It is mandatory that all units use this contractor for express letters and express packages for overnight small packages. See the Postal Manual, COMDTINST M5110.1 (series) for more information.

2. First Class Mail.

    a. Use for correspondence requiring speedy delivery.

    b. The USPS will treat all pieces weighing 13 ounces or less as First Class Mail unless they are endorsed to a lower class.

3. Standard Mail (A) (Bulk Rate).

    a. Use when speed of delivery is not essential.

      b.   Each piece must weigh under 16 ounces.

4. <u>Standard Mail (B) (Parcel Post)</u>. Use for material weighing between 1 to 70 pounds when speed of delivery is not essential.

5. <u>Registered Mail</u>.

      a.   Use only when required by law or for material that requires security and protection.

      b.   Registered mail delivery can be restricted to the addressee.

      c.   Registered mail must be sent as First-Class or priority mail.

6. <u>Certified Mail</u>.

      a.   Certified mail provides evidence of mailing and record of delivery.

      b.   This service is available for First-Class and priority mail.

7. <u>Return Receipts</u> are available for registered, certified, or express mail, but must be requested at the time of mailing.

8. <u>Return Receipt for Merchandise</u>.

      a.   Use this service when a receipt is required for a package or large envelope.

      b.   This service is available for priority and standard mail.

TWO LETTER STATE AND POSSESSION ABBREVIATIONS

ALABAMA	AL	MISSOURI	MO
ALASKA	AK	MONTANA	MT
ARIZONA	AZ	NEBRASKA	NE
ARKANSAS	AR	NEVADA	NV
AMERICAN SAMOA	AS	NEW HAMPSHIRE	NH
CALIFORNIA	CA	NEW JERSEY	NJ
COLORADO	CO	NEW MEXICO	NM
CONNECTICUT	CT	NEW YORK	NY
DELAWARE	DE	NORTH CAROLINA	NC
DISTRICT OF COLUMBIA	DC	NORTH DAKOTA	ND
FEDERAL STATES OF MICRONESIA	FM	OHIO	OH
FLORIDA	FL	OKLAHOMA	OK
GEORGIA	GA	OREGON	OR
GUAM	GU	PALAU	PW
HAWAII	HI	PENNSYLVANIA	PA
IDAHO	ID	PUERTO RICO	PR
ILLINOIS	IL	RHODE ISLAND	RI
INDIANA	IN	SOUTH CAROLINA	SC
IOWA	IA	SOUTH DAKOTA	SD
KANSAS	KS	TENNESSEE	TN
KENTUCKY	KY	TEXAS	TX
LOUISIANA	LA	UTAH	UT
MAINE	ME	VERMONT	VT
MARSHALL ISLANDS	MH	VIRGINIA	VA
MARYLAND	MD	VIRGIN ISLANDS	VI
MASSACHUSETTS	MA	WASHINGTON	WA
MICHIGAN	MI	WEST VIRGINIA	WV
MINNESOTA	MN	WISCONSIN	WI
MISSISSIPPI	MS	WYOMING	WY

CHAPTER 9.   PERSONNEL MATTERS

A.   *FULLY IDENTIFYING COAST GUARD MEMBERS*

Fully identify a military member when you first mention the person in the occasional letter or memo that requires positive identification, such as one destined for a military member's Personnel Data Record or civilian personnel record. Identify officers and enlisted personnel by: (1) abbreviated rank or rate, (2) first name, (3) middle initial, if any, (4) last name, (5) Employee Identification Number (EMPLID), and (6) branch of service. Note that ranks and rates are fully capitalized. Identify civilian personnel by: (1) Mr. or Ms., (2) first name, (3) middle, if any initial, (4) last name, and (5) Employee Identification Number.

Second and later references to a member consist of: (1) abbreviated rank or rate for military or Mr./Ms. in the case of civilian employees and, (2) last name:

> LTJG Smith
> CWO Doe
> YNC Brown
> Ms. Morgan
> Mr. Jackson

NOTE: When writing outside the Coast Guard, spell out the rank or rate every time it appears and, with few exceptions, omit the Social Security Number (see paragraph B below).

B.   *LIMITS ON REVEALING SOCIAL SECURITY NUMBERS (SSNs)*

1.   <u>Within the Coast Guard</u>. When corresponding within the Coast Guard, the Employee Identification Number (EMPLID) should be cited if further identification is required, in lieu of the SSN.

2.   <u>Outside the Coast Guard</u>. When writing outside the Coast Guard, do not use the SSN of a service member or civilian employee when corresponding with a third party, with the following exceptions.

   a.   The individual involved gives written permission; or

   b.   The third party is the routine user of the information. (See The Freedom of Information and Privacy Acts Manual, COMDTINST M5260.3 (series) for further guidance.)

CHAPTER 10.   COAST GUARD WRITING STANDARDS

INTRODUCTION

Correspondence is the primary medium to communicate both within and outside the Coast Guard and refers to letters, memoranda, messages, and directives. It should reflect clear, concise, cordial writing.

This Chapter is dedicated to providing guidance on how to make Coast Guard writing organized, natural, compact and active.

A.   THE NEED TO IMPROVE

1.   Here is one reason to improve Coast Guard writing:

   "It is the policy of the commanding officer that all activities of the station shall be carried out in a manner that will ensure the protection and enhancement of the environment through the control and abatement of environmental pollution."

   This sentence appears in a directive whose grammar, spelling, and format are error free. Although the writing is perfectly correct, it is perfectly awful. Wordy and pompous, the sentence has misrepresented the disciplined person who wrote it, misused the modern computer on which it was typed, and mistreated the many readers who aren't allowed to throw it away.

2.   We might dismiss the sentence if it were an exception. It isn't. Much of Coast Guard's writing is similarly swollen. Much of it seems left over from some age of ornate formality, and no age would claim the worst of it. If a simple idea -- **do not pollute** -- is so encumbered by inefficient language, what becomes of complex ideas? Multiplied across an activity's work for just one month, such outdated writing adds significantly to the cost of typing, reading, mailing, and filing.

3.   To improve, we must overcome the most stubborn of all obstacles: habit. Perhaps because writing is so personal and painful, many of us stick to a few old patterns, even inefficient ones. Improvement is doubly difficult when individual habit is reinforced by group inertia. In any large organization, older members train younger ones, old correspondence make convenient models, and old ways seem the safest. These tendencies in the Coast Guard have left us with a contradiction; we insist on working with modern technology but settle for writing with outdated English.

4.   Improvement requires effort by writers and encouragement from reviewers. First, though, they need to agree on what makes good Coast Guard writing.

This chapter will help. If you are a writer, start using its principles. If you are a reviewer, let your staff know that you welcome modern writing:

a.   Have your writers read this chapter periodically;

b.   Use performance evaluations to reward writers who follow this chapter;

c.   Make this chapter part of writing-improvement courses for reviewers as well as writers;

d.   Encourage modern writing in a memorandum to the staff or in correspondence that explains your philosophy;

e.   Stress clear writing, not just grammatical correctness, in military courses of study.

Whatever your role, don't wait for the next person. For Coast Guard's writing to improve, you must make it improve.

B.   *ORGANIZED WRITING*

1.   <u>Avoid Mystery Stories</u>.

a.   Timid writing creeps up on the most important information. First come references, then discussion, and finally the so-what. With luck, the main point follows a sign such as *therefore, consequently*, or *due to the above.*

b.   Even with such a signal, readers must grope for "the bottom line," which is rarely at the bottom but somewhere near there, more or less. This slow buildup isn't chaotic; it enacts the way writers inform themselves. But the pattern isn't efficient either. From the perspective of readers, it is the clue-by-clue pattern of mystery stories.

c.   Your writing should follow the newspaper pattern: open with the most important information and taper off to the least important. *Avoid mere chronology.*

2.   <u>Start Fast, Explain as Necessary, Then Stop</u>.

a.   When you write correspondence, think about the one sentence you would keep if you could keep only one. Much correspondence is short and simple enough to have such a key sentence. It should appear by the end of the first paragraph. The strongest correspondence highlights the point in a one-sentence paragraph at the very beginning. Put requests *before* justifications, answers *before* explanations, conclusions

before discussions, summaries *before* details, and the general *before* the specific.

b. Sometimes, as in a complex proposal or a reply to various questions, you may have many key points. They would overload the first paragraph if you tried to put them all there. In these cases, start with a general statement of purpose, much as directives do.

c. Delay your main point to soften bad news, for example, or to introduce a controversial proposal. But don't delay routinely. Readers, like listeners, are put off by people who take forever to get to the point.

d. To end most correspondence, just stop. When writing to persuade rather than just to inform, you may want to end strongly with a forecast, appeal, or implication. When feelings are involved, you may want to exit gracefully with an expression of good will. When in doubt, offer your help or the name of a contact.

e. Here are some good beginnings:

    (1) *We request authorization to hire a full-time Administrative Assistant or assign a yeoman to this office*.

    (2) *In January 1997, our typing increased because....*

    A lesser writer might have combined the two paragraphs above, or worse started with the second paragraph and delayed the request for authorization until the bitter end. Remember to keep your first paragraphs short, to use one-sentence paragraphs occasionally for special emphasis, and to avoid mere chronology.

    > *The engineering department was inspected on 28 May 1997. Its overall performance was satisfactory. Special-interest areas were satisfactory.*

    An earlier version of the inspection report buried the information of greatest interest to readers --the results-- on the second page. It opened with references, the inspection's scope, and detailed findings. By the way, inspection reports and other documents whose topics vary widely are especially suited to headings. They allow readers to see the structure at a glance.

    > *This memorandum summarizes how we are planning the first step toward your goal of reorganizing the Coast Guard Reserve.*

The memorandum developed a series of complex points that would have come too fast if they had appeared in the top paragraph, so the writer wisely began with a general statement of purpose. Should he or she have begun, *"The purpose of* this memorandum *is* to summarize...?" Strictly speaking, the added words are unnecessary, but they leave no doubt that a key idea is about to follow.

> *PO1 John Smith did a superb job during our recent engine change.*

This is the first sentence of a thank-you correspondence to Smith's supervisor. Notice that it avoids a slow buildup. The second paragraph described Smith's long hours, careful troubleshooting, and determined search for parts. The last paragraph read, "Please thank PO1 Smith for all his extra effort." This three-paragraph formula will keep your thank-you correspondence short, detailed, and focused on the person being praised.

3. <u>Downplay References</u>.

   a. Reading slows with every glance from the text to the reference caption. Justify such distractions by using only those references that bear directly on the subject at hand. *Avoid unnecessary or complicated references.* Try drafting correspondence without references much in mind. That way you are likely to use fewer of them than you would by starting with a list. Some correspondence needs no references at all, some is complete with a reference to only the latest communication in a series. Reading correspondence that overuses references is like driving in reverse through alphabet soup.

   b. When you respond to an earlier communication, subordinate it to your main point. Don't waste the opening – the strongest place in correspondence – by merely summarizing a reference or saying you received or reviewed something.

   > Ex: *Reference (a) recommended the establishment of training in the field of transportation management. Institution of this training is strongly supported.*

   > *We strongly support the recommendation in reference (a) to establish transportation management training.*

   > Ex: *This is in reply to your conversation with Captain Jones on 1 April wherein you requested a copy of the Hazardous*

*Substances Plan (HSP). A copy of the HSP is
enclosed.*

*Here is the Hazardous Substances Plan (HSP)
you requested from Captain Jones on 1 April.*

    c.   Be sure to mention in the text any references cited in the reference line. List references by following the order of their appearance in the text.

4.   <u>Avoid most NOTAL References</u>.

    a.   "Not to all" (NOTAL) references are documents that some addressees or all of them neither hold nor need. Work to cite directives, correspondence, and messages held by all addressees. Some alternatives to NOTAL references are these:

        (1)   If the action addressee lacks a document, either send it as an enclosure or refer to it very generally in the text. For example, "Commandant (G-CIM) has asked us for...." might replace a NOTAL reference to a Headquarters message.

        (2)   If an information or *Thru* addressee lacks a document and needs it, list it as a normal reference. On all copies add a note such as *w/ref (b)* to the right of the addressee you send it to.

    b.   If a NOTAL reference is unavoidable, add *NOTAL* in parentheses following the citation in the reference line.

5.   <u>Use Short Paragraphs</u>.

    a.   Long paragraphs swamp ideas. Cover one topic completely before starting another, and let a topic take several paragraphs if necessary. But keep paragraphs short, down to roughly four or five sentences. Long paragraphs will divide where our thinking takes a turn. By adding white space, you make reading easier.

    b.   Short paragraphs are especially important at the start of correspondence. Long first paragraphs discourage reading.

    c.   Occasionally, use a one-sentence paragraph to call attention to an especially important idea, such as the main point of the correspondence.

    d.   Call attention to lists of items or instructions by displaying them in subparagraphs. Just don't use so many levels of subparagraphs that the writing becomes hard to follow.

