ADS Style and Format Guide

A Mandatory Reference for ADS Chapter 501

ADS Style and Format Guide

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Part 1: ADS Style Guide

This Part outlines the required writing style for the ADS. Agency-wide use of these stylistic ground rules will promote clarity and consistency in the ADS, and create a more efficient writing process for ADS authors. Clear, concise writing will also enhance the readability of your document, improve compliance with Agency directives, and thus decrease litigation.

The rules in this Part are based on the *United States Government Printing Office (GPO) Style Manual*, 2000 Edition; *The Gregg Reference Manual*, Tenth Edition, 2004; and the *New York Public Library Writers Guide to Style and Usage*, First Edition.

Section I. Plain Language Points

In accordance with ADS 501, all ADS material **must** be written in **plain language.** Therefore you must

- Write clearly, using common, everyday words.

- Keep sentences and paragraphs short.

- Use the active voice when appropriate. You can recognize the passive voice by the use of some form of the verb "to be" plus the past participle of the main verb. An example of passive voice is, "the form must **be completed**." An example of active voice is, "the employee must **complete** the form."

- When appropriate, address the reader directly using the pronoun "you." (See page 9 for pronouns.)

- Think of your audience.

- Avoid jargon and foreign phrases.

- If you are listing more than