6.   <u>Take Advantage of Topic Sentences</u>.

a.   A paragraph may need a topic sentence. Then again, it may not. The decision to use a topic sentence is among a writer's many judgment calls. A short paragraph announcing the time, place, and agenda of a meeting might begin with, "Here are details about the meeting." Such a topic sentence is probably unnecessary, though, for readers can follow the writer's thinking about it.

b.   Now suppose you are writing a report on ways to protect a particular naval facility from attack. Your ideas are complex, and the evidence needed to make them clear and convincing is considerable. So your paragraphs are likely to run longer and use more topic sentences than is the case in correspondence. Here's a model:

> **Because so much of the complex borders the river, its waterfront is especially vulnerable to attack.** *The naval station and the shipyard next to it have 1.5 miles of waterfront on the river's north bank. Together they have 19 dry docks and piers. Two piers are used to load fuel.   Most of the piers extend to within 100 yards of the center of the river's main ship channel, and the river itself is only 900 yards at its widest.*

The first sentence of the model gives the paragraph a bull's eye. Because we know early where the facts are headed, the paragraph inspires confidence. A lesser writer might have left out the first sentence or put it elsewhere in the paragraph or claimed more than the facts support. Be alert to the advantages of topic sentences, for they help shape masses of information. Without them, some paragraphs make readers shrug and say, "So?".

c.   The topic sentence of a paragraph is like the main point of the correspondence. Both give general statements that are developed later. Although short and simple correspondence could be written as one unbroken paragraph, it still should be divided for ease of reading.

7.   <u>Write Disciplined Sentences</u>.

a.   So far this section on organized writing has talked about structuring correspondence and paragraphs so they call attention to important ideas. Now here are some important ways to avoid sentences that mumble: subordinate minor ideas; place ideas deliberately; use more parallelism; and, try some mini-sentences.

b.   <u>Subordinate minor ideas</u>. Besides clarifying the relationship between ideas, subordination prevents the overuse of "and," the weakest of all conjunctions.

Ex: *The revised housing-allowance tables, which have been mailed to all pay offices, are effective 1 October. (stresses date)*

The revised housing-allowance tables, which are effective 1 October, have been mailed to all pay offices. (stresses mailing)

Ex: *The station exchange uses a similar contractor service and saves its patrons about 15 percent.*

By using a similar contractor service, the station exchange saves its patrons about 15 percent.

c.   <u>Place ideas deliberately</u>. Start and finish a sentence any way you like, but keep in mind that ideas gain emphasis when they appear at either end. To mute an idea, put it in the middle.

Ex: *It has been determined that **moving** the computer as shown in enclosure (1) would allow room for **another cabinet** to be installed.*

Moving** the computer as shown in enclosure (1) would allow room for **another cabinet.

Ex: *I would like to **congratulate** you on your selection as our **Sailor of the Month** of August.*

Congratulations** on your selection as our August **Sailor of the Month.

Ex: *We may have to retire the ships **faster** if more structural problems arise. (faster retirement muted)*

*If more major structural problems arise, we may have to retire the ships **faster.** (faster retirement stressed)*

d.   <u>Use more parallelism</u>. Look for opportunities to arrange two or more equally important ideas so they look equal. Parallelism saves words, clarifies ideas, and provides balance. Go by the first words of the series; all should use the same part of speech (verbs in the previous sentence).

Ex: *Their position is that the symposium is a forum for the dissemination of information and is not intended to establish standards.*

*Their position is that the symposium is a forum for **sharing** information and not for **setting** standards.*

Ex: *Effective 1 October, addressees will be required to utilize the cost accounts contained in enclosure (1). Addressees will cease reporting against cost accounts 1060 and 2940.*

*On 1 October, **start** using the cost accounts in enclosure (1) and stop using cost accounts 1060 and 2940.*

e.   <u>Try some mini-sentences</u>. An occasional sentence of six words or less slows down readers and emphasizes ideas. The principle is illustrated in this next example from a senior officer's staff memo.

I can get more information if each of you gives me less. Here's why. In a week about 110 staff actions show up in my in-box. I could handle that in a week if all I did was work the in-box. Yet 70% of my time in Headquarters goes not to the in-box but to briefings. I could handle that dilemma, too - by listening to briefings and thinking about staff papers at the same time. I don't.

C.   *NATURAL WRITING*

1.   <u>Speak on Paper</u>.

a.   Write as formal or informal as the situation requires. Do so with language you might use in speaking. This isn't a call to copy every quirk of speech down to grunts and ramblings. And, granted, some people don't speak very well. Still, because readers **hear** writing, the most readable writing sounds like people talking to people.

b.   Spoken style means fewer gears to shift each time we write. It also means less adjustment for new people, who find the old style increasingly foreign. You probably remember your own difficulty in getting used to roundabout writing.

c.   Write more like speaking, begin by imagining your reader is sitting across from your desk. If you are writing to many different people, but none in particular, picture one typical reader. Then write with personal pronouns, everyday words, and short sentences - the best of speaking.

2.   <u>Use Personal Pronouns</u>.

a.   Although you needn't go out of your way to use personal pronouns, you mustn't go out of your way to avoid them. Avoiding natural references to people is false modesty. Whether you sign "By direction" or with a title, follow these principles:

(1)   Speak of your activity, command, directorate or office as *we, us, our.* These words are no more exact or inexact than the vague *it.* They are merely conventions of modern writing that prevent much roundabout language.

(2)   Use *you,* stated or implied, to refer to the addressee.

(3)   Usually save *I, me*, or *my* for correspondence signed by the commanding officer and then only to show special concern or warmth.

b.   Multiplied across the entire document, complicated sentences like the next examples do severe damage. We would be laughed out of the room if we talked that way. Ordinary English is shorter, clearer, and just as official:

Ex: *It is necessary that the material be received in this office by 10 June.*

***We** need the material by 10 June. (or)*

*The material must reach **us** by 10 June.*

Ex: *Conceivably, funding constraints for FY 99 will exceed in severity the financial scarcities of FY 98.*

***We** may have less money to work with in FY 99 than in FY 98.*

Ex: *The Director of Systems, by reference (a), forwarded its master plan for the Coast Guard*

Yard to the Resource Director for review and comment. The following comments apply.

In response to reference (a), here are our comments on your master plan for the Coast Guard Yard.

c. *It is* and *this* command complicate the next example. They force readers to put back the pronouns the writer took out. To make matters worse, the first *it is* seems to refer to the reader, while the second seems to refer to the sender.

> Ex: *If it is desired that Coast Guard personnel be allowed to compete for positions on the pistol team, **this command** would be happy to establish and manage team tryouts. **It is** recommended that tryouts be conducted soon to ensure ....*
>
> *If you allow Coast Guard personnel to compete for positions on the pistol team, **we** would be happy to establish and manage the tryouts. **We** recommended that tryouts start soon to ensure ....*

d. Can you overdo personal pronouns? You can use so many pronouns that you obscure the subject, and no number of them will overcome confused thinking. Besides, some subjects don't lend themselves to pronouns. The description of a ship's structure, for example, isn't likely to include people. Also, criticism hurts fewer feelings if delivered impersonally. "Nothing has been done" avoids the direct attack of "*You* have done nothing."

e. If *we* or *I* open more than two sentences in a row, the writing becomes monotonous and may suggest self-centeredness. Sometimes a single sentence can call too much attention to the sender: "*I* would like to extend *my* congratulations for a job well done." Praise should stress the reader: "Congratulations on the fine job *you* did." Similarly, "The help *you* receive" suggests more concern for readers than "the help *we* provide." Stressing the reader's interests is a matter of attitude more than pronouns, but pronouns contribute.

3. <u>Talk to One Reader when Writing to Many</u>.

a. Take special care when writing to many addressees but none of them in particular. *Talk directly to a typical group of readers or, better, one typical reader.* Use *you* and *your*, stated or implied. Only one person reads your writing at any one time, so the most readable writing speaks directly to one reader.

Ex: ***All addressees*** *are requested to provide*
inputs of desired course content.

*Please send **us your** recommendations for*
course content.

Ex: *It is requested that **all personnel** planning to*
take leave in December complete the enclosed
schedule.

*If **you** plan to take leave in December,*
complete the enclosed schedule.

b. When you write, look for opportunities to talk directly to a user. Procedures, checklists, and other how-to instructions lend themselves to this cookbook approach. Imagine someone has walked up to you and asked what to do. The following example is from a notice that repeated *the duty officer* dozens of times:

Ex: ***The duty officer** will verify that security*
responsibilities have been completed by putting
***his/her** initials on the checklist.*

*When **you** complete the inspection, initial the*
checklist.

This Correspondence Manual talks directly to you, a typical user. The sentences that give directions lead with verbs; *you* is simply implied. This direct approach requires imagination more than technical skill. Think of writing not just as words on a page but as speaking from a distance.

4. <u>Rely on Everyday Words</u>.

a. The complexity of our work and the need for precision require some big words. But don't use big words when little ones will do. People who speak with small words often let needlessly fancy ones burden their writing. On paper *help* swells to *assistance*, *pay* to *remuneration*, and *visit* to *visitation*. The list goes on, and so does the damage from word inflation.

b. Do you remember the dude in those old western movies who overdressed to impress the folks at the ranch? Overdressed writing fails just as foolishly. Readers may know that *notify* means *tell* and *retain* means *keep*, but they shouldn't have to translate.

c. Seek out small words. The effort will lead to simpler writing in general. (Simple writing isn't simple minded; it requires complex, sophisticated work.) Here are improvements to some common overdressed words.

Not	But
commence	start
facilitate	help
optimum	best
promulgate	issue
utilize	use

d. Prefer short, spoken transition over long, bookish ones. Save long transitions for variety. By preferring short ones, you help set an ordinary tone for the rest of what you say.

Bookish	Spoken
consequently	but
however	but
in addition	also
nevertheless	still

And, yes, you can start **sentences** with conjunctions such as **but, so, yet, and.**

e. Avoid the needless complications of legalistic lingo. Let a directive's number or the correspondence signature carry the authority. You risk committing bloated bombast by trying to put that authority in your language. Write to express, not to *impress.*

Legalistic	Normal
aforesaid	the, that
heretofore	until now
herewith is	here is
notwithstanding	in spite of
the undersigned	I

All writers try to impress readers. The best do it through language that doesn't call attention to itself. Size of vocabulary is less important than skill in manipulating the words you already know.

5. <u>Use Some Contractions</u>.

a. Contractions link pronouns with verbs *(we'd, I'll, you're)* and make verbs negative *(don't, can't, won't)*. They are appropriate in less formal writing situations. Yet even when your final product will be very formal, you can use contractions in drafts to help you write naturally. We have limited

contractions in this formal directive to the negative verbs because research shows that readers are less likely to skip over *not* when it is contracted.

b. The point is that if you are comfortable with contractions, your writing is likely to read easily, for you will be speaking on paper. And because the language is clear, you are more likely to spot holes in your thinking that need to be filled.

c. If contractions seem out of place, you may need to deflate the rest of what you say. In the next sentence, something has to go, either the opening contraction or the inflated language that follows: *"It's incumbent upon all personnel to effect energy savings."* Written naturally, the sentence might read, *"It's your job to save energy."*

6. <u>Keep Sentences Short</u>.

a. For variety, mix long sentences and short ones, but average under twenty words. Although short sentences won't guarantee clarity, they are usually less confusing than long ones. You needn't count every word. Try the eye test: average under two typed lines. Or try the ear test: read your writing aloud and break up most of the sentences that don't end in one breath.

b. Break long sentences into manageable units. Then prune needless words and ideas.

> Ex: *It is requested that attendees be divided between the two briefing dates with the understanding that any necessary final adjustments will be made by G-CIM to facilitate equitable distribution. (29 words)*
>
> *It is requested that attendees be divided between the two briefing dates. Any necessary final adjustments will be made by G-CIM to facilitate equitable distribution. (12, 13 words)*
>
> *Send half your people on one day and half on the other. G-CIM will make final adjustments. (12, 5 words)*

7. <u>Ask More Questions</u>.

a. A request gains emphasis when it ends with a question mark.

b. Look for opportunities to reach out to your reader:

Ex: *Request this command be notified as to*
whether the conference has been rescheduled.

Has the conference been rescheduled?

Ex: *In an effort to improve the cost of office copier*
operation, it is requested your firm complete
the attached form relating to office copies
which you would propose to rent/sell.

Would you let us know on the accompanying
form what you charge to rent and sell your
copies?

8. <u>Be Concrete</u>.

   a. Without generalizations and abstractions, lots of them, we would drown
   in detail. We sum up vast amounts of experience when we speak of
   dedication, programs, hardware, and lines of authority. But such broad
   language isn't likely to evoke in a reader's mind the same experiences it
   evokes in a writer's. Lazy writing overuses such vague terms. Often it
   weakens them further by substituting adjectives for examples: *immense*
   dedication, enhanced programs, viable hardware, and responsive lines
   of authority.

   b. If you write, "The solution to low morale and poor discipline is good
   leadership," your readers may feel warm all over. But until you point out
   some specific behavior meant by *low morale, poor discipline,* and *good*
   leadership, neither you nor your readers can tackle the problem.

   c. Similarly, don't use a general word if the context allows for a specific
   one. Be as definite as the situation permits.

For	**Try**
vessel	harbor tug
harbor tug	USCGC BOLLARD (WYTL 65614)
improved costs	lower costs
enhanced method	faster method, cheaper

   d. Vague, high-sounding language weakens job descriptions. Someone is
   said to "assist and advise in the organizational management aspects of
   human resource management." Another "serves as a system proponent
   to transition from current capabilities to architectural projections." But
   what do these people really do? After all, a person who "serves as a
   direct interface with interstate commerce" may be only a highway flag
   holder.

e.   Performance evaluations **suffer** when writers make extravagant, unsupported claims.

> *Engaged in assignment of a highly complex and technical nature, Smith has molded on-the-job experience, diligence, and perseverance to a point where seniors and supervisors can inevitably give credence to his work and the conclusions derived therefrom.*

Communication, someone once said, is never having to say, "Huh?" An effective evaluation shows what a person did and how well a person did it. It is concrete enough to inspire confidence in the writer's judgment about the subordinate's performance and potential.

9.   <u>Listen to Your Tone</u>.

a.   Tone -- a writer's attitude toward the subject or readers -- causes relatively few problems in routine correspondence. The rules are straightforward. Subordinates may suggest, request, or recommend, but only superiors may direct. And although pronouns are acceptable, we don't "get personal." Courtesy is required, warmth is not. Our tone is neutral.

b.   Because much of our writing is routine, tone causes problems when the matter is delicate. The more sensitive the reader or issue, the more careful we must be to promote goodwill. Tactlessness in writing suggests clumsiness in general. When feelings are involved, one misused word can make an enemy.

c.   Imagine you are the head of a government agency. What do you think of an organization that would send the next sentences?

> *At our last meeting you requested agenda topics for a meeting of the Committee on Atmosphere and Oceans. I certainly support this interagency grouping as it may serve as an appropriate forum for addressing our marine technology needs and concerns.*

The first sentence is just lazy, for it does no more than repeat the request. The real trouble comes from the second sentence, whose attempt at goodwill backfires.

Certainly, is a needless intensifier, like many words ending in *ly. Interagency grouping* is pompous for *group. Needs and concerns* form a doubling. *I certainly support this* is undermined by *it may serve. May* serve? The issue isn't whether the group should exist but what it should

discuss. The admiral who signed the correspondence dropped the second sentence and made the first one do more work:

> *As you requested, I am submitting some agenda*
> *topics for the meeting of the Committee on*
> *Atmosphere and Oceans.*

d. Now imagine you have asked for more time to complete a correspondence course. Here is the last sentence of the correspondence that turns you down:

> *If we can be of further assistance, please do not*
> *hesitate to write.*

Beware of rubber-stamp endings. They neither improve good correspondence nor save bad ones. To the reader whose request has been denied, *further assistance* promises further disappointment. The closing sentence should be dropped entirely or tied to the rest of the correspondence.

> *This setback aside, we hope you will take advantage*
> *of other correspondence courses available to you.*

In all fairness to the writer, the correspondence did explain the denial in enough detail to avoid any hint of a brush-off. Most *no* answers need some explanation. *Yes* answers need little explanation because readers get what they want.

e. Finally, imagine you are a reservist who has asked to stay on active duty even though you have a serious illness. How does this answer strike you?

> *Because you have failed to pass the prescribed*
> *physical examination, you will be removed from active*
> *duty.*

Failed? Removed? These words hint at crime and punishment. To avoid such tactlessness, the writer should have been positive. Unless you have a special reason to caution against something, use positive language.

Negative	Positive
Opportunity is limited.	Competition is keen.
Stop writing badly.	Start writing well.
Don't use the small hoist.	Use the big hoist.
The cup is half empty.	The cup is half full.

The positive approach removes some of the sting from the reservist's answer. Here are two possibilities:

Given the results of your physical examination, we must transfer you to the Retired Reserve. (or)

Because of the results of your physical examination and the need to administer the examination program evenhandedly, we have decided in favor of your transfer to the Retired Reserve.

The structure of the correspondence was better than the wording of the "failed" sentence. The correspondence opened by acknowledging the favorable endorsements that accompanied the request to stay on active duty, and it closed by thanking the reservist for many years of service. This tactful arrangement helped to soften the bad news.

D. COMPACT WRITING

1. <u>Cut the Fat</u>.

    a. Give your ideas no more words than they deserve. The longer you take to say things, the weaker you come across and the more you risk blurring important ideas.

    b. Economy requires the right attitude. You must suspect wordiness in everything you write. When you revise, tighten paragraphs to sentences, sentences to clauses, clauses to phrases, phrases to words, words to pictures - or strike the ideas entirely. To be easy on your readers, you must be hard on yourself. To help you hunt for wordiness, here are some common problems that are easy to spot and avoid.

2. <u>Avoid "it is" and "there is"</u>.

    a. No two words hurt Coast Guard writing more than "it is." They stretch sentences, delay meaning, hide responsibility, and encourage passive verbs. Unless it refers to something mentioned earlier, avoid "it is." Spare only natural expressions such as "it is time to..." or "it is hard to..." and an occasional pointing expression such as "it is your job to..." (not someone else's).

Not	**But**
it is requested	We request, please
it is my intention	I intend
it is necessary that you	You need to, you must
it is apparent that	Clearly
it is the recommendation	We recommend

of this office that

> Ex: *It is mandatory that all active-duty personnel receive flu vaccinations.*
>
> *All active-duty personnel must receive flu vaccinations.*

> Ex: *It is requested that upon departure of the ship from the shipyard, all badges be surrendered.*
>
> *When the ship leaves the shipyard, please return all badges.*

b. Like "it is" constructions, forms of "there is" make sentences start slowly. Don't write these delayers without first trying to avoid them.

> Ex: **There will be** *a meeting of the Human Relations Council at 1000 on 26 July in the main conference room.*
>
> *The Human Relations Council will meet at 1000 on 26 July in the main conference room.*

> Ex: **There are** *two alternatives offered in the report.*
>
> *The report offers two alternatives.*

3. <u>Prune Wordy Expressions</u>.

a. Wordy expressions don't give writing impressive bulk; they clutter it by getting in the way of the words that carry the meaning. *In order to* and *in accordance with*, for example, are minor ideas that don't deserve three words. Here are some repeat offenders. Others appear on page 10-27.

Not	**But**
for the purpose of	for, to
in accordance with	by, following, per, under
in order to	to
in the event that	if
in the near future	soon
be advised	-
in the process of	-
is responsible for	-
the provisions of	-
the use of	-

b.   Wordy expressions dilute the next examples:

Ex: *In accordance with reference (b), you may pay the claim with a check in the amount of $900.*

Per reference (b), you may pay the claim with a check for $900.

Ex: *In the event that this offer is satisfactory, be advised your written acceptance must reach us before May 11.*

If this offer is satisfactory, your written acceptance must reach us before May 11.

Ex: *We are in the process of revising our form correspondence in order to make them more readable.*

We are revising our form correspondence to make them more readable.

4.   <u>Free Smothered Verbs</u>.

a.   The most important word in a sentence is the verb, the action word, the only word that can do something. Weak writing relies on general verbs, which take extra words to complete their meaning. When you write a general verb such as *make* or *is*, check to see if you can turn a nearby word into a verb.

b.   Let your verbs do more work:

Ex: *This directive is applicable to everyone who makes use of the system.*

This directive applies to everyone who uses the system.

Ex: *The committee held a meeting to give consideration to the proposal.*

The committee met to consider the proposal.

Ex: *We will conduct an investigation into the matter before making a decision.*

*We will **investigate** the matter before deciding.*

5. Splice Doublings.

    a. As the writer, you may see some differences between *advise and assist, interest and concern,* or *thanks and gratitude.* But your readers won't. Repeating a general idea can't make it any more precise.

    b. Simple subtraction will overcome doublings such as these:

        Ex: *We must comply with the **standards and criteria** for **controlling and reducing** environmental pollution.*

              *We must comply with the **standards** for **reducing** environmental pollution.*

        Ex: *The Coast Guard has developed plans for an **orderly and integrated** system of **executive and management** advancement.*

              *The Coast Guard has developed plans for a system of **executive** advancement.*

6. Shun the -ion of and the -ment of.

    a. Words ending in *-ion* and *-ment* are verbs turned into nouns. Whenever the context permits, change these words to verb forms.

    b. By favoring verb forms, your sentences will be shorter and livelier.

        Ex: *Use the format for the **preparation** of your command history.*

              *Use that format to **prepare** your command history.*

        Ex: ***The settlement** of travel claims involves **the examination** of orders.*

              ***Settling** travel claims involves **examining** orders.*

        Ex: ***The development** of an effective system depends on three factors.*

              Developing** an effective system depends on three factors. **(or)

An effective system depends on three factors.

7. <u>Prevent Hut-2-3-4 Phrases</u>.

    a. Although you should cut needless words, sometimes you can go too far. Avoid hut-2-3-4 phrases, long clots of nouns and modifiers. Readers can't tell how the parts fit together or where they all will end.

    b. We must live with some established hut-2-3-4 phrases such as *standard subject identification codes* for *subject codes,* but you can keep them out of whatever you originate by adding some words or rewriting entirely.

        Ex: *the Board of Inspection and Survey service acceptance trials requirements*

            *requirements **by** the Board of Inspection and Survey **for** service acceptance trials*

        Ex: *approved air defense operations manual position reporting system*

            *approved system for manually reporting positions **during** air defense operations*

8. <u>Avoid Excessive Acronyms</u>.

    a. Excessive use of acronyms is false economy. Use acronyms no more than you must with insiders and avoid them entirely with outsiders. Always spell out an acronym the first time it appears, like this:

        Telecommunication and Information Systems Command (TISCOM)

    b. If an acronym appears only twice or infrequently, spell out the term every time and avoid the acronym entirely. Put clarity **before** economy.

E. ACTIVE WRITING

1. <u>Avoid Dead Verbs</u>.

    a. *Doctor:* "When did you first notice your use of verbs in the passive voice?"

    Patient: "The utilization was first noticed by me shortly after the Coast Guard was entered. The Navy has been joined by my brother. The same condition has been remarked on by him."

Doctor: "Did you know that most of the verbs we speak with are active? So are most of the verbs in newspapers and magazines, the kinds of writing we like to read."

Patient: "Well, it is believed by me that most verbs are made passive by military writers. In the correspondence and directives that have been prepared by this speaker, passive verbs have been utilized extensively. Are problems caused?"

Yes, problems are caused. Or, rather, passives cause problems. They make writing wordy, roundabout, and sometimes downright confusing. To avoid this infectious disease, learn how to spot passive verbs and make them active. Most of your sentences should use a *who-does-what* order. By leading with doers, you automatically will avoid passive verbs.

Passive: *The ship was inspected by the skipper.*

Active: *The skipper inspected the ship.*

b.   If you heard the unnatural sound of the patient's passives and know to lead with doers, you needn't read on. But the following technical discussion may be helpful.

2.   <u>Learn the Symptoms of Passive Voice</u>.

a.   A verb in the passive voice uses any form of *to be* plus the past participle of a main verb:

am   is   are   was   were   be   being   been

PLUS

a main verb usually ending in -en or -ed.

b.   Unlike sentences with active verbs, sentences with passives don't need to show who or what has done the verb's action. If a doer appears at all, it follows the verb. But most passives in Coast Guard writing just imply the doer, sometimes a severe problem when the context doesn't make the doer clear. Passive verbs look like the highlighted words:

> Ex: *As a result of what **has been learned**, it is **desired** that additional equipment testing **be made**.*
>
> *(**Be made** is passive. The past participle of **to make** is irregular.)*

Ex: *Two units of blood **were ordered** for an evacuation patient whose hematocrit had fallen below 20 percent.*

(***Had fallen** active. **Had** isn't a form of **to be**. And what did the falling? Hematocrit, which appears before the verb.)*

Ex: *We **are used to** working with equipment that has been available locally.*

(***Are used** ends in an adjective. If you don't miss the doer when none appears, you don't have a passive. **Been available** ends in a less misleading adjective.)*

3. Know the Three Cures.

a. *Put a Doer Before the Verb:*

Ex: *The part must have been broken by **the handlers**.*

***The handlers** must have broken the part.*

Ex: *The requests will be approved. (By whom?)*

(Supervisors?) will approve the requests.

Ex: *Appropriate clothing will be worn by **all personnel**.*

***All personnel** will wear appropriate clothing. (or)*

Wear appropriate clothing.

b. *Drop Part of the Verb:*

Ex: *The results **are listed** in enclosure (2).*

*The results **are** in enclosure (2).*

Ex: *Then he **was transferred** to Governors Island.*

*The service **transferred** him to Governors Island.*

c. *Change the Verb*:

> Ex: *Correspondence formats **are shown** in this manual.*
>
> *Correspondence formats **appear** in this manual.*
>
> Ex: *Personnel **are prohibited from doing so**.*
>
> *Personnel **must not do so**.*

4. <u>Write Passively only for Good Reason</u>.

a. Write passively if you have good reason to avoid saying who or what has done the verb's action. This situation may occur when the doer is unknown, unimportant, obvious, or better left unsaid:

> *Presidents are elected every four years.*
> *(**doer obvious**)*
>
> *The part was shipped on 1 June.*
> *(**doer unimportant, perhaps**)*
>
> *Christmas has been scheduled as a work day.*
> *(**doer better left unsaid**)*

When in doubt, write actively, even though the doer may seem obvious. You will write livelier sentences (not, livelier sentences will be written by you).

b. Now and then you may want to write a passive sentence that names the doer. The situation may occur when you need a transition from one topic to another:

> *Improvement is doubly difficult when individual habit is reinforced by group inertia.*

The sentence, which appears in paragraph 3 on page 10-1, shifts the discussion from individual habit to group inertia.

5. <u>Practice on These Next Examples</u>.

a. The following paragraph comes from correspondence that proposes to expand a Scheduled Airline Ticket Office (SATO). Note the passives and try to make them active. Then check yourself against the revision.

*During that time period, a total of $644,000 was
expended in the issuance of government
transportation requests (GTRs) for air travel. It is
estimated by SATO that an additional $10,000 per
month would be generated through casual travel. A
summary of the GTR revenue by month is provided in
enclosure (1).*

Here is a sentence-by-sentence revision of the passive paragraph:

*During that time period, a total of $644,000 **was
expended** in the issuance of government
transportation requests (GTRs) for air travel.*

We can cut 19 percent from the passive sentence above just by
shortening *during that time period to during that time* and by omitting *a
total of.* No writer has any excuse for not performing such simple
subtraction. To avoid the passive *was expended*, we don't have to know
who or what did the spending. The core idea is this: "During that time,
government transportation requests (GTRs) for air travel totaled
$644,000." Now the verb carries more of the meaning, *$644,000*
appears in a stronger place, and the sentence is slimmer by 49 percent.

*It **is estimated** by SATO that an additional $10,000 per month
would **be generated** through casual travel.*

This sentence is easy to improve because doers follow both passive
verbs. "SATO estimates that casual travel would generate an additional
$10,000 per month." Although active now, the sentence still needs work.
We can shorten *generate* to *add, an additional* to *another,* and *per* to *a.*
For clarity, *casual travel* can become *off duty travel.* These small
changes add up: "SATO estimates that off-duty travel would add another
$10,000 a month."

*A summary of the GTR revenue by month **is
provided** in enclosure (1).*

Although the sentence would be shorter if we simply dropped *"provided,"*
the weak *"is"* would remain. Better to reshape the sentence: "Enclosure
(1) *provides a summary* of the GTR revenue by month." But *"provides"* a
"summary" is a smothered verb for *"summaries."* The best improvement
is this: "Enclosure (1) summarizes the GTR revenue by month." Here is
the passive original again, followed by the active version:

Passive: *During that time period, a total of $644,000
was expended in the issuance of government
transportation requests (GTRs) for air travel. It is*

*estimated by SATO that an additional $10,000 per
month would be generated through casual travel. A
summary of the GTR revenue by month is provided in
enclosure (1). (50 words)*

Active: *During that time, government transportation
requests (GTRs) for air travel totaled $644,000.
SATO estimates that off-duty travel would add
another $10,000 a month. Enclosure (1) summarizes
the GTR revenue by month. (31 words)*

b. Passives complicate the simple ideas in the last example, which began
as correspondence to a district inspector:

*Enclosure (1) **is forwarded** for review and comment
as to concurrence or non-concurrence with the
recommendations of the subject inspection. Only
those recommendations requiring district action **are
forwarded**. Comments **are requested** by 7 June in
order that approval and implementing action can **be
taken**. Recommendations will stand as written if
concurrence is not **provided** by the above date.
Status reports or comments concerning actions
completed or in progress are not to **be submitted** at
this time. Guidance on status reporting will **be
provided** at a later date. (85 words)*

The second sentence of the correspondence is unnecessary. Elsewhere
the writing is swollen: *provided* and *submitted* for sent, *in order that* for
so, and *at a later date* for *later*. But the worst damage comes from the
seven untouched-by-human-hands passives. They force readers to
pause and figure out just who is supposed to do what. Here is an active
version:

*Please concur or non-concur with the inspection
recommendations in enclosure (1). To consider
changes to **these** recommendations, **we** must have
your comments by 7 June.*

*Don't send status reports about actions completed or
in progress. Guidance on these will reach you later.
(40 words)*

"Please" the first word of the active version, is a convention of modern
writing (and speaking) that helps avoid many roundabout constructions.
"Please send us two billets" is far more efficient than "It *is requested that
two billets* be sent to this command."

c.	By doing little more than avoiding passive verbs, the active versions in paragraphs 5.a. and 5.b. have saved 64 words or 47 percent. A preference for active verbs throughout the Coast Guard will produce great savings in typing, reading, filing, and misunderstanding.

6.	<u>Write with Clear Word Meanings</u>.

a.	*SHALL* or an action verb in the imperative sense means a procedure is mandatory; *SHOULD,* means a procedure is recommended. *MAY* or *NEED NOT* means a procedure is optional. *WILL* means futurity, not a requirement for application of a procedure.

b.	Additional word clarifications.

ENSURE means to make certain, or to remove all doubts by enlisting measures or devices to guarantee accuracy or safety. While INSURE can sometimes be used interchangeably with ensure, it often stresses taking out, issuing or underwriting indemnity on life or property in the event of a specified contingency or peril.

## F.	*SIMPLER WORDS AND PHRASES*

Official writing does *not* demand big words or fat phrases. Go out of your way to use ordinary English. The result will be clearer thinking and shorter writing. Asterisks mark the offenders most likely to weaken your work.

INSTEAD OF	**TRY**
accompany	go with
accomplish	carry out, do
accorded	given
accordingly	so
accrue	add, gain
accurate	correct, exact, right
additional	added, more, other
address	discuss
*addressees	you
addressed as requested	(omit), please
adjacent to	next to
advantageous	helpful
adversely impact on	hurt, set back
advise	recommend, tell
afford an opportunity	allow, let
aircraft	plane
allocate	divide, give
anticipate	expect
a number of	some
apparent	clear, plain
appreciable	many
appropriate	(omit), proper, right
approximately	about

INSTEAD OF	**TRY**
arrive onboard	arrive
as a means of	to
ascertain	find out, learn
as prescribed by	in, under
*assist, assistance	aid, help
attain	meet
attempt	try
at the present time	at present, now
be advised	(omit)
benefit	help
by means of	by, with
capability	ability
caveat	warning
close proximity	near
combat environment	combat
combined	joint
*commence	begin, start
comply with	follow
component	part
comprise	form, include, make up
concerning	about, on
consequently	so
consolidate	combine, join, merge

constitutes	is, forms, makes up	heretofore	until now
contains	has	herewith	below, here
convene	meet	however	but
currently	(omit), now		
		identical	same
deem	believe, consider, think	identify	find, name, show
delete	cut, drop	immediately	at once
demonstrate	prove, show	impacted	affected, changed
depart	leave	*implemented	carried out, started
designate	appoint, choose, name	*in accordance with	by, following, per, under
desire	want, wish	in addition	also, besides, too
determine	decide, figure, find	in an effort to	to
disclose	show	inasmuch as	since
discontinue	drop, stop	in a timely manner	on time, promptly
disseminate	give, issue, pass, send	inception	start
due to the fact that	due to, since	incumbent upon	must
during the period	during	indicate	say, show, write
		indication	sign
effect modifications	make changes	inform	tell
elect	choose, pick	initial	first
eliminate	cut, drop, end	initiate	start
employ	use	in lieu of	instead of
encounter	meet	in order that	for, so
endeavor	try	*in order to	to
ensure	make sure	in regard to	about, concerning, on
enumerate	count	inter alia	(omit)
equipments	equipment	interface with	meet, work with
equitable	fair	interpose no objection	don't object
equivalent	equal	*in the amount of	for
establish	set up, prove, show	*in the event of	if
evidenced	showed	in the near future	shortly, soon
evident	clear	in the process of	(omit)
exhibit	show	in view of	since
expedite	hasten, speed up	in view of the above	so
expeditious	fast, quick	is applicable to	applies to
expend	spend	is authorized to	may
expertise	ability, skill	is in consonance with	agrees with, follows
expiration	end	is responsible for	(omit), handles
		it appears	seems
facilitate	ease, help	*it is	(omit)
failed to	didn't	it is essential	must, need to
feasible	can be done, workable	it is requested	please, we request, I request
females	women		
finalize	complete, finish	liaison	discussion
for a period of	for	limited number	few
forfeit	give up, lose	limitations	limits
for the purpose of	for, to		
forward	send	magnitude	size
frequently	often	maintain	keep, support
function	act, role, work	majority of	most
furnish	give, send	maximum	greatest, largest, most
		methodology	method
has a requirement for	needs	minimize	decrease, lessen, reduce
hereby	(omit)	minimum	least, smallest
herein	here	modify	change

monitor .... check, watch	
necessitate .... cause, need	
notify... let know, tell	
not later than 10 May .... by 10 May, before 11 May	
not later than 1600 .... by 1600	
notwithstanding .... in spite of, still	
numerous .... many	
objective .... aim, goal	
obligate..................................... bind, compel	
observe .... see	
on a ____ basis........................ (omit)	
operate .... run, use, work	
optimum.................................... best, greatest, most	
option.. choice, way	
parameters .... limits	
participate................................. take part	
perform .... do	
permit .... let	
pertaining to .... about, of, on	
point in time............................. point, time	
portion .... part	
possess .... have, own	
practicable................................ practical	
preclude .... prevent	
previous..................................... earlier, past	
previously .... before	
prioritize.................................... rank	
prior to .... before	
proceed .... do, go ahead, try	
procure .... buy	
proficiency .... skill	
*promulgate.............................. issue, publish	
provide...................................... give, offer, say	
provided that .... if	
provides guidance for.............. guides	
purchase .... buy	
pursuant to .... by, following, per, under	
reflect.. say, show	
regarding .... about, of on	
relative to.................................. about, on	
relocate .... move	
remain .... stay	
remainder .... rest	
remuneration .... pay, payment	
render.. give, make	
represents .... is	
requests .... asks	
require .... must, need	
requirement .... need	
reside.. live	
retain .... keep	

said, same, such .... the, this, that	
selection .... choice	
set forth in .... in	
similar to................................... like	
solicit .... ask for, request	
state-of-the-art .... latest	
subject...................................... the, this, your	
submit.. give, send	
subsequent .... later, next	
subsequently............................ after, later, then	
substantial................................ large, much	
successfully complete.............. complete, pass	
sufficient................................... enough	
take action to............................ (omit)	
task.. ask	
terminate .... end, stop	
the month of .... (omit)	
there are................................... (omit), exist	
therefore................................... so	
therein .... there	
there is .... (omit), exists	
thereof....................................... its, their	
the undersigned I	
the use of .... (omit)	
*this activity, command .... us, we	
timely... prompt	
time period .... (either one)	
transmit .... send	
*type .... (omit)	
under the provision of .... under	
until such time as .... until	
*utilize, utilization .... use	
viable.. practical, workable	
vice... instead of, versus	
warrant...................................... call for, permit	
whereas .... because, since	
with reference to .... about	
with the exception of .... except for	
witnessed .... saw	
y and/or z .... y or z or both	
your office .... you	
/ .... and/or	

G. USE INCLUSIVE LANGUAGE

1. Coast Guard communications should reflect the diversity of its workforce and the public it serves. When preparing correspondence, avoid biased language that:

    a. Uses generic masculine words or titles to refer to all persons; and

    b. Uses terms or expressions that reinforce inappropriate, outdated, or demeaning attitudes or assumptions about persons or groups based on age, disability, ethnicity, gender, national origin, race, or religion.

2. Avoid Gender-Specific Terms.

    a. Traditionally terms such as "man" and "mankind" and the masculine pronouns "he," "him," and "his" have served as generic words, referring to both sexes. However, this practice is no longer acceptable because of its ambiguity and exclusion.

    b. Careless use of these terms requires readers to determine whether the reference really includes women as well as men, and may result in women feeling excluded. Using "traditional" language may impede our progress towards building all inclusive teams. General recommendations for using inclusive language include:

        (1) Whenever possible, cast a sentence into the plural, use a plural pronoun or eliminate the pronoun entirely.

            Examples:

            Singular: The employee must submit his report Thursday.

            Plural: Employees must submit their reports Thursday.

            Pronoun eliminated: Submit reports on Thursday.

        (2) If the addressee of the correspondence is unknown, the following salutations can be used:

            Start the correspondence without a salutation by using a subject line.

            Dear Sir or Madam: or Dear Mr./Ms.:

            Dear Manager/Sales Representative/(other job title):

H. GENDER-NEUTRAL TERMS

Avoid gender specific titles or terms. Job titles should be the same for men and women. Additionally, Ms. is usually preferred to address a woman, not Miss or Mrs. The following are examples of gender neutral terms.

INSTEAD OF .... **TRY**

businessman............................. business executive
chairman .... chair or chairperson
coed .... student
congressman .... representative, senator, member of
         Congress, legislator
crewman .... crew member
fellow workers .... co-workers, colleagues
foreman................................... supervisor
gentleman's agreement .... informal contract
mailman .... mail carrier, postal worker
(to) man .... to staff, run, operate
man-hours................................ work hours, staff hours
man-made................................ artificial, hand made
manning chart .... staffing chart
manpower .... workforce, human resources
policeman/police matron .... police officer
right hand man.......................... assistant
salesman .... salesperson, sales representative
serviceman .... servicemember
spokesman .... representative, advocate
strawman .... trial balloon
stewardess............................... flight attendant
workman .... worker, laborer, employee

I. CELEBRATE DIVERSITY/AVOID STEREOTYPES

1. A stereotype is a standardized mental picture of members of a specific group. It represents an oversimplified opinion, subjective attitude, or uncritical judgment. Stereotypes become particularly offensive and demeaning when used to make assumptions about the intellectual, moral, social or physical capabilities of an individual or group. Characteristics such as age, disability, ethnicity, national origin, race, religion and gender define us as individuals. However, it is not appropriate to mention these characteristics unless specifically relevant to the topic of the correspondence.

     a. Age. People in various age groups differ greatly in their strengths and abilities. To avoid age stereotypes:

         (1) Refer to age only when it is relevant to the context of the correspondence.

Proper usage: This program was designed for a five year old.

Not: Even at 75, Robert can operate this program.

(2)   Use precise terminology for various age groups (i.e. infant, pre-schooler, adolescent, youth, adult, elderly person).

b.   <u>Disability</u>. Do not focus on a person's disability unless it is the topic of the correspondence. The term "handicapped" is falling into disuse and should not be used. Additionally, try not to use the terms "able-bodied," "physically challenged," and "differently abled." When the topic of the correspondence is a person's disability the following guidelines are recommended.

(1)   Do not use the article "the" with an adjective to describe people with disabilities. The following are examples:

INSTEAD OF .... **TRY**

the deaf......................... people who are deaf
the visually impaired ..... people with visual impairments
the disabled .... people with disabilities

(2)   If it is appropriate to refer to a person's disability, choose the correct terminology for the specific disability. The following is a partial list of appropriate terminology:

People who are: blind, visually impaired; deaf, hard of hearing; mentally retarded, physically disabled

People with or who have: cerebral palsy; Down's syndrome; mental illness; paraplegia; quadriplegia, partial hearing loss; seizure disorder; specific learning disability; speech impairment

(3)   Do not use the term "normal" in contrast when referring to people with disabilities.

Proper usage: *Bob's job performance is satisfactory.*

Not: *Bob's job performance is at the level of his normal co-workers.*

(4)   Do not use the term "victim" or "sufferer" to refer to a person with a disease or disability.

c. <u>Ethnicity, National Origin, Race and Religion</u>. Do not refer to a person's race, religion, national or ethnic origin unless it is germane to your correspondence.

    (1)   Avoid using descriptive words or labels that reinforce racial and ethnic stereotypes.

    (2)   Do not associate learning patterns and abilities with specific racial or ethnic groups.

d. <u>Gender</u>. Stereotyping by gender often assigns complementary and opposing characteristics to men and women, such as active/passive, strong/weak, rational/emotional.

    (1)   Both men and women should be described by the characteristics they exhibit such as boldness, initiative, assertiveness, compassion, decisiveness, and persistence.

    (2)   Avoid designating women as a special category, or focusing on gender. A professional woman is not a "lady lawyer" or "woman doctor." She is a lawyer or doctor.

    (3)   Avoid irrelevant terms that focus on appearance rather than accomplishments such as "cute blonde" or "fragile secretary."

APPENDIX A. HEADQUARTERS

UNDER CONSTRUCTION

APPENDIX B. ELEMENTS OF STYLE

A. *CAPITALIZATION*

1. Commonly used principles of capitalization are briefly stated and supported by examples in this section. For more information consult the U.S. Government Printing Office (GPO) Style Manual.

2. Consistency in capitalizing is important. Two primary rules govern the use of capitals: (1) Proper nouns, titles, and first words are capitalized; and (2) common nouns are not capitzalized unless they have gained the status of proper nouns.

B. *PROPER NOUNS (NAMES OF PERSONS, PLACES AND THINGS)*

Capitalize names of persons, places, and things and their derivatives which retain proper noun meanings. Do not capitalize names which have become common or their derivatives, which have general meanings.

DO	DO NOT
John Macadam, Macadam family	macadamized
Paris, Parisian	plaster of paris
Italy, Italian	italics, italicize
Rome, Roman	roman (type style)
Capitol (building) in Wash, DC	a State capitol

C. *COMMON NOUNS USED AS PROPER NOUNS*

1. Capitalize common nouns used as parts of proper names and titles. Do not capitalize nouns used to substitute for a name or to denote time, sequence, or reference.

DO	DO NOT
Massachusetts Avenue	the avenue
Federal Express	the express to Boston
Cape of Good Hope	the southernmost cape
Union Station	the station
Budget & Accounting Procedures Act	act of 1951

2. Capitalize common nouns when they are used alone as well-known short forms of proper names. Do not capitalize when used in a general sense.

DO	DO NOT
British Commonwealth: the Commonwealth	a commonwealth of nations
Cherokee Nation: the Nation	a nation of people

United States: the States   states' evidence

3. Capitalize plural forms of common nouns when they are used as part of proper names. Do not capitalize when used in a general sense.

DO   **DO NOT**
Lakes Erie and Ontario   the lakes
State and Treasury Departments: other departments
  the Departments

D. *NAMES OF ORGANIZED BODIES (FEDERAL GOVERNMENT UNITS)*

Capitalize titles of the Federal Government, its units, and their shortened forms. Capitalize other substitutes only to show distinction. Do not capitalize when they are used in a general sense or when referring to other than a Federal Government unit.

DO	DO NOT
The U.S. Government: the	democratic government,
Federal Government, the	federal union, two
National Government, the	national governments,
Government	city government
U.S. Congress: 101st Congress	a congress of citizens
the Senate, the	a senate or house in Iowa
Committee of the Whole:	committees of the Senate,
the Committee	a PTA committee
House Ways and Means Committee:	a committee to consider
the Committee	ways and means
Department of Agriculture	any department of the
the Department	Government
Bureau of the Census:	formation of a bureau;
the Census Bureau, the Bureau	other bureaus of the Department
Geological Survey: the Survey	a survey of minerals
Interstate Commerce Commission	a commission of trade
American Embassy: the Embassy	a foreign embassy:
	also the consulate
Department of Defense: Military	a defense establishment
Establishment, Armed Forces	armed forces exploring the
	area, also armed services
U.S. Army: the Army,	an army,
Regular Army, the Infantry, 81st	Grant's Army, soilders, the regiment,
Regiment, Army Band	the March King's band
U.S. Navy: the Navy, Navy,	naval shipyard, naval station
(Naval) Establishment, Marine	
Corps	

E.   OFFICIAL DESIGNATION OF COUNTRIES, DOMAINS, AND THEIR DIVISION

Capitalize names of countries and their divisions when used as proper names. Do not capitalize when used in a general sense.

DO	DO NOT
United States: the Republic, the Nation, the Union	a republic, both nations, national debt, union of States (U.S.)
State of Ohio, New York State, the Empire State, the State	church and state, statewide, multistate, upstate
Dominion of Canada: the Dominion	a dominion of the Western Hemisphere
Province of Quebec: the Province	farming provinces of Canada

F.   NAMES OF REGIONS, LOCALITIES, AND GEOGRAPHIC FEATURES

Capitilize names of regions, localities, and geographic features when used as proper names. Do not capitalize terms used to denote mere direction or position.

DO	DO NOT
the North Atlantic States	north, south, east, west, northerly, northern, northward road to the west, a midwest direction
the West, the Midwest	road to the west, a midwest direction
Equatorial Africa	equatorial countries
the Middle East (Asia)	middle east of the State
the Promised Land	a land of promise
the Continent	continental boundries

G.   TITLES OF PUBLICATION, DOCUMENTS, ACTS, ETC.

Capitalize all words in titles of publications and documents, except a, an, the, by, for, in, of, on, to, up, and, as, but, if, or, and nor. Do not capitalize when used apart from titles or in a general sense.

DO	DO NOT
Statutes at Large, Revised Statutes	the applicable statute
District Code	the code of the District
Bancroft's History	history books
Journal (House or Senate)	a journal of legislative action

American Journal Of Science	a professional journal
Monograph 55, Research Paper 123	any monograph, a research paper by Sales
Senate Document 70	a historical document from the Senate
House Resolution 68	a committee resolution
Kellogg Pact, North Atlantic Pact	a pact between nations
Treaty of Ghent	the treaty signed at Ghent
Social Security Amendments of 1954	the Baker amendment

H. THE DEFINITE ARTICLE

Capitalize the word "the" when used as part of a name or title. Do not capitalize when "the" is used adjectively or with titles of newspapers, periodicals, vessels, airships, or firm names.

DO	**DO NOT**
The Dalles (Oregon)	the Dalles region
The Weirs (New Hampshire)	the Weirs streets
The Hague (city)	the Hague Court; also the Netherlands
The Attorney General (U.S.)	the attorney general of Texas
The Mall (Washington, DC)	the shopping mall the Times, the Atlantic Monthly, the Mermaid, the U-3, the National Photo Co.

I. SPELLING

1.   The Government Printing Office (GPO) recognizes Webster's Third New International Dictionary as its guide to spelling. To achieve further standardization, the U.S. GPO Style Manual lists the preferred forms of many words that are spelled more than one way in Webster's. Users of this manual are encouraged to refer to GPO's manual for specific spelling guidance.

2.   This part gives instructions on the formation of plurals, the doubling of final consonants when suffixes are added, and the use of indefinite articles. Methods of forming possessives are covered in the section devoted to punctuation in this chapter.

3.   This spelling of geographic names should conform to the decisions of the U.S. Board on Geographic Names. In the absence of a decision by the

Board, The U.S. Directory of Post Offices is used for names in the United States and its possessions.

a.   Plural Forms. In forming the plurals of compound terms, make the significant word plural. For example:

Significant word first	*Significant word in middle*
adjutants general	assistant attorneys general
	assistant chiefs of staff
ambassadors at large	assistant comptrollers
	general
attorneys at law	deputy chiefs of staff
attorneys general	
brothers-in-law	*Both words of equal*
commanders in chief	*significance*
	Bulletins Nos. 27 and 28;
	but
heirs at law	Bulletin No. 27 and 28
notaries public	
reductions in force	
rights-of-way	
secretaries general	secretaries-treasurers

Significant word last	*No word significant in itself*
assistant attorneys	fly-by-nights
assistant commissioners	hand-me-downs
assistant secretaries	Johnnies-come-lately
deputy sheriffs	
lieutenant colonels	
trade unions	
vice chairs	
vice presidents	

When a noun is hyphenated with an adverb or preposition, make the noun plural. For example:

goings-on	listeners-in	makers-up
hangers-on	lookers-on	passers-by

When neither word is a noun, make the last word plural. For example:

also-rans	go betweens	run-ins
come-ons	higher-ups	tie-ins

b.   To form the plural of nouns ending with ful, add "s" at the end. If it is necessary to express the idea that more than one container was filled,

write the two elements as separate words and make the noun plural. For example:

five bucketfuls of the mixture   three cupfuls of flour
  (one bucket filled five times)   (one cup filled three times)
                                      three cups full of coffee
                                      (separate cups)

five buckets full of earth   three cupfuls of flour
  (separate buckets)   (one cup filled three times)
                                      three cups full of coffee
                                      (separate cups)

    c.   The plurals of these words may cause difficulty.

appendix, appendixes, appendices   minimum, minimums
basis, bases   minutia, minutiae
crisis, crises   parenthesis, parentheses
curriculum, curriculums   phenomenon, phenomena
datum, data   stimulus, stimuli
formula, formulas   synopsis, synopses
index, indexes   *but*
maximum, maximums   the two Germanys, both
medium, mediums   Kansas Citys, several Marys
memorandum, memorandums
memoranda

J.   *DOUBLED CONSONANTS*

When a suffix begining with a vowel is added to a word ending in a single consonant preceded by a single vowel, double the consonant if it ends a word of one syllable, or if it ends an accented syllable. For example:

bag, bagging   transfer, transferred
get, getting   *but*
input, inputting   total, totaled
red, reddish   travel, traveled
rob, robbing

K.   *INDEFINITE ARTICLES*

    1.   Use "a" before words beginning with consonants, except words begining with a silent "h." Also, use "a" before words spelled with initial vowels that combine consonant and vowel sounds. For example:

a procedure   a union   *but*
a historic event   a European atlas   an hour
a hotel   a one-sided argument   an onion

a humble man   a HUD directive

2.   Use "an" before words begining with vowels, and words begining with a silent "h." For example:

an order	an herbseller	an FCC ruling
an electric light	an honor	an AEC report
an initial	an oyster	an NIHM decision

L.   COMPOUND WORDS

1.   A compound word conveys a unit idea that is not as clearly conveyed by separate words. The hyphen not only unites but also separates the component words, thus aiding readabilty and correct pronunciation. Consistency remains the paramount goal.

2.   In this part, basic rules for compounding are given first, followed by guides to forming solid compounds and to hyphenating unit modifiers. Instructions are also given on adding prefixes and suffixes and on creating/combining forms.

3.   Word forms are constantly changing. The correct forms for use in the Government are to be found in the U.S. GPO Style Manual.

    a.   <u>Basic Rules</u>. Omit the hypen when words appear in regeular order and the omission causes no confusion in sound or meaning. For example:

banking hour	day laborer	palm oil	training ship
blood pressure	eye opener	patent right	violin teacher
book value	fellow citizens	real estate	
census taker	living costs	rock candy	

    b.   Combine solid two nouns that form a third when the compound has one primary accent, especially when the prefixed noun consists of one syllable or when one of the elements loses its original accent. For example:

decisionmaking	keyboarding	staffing	right-of-way
bookkeeping	newsprint	workday	keyboard
governmentwide	inputting	workplan	

    c.   In a derivative of a compound, keep the solid or hyphenated form of the original compound, unless otherwise indicated for particular words. For example:

footnoting	praiseworthiness	T-square
creditworthiness	ill-advisedly	

d.   Print a hyphen between the elements of technical compound units of measurement. For example:

light-year   staff-hour   crop-year

APPENDIX C. MILITARY MODELS OF ADDRESS

ADDRESSEE	ADDRESS ON LETTER and ENVELOPE	SALUTATION
	Abbreviated Grade (as shown below), Name, (USCG or their service designation) Title Address of Organization & Station 00000-0000	Sincerely,

A. Navy and Coast Guard Officers

Addressee	Abbrev	Salutation
Admiral	ADM	Dear Admiral (surname):
Vice Admiral	VADM	"
Rear Admiral	RADM	"
Rear Admiral (lower half)	RADM(L)	"
Captain	CAPT	Dear Captain (surname):
Commander	CDR	Dear Commander (surname):
Lieutenant Commander	LCDR	"
Lieutenant	LT	Dear Lieutenant (surname):
Lieutenant (Junior Grade)	LTJG	"
Ensign	ENS	Dear Ensign (surname):
Chief Warrant Officer	CWO4	Dear Chief Warrant Officer (surname):
	CWO3	"
	CWO2	"
Warrant Officer	WO	Dear Warrant Officer (surname):

B. Marine Corps, Air Force, and Army Officers

	Marines	Air Force	Army	
General	Gen	Gen	GEN	Dear General (surname):
Lieutenant General	Lt. Gen	LTGen	LTG	"
Major General	MajGen	MajGen	MG	"
Brigadier General	Bgen	Brig Gen	BG	"
Colonel	Col	Col	COL	Dear Colonel (surname):
Lieutenant Colonel	LtCol	Lt Col	LTC	"
Major	Maj	Maj	MAJ	Dear Major (surname):
Captain	Capt	Capt	CPT	Dear Captain (surname):
First Lieutenant	1stLt	1stLt	1LT	Dear Lieutenant (surname):
Second Lieutenant	2ndLt	2ndLt	2LT	"
Chief Warrant Officer	CWO4		CW4	Dear Chief Warrant Officer (surname):
Chief Warrant Officer	CWO3		CW3	"
Chief Warrant Officer	CWO2		CW2	"
Warrant Officer	WO		WO	Dear Warrant Officer (surname):

C. Navy and Coast Guard Enlisted

Addressee	Abbrev	Salutation
Master Chief Petty Officer of the Navy	MCPON	Dear Master Chief (surname):

ADDRESSEE	ADDRESS ON LETTER and ENVELOPE	SALUTATION
Master Chief Petty Officer of the CG	MCPOCG	"
Master Chief Petty Officer	MCPO	"
Senior Chief Petty Officer	SCPO	Dear Senior Chief (surname):
Chief Petty Officer	CPO	Dear Chief (surname):
Petty Officer First Class	PO1	Dear Petty Officer (surname):
Petty Officer Second Class	PO2	"
Petty Officer Third Class	PO3	"
Seaman (Includes Apprentice and Recruit)	SN or SA or SR	Dear Seaman (surname):
Fireman (Includes Apprentice and Recruit)	FN or FA or FR	Dear Fireman (surname):
Airman (Includes Apprentice and Recruit)	AN or AA or AR	Dear Airman (surname):
Hospitalman (Includes Apprentice and Recruit)	HN or HA or HR	Dear Hospitalman (surname):
Dentalman (Includes Apprentice and Recruit)	DN or DA or DR	Dear Dentalman (surname):
Constructionman (Includes Apprentice and Recruit)	CN or CA or CR	Dear Constructionman (surname):

D. Marine Corps Enlisted

ADDRESSEE	ADDRESS ON LETTER and ENVELOPE	SALUTATION
Sergeant Major of the Marines	SgtMaj	Dear Sergeant Major (surname):
Sergeant Major	SgtMaj	Dear Sergeant Major (surname):
Master Gunnery Sergeant	MGySgt	Dear Sergeant (surname):
First Sergeant	1stSgt	"
Master Sergeant	MSgt	"
Gunnery Sergeant	GySgt	"
Staff Sergeant	SSgt	"
Sergeant	Sgt	"
Corporal	Cpl	Dear Corporal (surname):
Lance Corporal	LCpl	"
Private First Class	PFC	Dear Private (surname):
Private	Pvt	"

E. Army Enlisted

ADDRESSEE	ADDRESS ON LETTER and ENVELOPE	SALUTATION
Sergeant Major of the Army	SMA	Dear Sergeant Major (surname):
Command Sergeant Major	CSM	"
Sergeant Major	SGM	"
First Sergeant	1SG	Dear First Sergeant (surname):
Master Sergeant	MSG	Dear Master Sergeant (surname):
Platoon Sergeant	PST	Dear Sergeant (surname):
Sergeant First Class	SFC	"
Staff Sergeant	SSG	"
Sergeant	SGT	"
Corporal	CPL	Dear Corporal (surname):

ADDRESSEE	ADDRESS ON LETTER and ENVELOPE	SALUTATION
Private First Class	PFC	Dear Private (surname):
Private	Pvt	"
Specialists (all grades)	SF-8	Dear Specialist (surname):
	SF-7 (etc.)	"

F. Air Force Enlisted

Chief Master Sergeant of the A.F.	CMSAF	Dear Chief (surname):
Chief Master Sergeant	CMSgt	"
Senior Master Sergeant	SMSgt	Dear Sergeant (surname):
Master Sergeant	MSgt	"
Technical Sergeant	TSgt	"
Staff Sergeant	SSgt	"
Sergeant	Sgt	"
Senior Airman	SrA	Dear Airman (surname):
Airman First Class	A1C	"
Airman	Amn	"
Airman Basic	AB	"

G. Other Military

All retired military	(Abbreviated grade, as shown above) (name), (USCG or other service branch abbreviation), Retired (address) 00000-0000	Dear (rank) (surname):
Chaplain	Army & Air Force Only:	
	Chaplain (full name) (rank) (service branch abbreviation), (address) 00000-0000	Dear Chaplain (surname):
	Coast Guard, Marine Corps, or Navy only:	
	Rank (full name), CHC, (service branch abbreviation), (address) 00000-0000	Dear Chaplain (surname):

APPENDIX D. CIVILIAN MODELS OF ADDRESS

ADDRESSEE	ADDRESS ON LETTER and ENVELOPE	SALUTATION and COMPLIMENTARY CLOSE
THE WHITE HOUSE		
President	The President The White House Washington, DC 20500	Dear Mr. President Respectfully,
Spouse of the President	Mrs. (full name) The White House Washington, DC 20500	Dear Mrs. (surname): Sincerely,
Assistant to the President	The Honorable (full name) Assistant to the President The White House Washington, DC 20500	Dear Mr. (surname): Sincerely,
Former President	The Honorable (full name) (local address) 00000	Dear Mrs. (surname): Sincerely,
THE VICE PRESIDENT		

The Vice President
   (formal address)
	The Vice President
	United States Senate
	Washington, DC 20510
		Dear Mrs. Vice President
		    Sincerely,

The Vice President
   (informal address)
	The Honorable (full name)
	The Vice President of the United States
	Washington, DC 20510
		Dear Mr. Vice President
		    Sincerely,

The Vice President
   (as President of the Senate)
	The Honorable (full name)
	President of the Senate
	Washington, DC 20510
		Dear Mrs. President
		    Sincerely,

Former Vice President	The Honorable (full name) (local address) 00000	Dear Mr. (surname): Sincerely,
THE JUDICIARY		
The Chief Justice	The Chief Justice of the United States The Supreme Court of the United States Washington, DC 20543	Dear Mr. Chief Justice: Sincerely,
Associate Justice	Mrs. Justice (surname) The Supreme Court of the United States Washington, DC 20543	Dear Mrs. Justice: Sincerely,
Retired Justice	The Honorable (full name) (local address) 00000	Dear Mr. Justice: Sincerely,

NOTE: If it is not known whether the addressee is a man or a woman, use either the full name such as "Dear Leslie Doe" or "Dear L. Doe." In such instances where only the title and surname are used, either Mr., Ms., or Mrs. should be used as appropriate.

Presiding Justice	The Honorable (full name) Presiding Justice	Dear Ms. Justice: Sincerely,

ADDRESSEE	ADDRESS ON LETTER and ENVELOPE	SALUTATION
	(name of court) (local address) 00000	
Judge of a Court	The Honorable (full name) Judge of the (name of court; if a U.S. District Court, give district) (local address) 00000	Dear Judge (surname): Sincerely,
Clerk of a Court	Mrs. (full name) Clerk of the (name of court; if a U.S. District Court, give district) (local address) 00000	Dear Mrs. (surname): Sincerely,
Justice of the Peace	The Honorable (full name) Justice of the Peace (local address) 00000 or Justice of the Peace (name) District (local address) 00000	Dear Judge (Mr.) (surname): Sincerely, Dear Sir: Sincerely,
Constable (or Sheriff)	Mr. (full name), Constable or The Constable of (district) (local address) 00000	Dear Mr. (surname) Dear Madam: Sincerely,
Lawyer	Mr. (full name) Attorney at Law (local address) 00000 or (full name) Esq. (local address) 00000	Dear Mr. (surname): Sincerely, Dear Ms. (surname): Sincerely
United States Attorney	The Honorable (full name) United States Attorney (name) District of (State) (local address) 00000	Dear Mr. (surname): Sincerely,

THE CONGRESS

Senate

ADDRESSEE	ADDRESS ON LETTER and ENVELOPE	SALUTATION
President of the Senate (see Vice President)	The Honorable (full name) President of the Senate Washington, DC 20510	Dear Mr. President: Sincerely,
President pro tempore	The Honorable (full name) President pro tempore of the Senate Washington, DC 20510	Dear Mr. President Sincerely,
United States Senator (in Washington, DC)	The Honorable (full name) United States Senate Washington, DC 20510	Dear Senator (surname): Sincerely,
United States Senator (away from Washington, DC)	The Honorable (full name) United States Senate (local address) 00000	Dear Senator (surname): Sincerely,
Senator-elect (in Washington, DC)	The Honorable (full name) Senator-elect United States Senate Washington, DC 20510	Dear Mrs. (surname): Sincerely,

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ADDRESSEE	ADDRESS ON LETTER and ENVELOPE	SALUTATION
(away from Washington, DC)	The Honorable (full name) United States Senator-elect (local address) 00000	Dear Mr. (surname): Sincerely,
Former Senator	The Honorable (full name) (no title) (local address) 00000	Dear Senator (surname): Sincerely,
Majority Leader or Minority Leader	The Honorable (full name) Majority (or Minority) Leader United States Senate Washington, DC 20510	Dear Senator (surname): Sincerely,
Committee Chairman	The Honorable (full name) Chairman, Committee on (name) United States Senate Washington, DC 20510	Dear Ms. Chairman: Sincerely,
Chairman of a Joint Committee	The Honorable (full name) Chairman Joint Committee on (name) Washington, DC 20510	Dear Mr. Chairman: Sincerely,
Subcommittee Chairman[1]	The Honorable (full name) Chairman, Subcommittee on (name) (name of parent committee) United States Senate Washington, DC 20510	Dear Ms. Chairman: Sincerely,
Secretary of the Senate	The Honorable (full name) Secretary of the Senate Washington, DC 20510	Dear Mr. (surname): Sincerely,
Secretary/Administrative Assistant to a Senator	Mr. (full name) Secretary/Administrative Assistant to the Honorable (full name) Washington, DC 20510	Dear Mr. (surname): Sincerely,
Chaplain of the Senate	The Reverend (full name) Chaplain of the Senate Washington, DC 20510	Dear (title)[2] (surname): Sincerely,
Office of Deceased Senator	Mr. (full name) Administrative Assistant to he late (full name) United States Senate Washington, DC 20510	Dear Mr. (surname): Sincerely,

House of Representatives

Speaker of the House of Representatives	The Honorable (full name) Speaker of the House of Representatives Washington, DC 20515	Dear Mr. Speaker: Sincerely,
United States Representative (in Washington, DC)	The Honorable (full name) House of Representatives Washington, DC 20515	Dear Representative (surname): Sincerely,
(away from Washington, DC)	The Honorable (full name)	Dear Representative (surname):

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[1] If the complete address exceeds five lines, omit the name of the parent committee from the letter. However, the complete address should always be included on the envelope.

[2] The title is Dr., Mr., etc., as appropriate. The title reverend is not used with the surname alone, but may be used with another title; e.g., Reverend Dr. Smith or Reverend Mr. Smith.

ADDRESSEE	ADDRESS ON LETTER and ENVELOPE	SALUTATION
	Member, United States House of Representatives (local address), 00000	Sincerely,
Representative-elect (in Washington, DC)	The Honorable (full name) Representative-elect House of Representatives Washington, DC 20515	Dear Ms. (surname): Sincerely,
(away from Washington, DC)	The Honorable (full name) Representative-elect (local address, if given) 00000	Dear Mr. (surname): Sincerely,
Former Representative	The Honorable (full name) (local address) 00000	Dear Representative (surname): Sincerely,
Majority Leader or Minority Leader	The Honorable (full name) Majority (or Minority) Leader House of Representatives Washington, DC 20515	Dear Representative (surname): Sincerely,
Committee Chairman	The Honorable (full name) Chairman, Committee on (name) House of Representatives Washington, DC 20515	Dear Ms. Chairman: Sincerely,
Subcommittee Chairman [3]	The Honorable (full name) Chairman, Subcommittee on (name) (name of parent committee) House of Representatives Washington, DC 20515	Dear Mr. Chairman: Sincerely,
Clerk of the House	The Honorable (full name)[4] Clerk of the House of Representatives Washington, DC 20515	Dear Mrs. (surname): Sincerely,
Chaplain of the House	The Reverend (full name) Chaplain of the House of Representatives Washington, DC 20515	Dear (title)[5] (surname): Sincerely,
Office of a Deceased Representative	Mr. (full name) Administrative Assistant to the late (full name) House of Representatives Washington, DC 20515	Dear Mr. (surname): Sincerely,
Resident Commissioner	The Honorable (full name) Resident Commissioner from (name of area) House of Representatives Washington, DC 20515	Dear Mr. (surname): Sincerely,

LEGISLATIVE AGENCIES

Comptroller General (head of the General Accounting Office)	The Honorable (full name) Comptroller General of the United States General Accounting Office Washington, DC 20548	Dear Ms (surname): Sincerely,
Public Printer (head of U.S. Government Printing Office)	The Honorable (full name) Public Printer U.S. Government Printing Office	Dear Mr. (surname): Sincerely,

[3] See footnote 1 on page D-3
[4] If the clerk's name is not known, use only the title in the address and Dear Sir or Madam in the Salutation.
[5] See footnote 2 on page D-3

ADDRESSEE	ADDRESS ON LETTER and ENVELOPE	SALUTATION
	Washington, DC 20401	
Librarian of Congress (head of the Library of Congress)	The Honorable (full name) Librarian of Congress Library of Congress Washington, DC 20540	Dear Mr. (surname): Sincerely,

EXECUTIVE DEPARTMENTS

ADDRESSEE	ADDRESS ON LETTER and ENVELOPE	SALUTATION
Member of the Cabinet (addressed as Secretary)	The Honorable (full Name) Secretary of (name of Department)[6] Washington, DC 00000	Dear Mrs. Secretary: Sincerely,
Attorney General (head of the Department of Justice)	The Honorable (full Name) Attorney General Washington, DC 20530	Dear Ms. Attorney General: Sincerely,
Deputy Secretary of a Department	The Honorable (full Name) Deputy Secretary for (name of Department) Washington, DC 00000	Dear Mr. (surname): Sincerely,
Under Secretary of a Department	The Honorable (full Name) Under Secretary for (name of Department) Washington, DC 00000	Dear Mrs. (surname): Sincerely,
Assistant Secretary of a Department	The Honorable (full Name) Assistant Secretary for (name of office) (name of Department) Washington, DC 00000	Dear Mr. (surname): Sincerely,

INDEPENDENT ORGANIZATIONS

ADDRESSEE	ADDRESS ON LETTER and ENVELOPE	SALUTATION
Director of the Office of Management and Budget	The Honorable (full name) Director, Office of Management and Budget Washington, DC 20503	Dear Mr. (surname): Sincerely,
Postmaster General (head of the U.S. Postal Service)	The Honorable (full name) Postmaster General Washington, DC 20260	Dear Mr. Postmaster General: Sincerely,
Head of a Federal Agency, Authority, or Board	The Honorable (full name) (title), (name of agency) Washington, DC 00000	Dear Ms. (surname): Sincerely,
Head of a Major Organization within an Agency (if the official is appointed by the President)	The Honorable (full name) (title) (name of organization) (name of agency) Washington, DC 00000	Dear Mr. (surname): Sincerely,
President of a Commission	The Honorable (full name) President (name of Commission) Washington, DC 00000	Dear Mrs. (surname): Sincerely,
Chairman of a Commission	The Honorable (full name) Chairman (name of Commission) Washington, DC 00000	Dear Mr. Chairman: Sincerely,

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[6] 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 Housing and Urban Development, Secretary of the Interior, *Secretary of Labor, Secretary of State, Secretary of Transportation, Secretary of the Treasury and Secretary of Veterans Affairs.

(*Department of Justice/Attorney General)

ADDRESSEE	ADDRESS ON LETTER and ENVELOPE	SALUTATION
Chairman of a Board	The Honorable (full name) Chairman (name of Board) Washington, DC 00000	Dear Ms. Chairman: Sincerely,

OTHER GOVERNMENT AGENCIES

ADDRESSEE	ADDRESS ON LETTER and ENVELOPE	SALUTATION
Commissioner of the Internal Revenue Service	The Honorable (full name) Commissioner of the Internal Revenue Service Department of the Treasury Washington, DC 20224	Dear Mr. (surname): Sincerely,
District Director of the Internal Revenue Service	Mrs. (full name) District Director of Internal Revenue (local address) 00000	Dear Mrs. (surname): Sincerely,

AMERICAN MISSIONS

ADDRESSEE	ADDRESS ON LETTER and ENVELOPE	SALUTATION
American Ambassador	The Honorable (full name) American Ambassador (city), (country)	Sir (Madam): (formal) Very truly yours, Dear Mr. (Mrs.) Ambassador: (informal) Sincerely,
American Ambassador (with military rank)	(full rank) (full name) American Ambassador (city), (country)	Sir (Madam): (formal) Very truly yours, Dear Mrs. Ambassador: or Dear (rank) (surname): (informal) Sincerely,
Former American Ambassador	The Honorable (full name) (local address)	Dear Mr. (Mrs.) Ambassador: Sincerely,
American Minister	The Honorable (full name) American Minister (city), (country)	Sir (Madam): (formal) Very truly yours, Dear Mr. Minister: (informal) Sincerely,
American Minister (with military rank)	(full rank) (full name) American Minister (city), (country)	Sir (Madam): (formal) Very truly yours, Dear Mr. Minister: (informal) Sincerely,
American Consul General or American Consul	(full name) American Consul General (or American Consul) (city), (country)	Dear Ms.: (surname): Sincerely,

MISSIONS TO THE UNITED STATES

ADDRESSEE	ADDRESS ON LETTER and ENVELOPE	SALUTATION
Foreign Ambassador in the United States	His (Her) Excellency (full name) Ambassador of (country) (local address) 00000	Excellency: (formal) Very truly yours, Dear Mr. Ambassador: (informal) Sincerely,
Foreign Minister in the United	The Honorable (full name)	Sir (Madam): (formal)

ADDRESSEE	ADDRESS ON LETTER and ENVELOPE	SALUTATION
States	Minister of (country) (local address), 00000	Very truly yours, Dear Mr. (Ms.) Minister: (informal) Sincerely,

Foreign Charge d'Affaires in the United States	Mr. (full name)
	Charge d'Affaires
	(local address) 00000
		Sir (Madam): (formal)
		    Very truly yours,
		
		Dear Mr. Charge d'Affaires: (informal)
		    Sincerely,

THE ORGANIZATION OF AMERICAN STATES

ADDRESSEE	ADDRESS ON LETTER and ENVELOPE	SALUTATION

Secretary General of the Organization of American States	The Honorable (full name)
	Secretary General of the Organization of American States
	Pan American Union
	Washington, DC 20006
		Sir (Madam): (formal)
		    Very truly yours,
		
		Dear Mr. Secretary General:
		    or
		Dear Mr. (Dr.) (surname): (informal)
		    Sincerely,

Assistant Secretary General of the Organization of American States	The Honorable (full name)
	Assistant Secretary General of the Organization of American States
	Pan American Union
	Washington, DC 20006
		Sir (Madam): (formal)
		    Very truly yours,
		    or
		Dear Mr. (Dr.) (surname): (informal)
		    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
	Department of State
	Washington, DC 20520
		Sir (Madam): (formal)
		    Very truly yours,
		    or
		Dear Mr. (Dr.) (surname): (informal)
		    Sincerely,

UNITED NATIONS

Communications to the United Nations are addressed to the United States Representative to the United Nations through the Department of State. Exceptions which are sent directly to the United States Representative include those intended for the Economic and Social Council, the Disarmament Commission, The Trusteeship Council, and the delegation to the General Assembly (when it is in session). Subject to exceptions, direct communication with the United Nations is inappropriate. When necessary, the communication should be sent to the Secretary General of the United Nations through the United States representative by means of a covering letter.

ADDRESSEE	ADDRESS ON LETTER and ENVELOPE	SALUTATION

Secretary General of the United Nations	His (Her) Excellency
	(full name)
	Secretary General of the United Nations
	New York, NY 10017
		Excellency: (formal)
		    Very truly yours,
		
		Dear Mr. Secretary General: (informal)
		    Sincerely,

United States Representative to the United Nations	The Honorable (full name)
	United States Representative to the United Nations
	New York, NY 10017
		Sir (Madam): (formal)
		    Very truly yours,
		
		Dear Mrs. (surname): (informal)
		    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	Sir (Madam): (formal) Very truly yours,

ADDRESSEE	ADDRESS ON LETTER and ENVELOPE	SALUTATION
		Dear Mr. (surname): (informal) 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	Sir (Madam): (formal) Very truly yours, Dear Mrs. (Mr.) (surname): (informal) Sincerely,
Senior Military Advisor to the United States Delegation to the United Nations General Assembly	(full rank) (full name) Senior Military Advisor United States Delegation to the United Nations General Assembly New York, NY 10017	Dear (rank) (Surname): Sincerely,
United States Representative to the Economic and Social Council	The Honorable (full name) United States Representative on the Economic and Social Council of the United Nations New York, NY 10017	Sir (Madam): (formal) Very truly yours, Dear Mr. (surname): (informal) Sincerely,
United States Representative to the United Nations Disarmament Commission	The Honorable (full name) United States Representative on the Disarmament Commission of the United Nations New York, NY 10017	Sir (Madam): (formal) Very truly yours, Dear Mr. (surname): (informal) Sincerely,
United States Representative to the Trusteeship Council.	The Honorable (full name) United States Representative on the Trusteeship Council of the United Nations New York, NY 10017	Sir (Madam): (formal) Very truly yours, Dear Mr. (surname): (informal) Sincerely,

STATE AND LOCAL GOVERNMENTS

ADDRESSEE	ADDRESS ON LETTER and ENVELOPE	SALUTATION
Governor of the State	The Honorable (full name) Governor of (name of state) (Local address) 00000	Dear Governor (surname): Sincerely,
Acting Governor of a State	The Honorable (full name) Acting Governor of (name of state) (Local address) 00000	Dear Mr. (surname): Sincerely,
Lieutenant Governor	The Honorable (full name) Lieutenant Governor of (name of state) (Local address) 00000	Dear Mrs. (surname): Sincerely,
Secretary of State of a State	The Honorable (full name) Secretary of State of (name of state) (Local address) 00000	Dear Mr. Secretary: Sincerely,
Chief Justice of the Supreme Court of a State	Honorable (full name) Chief Justice Supreme Court of the state of (name) (Local address) 00000	Dear Mr. Chief Justice: Sincerely,
Attorney General of a State	Honorable (full name) Attorney General State of (name) (Local address) 00000	Dear Ms. Attorney General: Sincerely,
Treasurer, Comptroller, or Auditor of a State	Honorable (full name) State Treasurer (Comptroller) (Auditor) State of (name)	Dear Mrs. (surname): Sincerely,

ADDRESSEE	ADDRESS ON LETTER and ENVELOPE	SALUTATION
	(Local address) 00000	

President of the Senate of a State	The Honorable (full name)
	President of the Senate of the State of
	    (name)
	(Local address) 00000
		Dear Mr. (surname):
		    Sincerely,

State Senator	The Honorable (full name) (name of state) Senate (Local address) 00000	Dear Ms. (surname): Sincerely,

Speaker of the House of
    Representatives or the
    Assembly or the House of
    Delegates of a State
	The Honorable (full name)
	Speaker of the House of Representatives
	    (or Assembly or House of Delegates)
	    of the state of (name)
	(Local address) 00000
		Dear Mr. (surname):
		    Sincerely,

State Representative,
    Assemblyman, or Delegate
	The Honorable (full name)
	(name of state) House of Representatives
	    (or Assembly or House of Delegates)
	(Local address) 00000
		Dear Mrs. (surname):
		    Sincerely,

Mayor	The Honorable (full name) Mayor of (name of city) (Local address) 00000	Dear Mayor (surname): Sincerely,

President of a Board of
    Commissioners
	Honorable (full name)
	President, Board of Commissioners of
	(name of city)
	(Local address) 00000
		Dear Mr. (surname):
		    Sincerely,

ECCLESIASTICAL ORGANIZATIONS[7]

Roman Catholic Church

The Pope	His Holiness the Pope
	Vatican City
	Italy
		Your Holiness: (formal)
		    Sincerely,
		
		Most Holy Father: (usual)
		    Sincerely,

Cardinal	His Eminence (Christian Name)
	Cardinal (surname)
	Archbishop of (province)
	(local address) 00000
		Your Eminence: (formal)
		    Sincerely,
		
		Dear Cardinal (surname): (informal)
		    Sincerely,

Archbishop	The Most Reverend (full name)
	Archbishop of (province)
	(local address) 00000
		Your Excellency: (formal)
		    Sincerely,
		
		Dear Archbishop (surname):
		(informal)
		    Sincerely,

Bishop	The Most Reverend (full name)
	Bishop of (province)
	(local address) 00000
		Your Excellency: (formal)
		    Sincerely,
		
		Dear Bishop (surname): (informal)
		    Sincerely,

Monsignor[8]	The Right Reverend Monsignor (full name)	Right Reverend Monsignor: (formal)

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[7] Additional ecclesiastical information may be found in various American almanacs.

ADDRESSEE	ADDRESS ON LETTER and ENVELOPE	SALUTATION
	(local address) 00000	Sincerely,
		Dear Monsignor (surname): (informal) Sincerely,
Monsignor	The Very Reverend Monsignor (full name) (local address) 00000	Very Reverend Monsignor: (formal) Sincerely,
		Dear Monsignor (surname): (informal) Sincerely,
Priest	The Reverend[9] (full name) (add initials of order, if any) (local address) 00000	Reverend Sir: (formal) Sincerely,
		Dear Father (surname): (informal) Sincerely,
Superior of a Sisterhood	The Reverend Mother Superior (name of institution) (local address) 00000	Dear Reverend Mother: (formal) Sincerely,
		Dear Mother (name): (informal) Sincerely,
Sister	Sister (full name) (name of institution) (local address) 00000	Dear Sister: (full name): Sincerely,
Superior of a Brotherhood	Brother (name) Superior, (name of institution) (local address) 00000	Dear Brother: Sincerely,
Member of a Brotherhood	Brother (name) (name of institution) (local address) 00000	Dear Brother: (full name) Sincerely,

Protestant Episcopal Church[10]

ADDRESSEE	ADDRESS ON LETTER and ENVELOPE	SALUTATION
Bishop	The Right Reverend (full name) Bishop of (name) (local address) 00000	Right Reverend Sir (Madam): (formal) Sincerely,
		Dear Bishop (surname): (informal) Sincerely,
Archdeacon	The Venerable (full name) Archdeacon of (name) (local address) 00000	Venerable Sir: (formal) Sincerely,
		My Dear Archdeacon (surname): (informal) Sincerely,
Dean	The Very Reverend (full name) Dean of (church) (local address) 00000	Very Reverend Sir (Madam): (formal) Sincerely,
		Dear Dean (surname): (informal) Sincerely,

[8] There are two classes of Monsignor: Domestic Prelates are addressed as The Right Reverend and Papal Chamberlains are addressed as The Very Reverend. The Official Directory will give the correct designations. In the absence of definitive information, it is always courteous to address any Monsignor as The Right Reverend.

[9] In all cases, the Reverend should not be used with a surname only, such as The Reverend Smith. There must always be an intervening Christian name or initial or a title such as Dr., Mr., Ms., or Professor between The Reverend and the surname.

[10] The names of the clergy of the Episcopal Church may be found in the Episcopal Church Annual.

ADDRESSEE	ADDRESS ON LETTER and ENVELOPE	SALUTATION
Canon	The Reverend (full name) Canon of (church) (local address) 00000	Reverend Sir: (formal) Sincerely, My Dear Canon (surname): (informal) Sincerely,
Rector	The Reverend (full name) The Rector of (name) (local address) 00000	Reverend Madam: (formal) Sincerely, Dear Father (surname): (informal) Sincerely,
Priest	The Reverend (full name) (local address) 00000	Reverend Sir: (formal) Sincerely, Dear Father (surname): (informal) Sincerely,

Clergy of Other Denominations

ADDRESSEE	ADDRESS ON LETTER and ENVELOPE	SALUTATION
Methodist Bishop	The Reverend (full name) Methodist Bishop (local address) 00000	Reverend Sir: (formal) Sincerely, Dear Bishop (surname): (informal) Sincerely,
Presbyterian Moderator	The Moderator of (name) (local address) 00000 or The Reverend (full name) Moderator of (name) (local address) 00000	My Dear Mrs. Moderator: (formal) Sincerely, Dear (Dr. or Mrs.) (surname): (informal) Sincerely,
Rabbi (with doctoral degree)	Rabbi (full name) (local address) 00000	Dear Dr. (surname): or Dear Rabbi (surname): Sincerely,
(without doctoral degree)	Rabbi (full name) (local address) 00000	Dear Rabbi (surname): Sincerely,
Mormon President[11]	The President Church of Jesus Christ of Latter Day Saints (local address) 00000	My Dear President: (formal) Sincerely, Dear President (surname): (informal) Sincerely,
Mormon Bishop[11]	Bishop (full name) Church of Jesus Christ of Latter Day Saints (local address) 00000	Sir: (formal) Sincerely, Dear Bishop (surname): (informal) Sincerely,
Mormon Elder[11]	Elder (or Brother) (full name) Church of Jesus Christ of Latter Day Saints (local address) 00000	Dear Elder (surname): Sincerely,
Seventh-Day Adventist President[11]	The President General Conference of Seventh-Day Adventists (local address) 00000	My Dear Mr. President: (formal) Sincerely, Dear President (surname):

[11] The title Reverend is not used by either the Mormon Church or the Seventh-Day Adventist. Mr. may be used for any of their ecclesiastical ranks, or preferably Elder for their pastors.

ADDRESSEE	ADDRESS ON LETTER and ENVELOPE	SALUTATION
		(informal) Sincerely,

Seventh-Day Adventist Elder[11]	Elder (full name)
	General Conference of Seventh-Day
	  Adventists
	(local address) 00000
		Dear Elder: (surname)
		    Sincerely,

Minister, Pastor, or Rector
  (with doctoral degree)
	The Reverend (full name)
	(title), (name of church)
	(local address) 00000
		Dear Dr. (surname):
		    Sincerely,

(without doctoral degree)	The Reverend (full name) (title), (name of church) (local address) 00000	Dear Mr.(Mrs.) (surname): Sincerely,

Chaplain (military services)	Chaplain (full name)
	(rank, service designation)
	(post office address of organization and
	  station)
	(local address) 00000
		Dear Chaplain: (surname)
		    Sincerely,

EDUCATIONAL INSTITUTIONS[12]

ADDRESSEE	ADDRESS ON LETTER and ENVELOPE	SALUTATION

President of a University of College
  (with a doctoral degree)
	Dr. (full name)
	President, (name of institution)
	local address) 00000
		Dear Dr. (surname):
		    Sincerely,

President of a University of College
  (without a doctoral degree)
	Mr. (full name)
	President, (name of institution)
	local address) 00000
		Dear Mrs. (surname):
		    Sincerely,

President of a Theological
  Seminary
	The Very Reverend (full name)
	President, (name of institution)
	(local address) 00000
		Dear President (surname):
		or Dear Dr. (surname):
		    Sincerely,

President of a Religious School
  (Protestant)
	The President of (name of institution)
	(local address) 00000
		My Dear Sir (Madam): (formal)
		    Sincerely,

	or	Dear Sir (Madam): (informal) Sincerely
	The Reverend (full name) President of (name of institution) (local address) 00000	My Dear President (surname): (formal) Sincerely,
		Dear Dr. (surname): (informal) Sincerely

Dean of a University or College
  (with doctoral degree)
	Dr. (full name)
	Dean, School of (name)
	(name of institution)
	(local address) 00000
		Dear Dr. (surname):
		    Sincerely,

(without doctoral degree)	Dean (full name) School of (name) (name of institution) (local address) 00000	Dear Dean (surname): Sincerely,

Professor
  (with doctoral degree)
	Dr. (or Professor) (full name)
	Department of (name)
	(name of institution)
	(local address) 00000
		Dear Dr. (surname):
		or Dear Professor (surname):
		    Sincerely,

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[12] The names of the governing officials of American colleges and universities may be found in various current American almanacs.

ADDRESSEE	ADDRESS ON LETTER and ENVELOPE	SALUTATION
(without doctoral degree)	Professor (full name) Department of (name) (name of institution) (local address) 00000	Dear Professor (surname): Sincerely,
Professor in a Theological Seminary	The Reverend Professor (full name) (name of institution) (local address) 00000	Dear Professor (surname): or Dear Dr. (surname): Sincerely,

OTHER ADDRESSES

Single

A Man	Mr. (full name)
	(local address)
		Dear Sir:
		    Sincerely,
		    or
		Dear Mr. (surname):
		    Sincerely,

An Unmarried Woman[13]	Ms. (full name) (local address) 00000	Dear Ms. (surname): Sincerely,

A Married Woman[14]
 	
        or
 	
Widow
	Mrs. (husband's full name)
	(local address) 00000
	        or
	Ms. (given name and surname)
	(local address) 00000
		Dear Mrs. (surname):
		    Sincerely,
		    or
		Dear Ms. (surname):
		    Sincerely,

Multiple[15]

Two or More Men	Messrs. (surname and surname)
	(local address) 00000
	        or
	Mr. (full name) and Mr. (full name)
	(local address) 00000
		Gentlemen:
		    Sincerely,
		    or
		Dear Mr. (surname) and Mr.
		(surname):
		    Sincerely,

Two or More Men of the Same Name	Messrs. (given name) and (given name)
	    (surname)
	(local address) 00000
	        or
	The Messrs. (surname)
	(local address) 00000
		Dear Messrs. (surname):
		    Sincerely,
		    or
		
		Gentlemen:
		    Sincerely,

Two or More Unmarried Women[16]	Mses. (surname) and (surname)
	(local address) 00000
	        or
	Miss (full name) and (full name)
	(local address) 00000
		Ladies (or Mesdames):
		    Sincerely,
		    or
		Dear Misses (surname) and
		(surname):
		    Sincerely,

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[13] Use Miss if it is known to be the addressee's preference.

[14] Use Ms. with given name and surname if that is known to be the addressee's preference.

[15] A letter to two or more persons may be addressed as illustrated or to only one of them when the latter is mentioned by name in the opening paragraph.

[16] When the names of both men and women occur in the inside address, the individual whose name appears first should be addressed first in the salutation.

ADDRESSEE	ADDRESS ON LETTER and ENVELOPE	SALUTATION
Two or More Women[17]	Ms. (full name) and Mrs. (full name) (local address) 00000	Ladies (or Mesdames): Sincerely,

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[17] See footnote 16.

APPENDIX E. MILITARY/CIVILIAN STYLE TIME EQUIVALENCY

Military		Civilian	Military		Civilian
0030	=	12:30 AM	1300	=	1:00 PM
0100	=	1:00 Am	1330	=	1:30 PM
0130	=	1:30 AM	1400	=	2:00 PM
0200	=	2:00 AM	1430	=	2:30 PM
0230	=	2:30 AM	1500	=	3:00 PM
0300	=	3:00 AM	1530	=	3:30 PM
0330	=	3:30 AM	1600	=	4:00 PM
0400	=	4:00 AM	1630	=	4:30 PM
0430	=	4:30 AM	1700	=	5:00 PM
0500	=	5:00 AM	1730	=	5:30 PM
0530	=	5:30 AM	1800	=	6:00 PM
0600	=	6:00 AM	1830	=	6:30 PM
0630	=	6:30 AM	1900	=	7:00 PM
0700	=	7:00 AM	1930	=	7:30 PM
0730	=	7:30 AM	2000	=	8:00 PM
0800	=	8:00 AM	2030	=	8:30 PM
0830	=	8:30 AM	2100	=	9:00 PM
0900	=	9:00 AM	2130	=	9:30 PM
0930	=	9:30 AM	2200	=	10:00 PM
1000	=	10:00 AM	2230	=	10:30 PM
1030	=	10:30 AM	2300	=	11:00 PM
1100	=	11:00 AM	2330	=	11:30 PM
1130	=	11:30 AM	2400	=	12:00 Midnight
1200	=	12:00 Noon			
1230	=	12:30 PM			

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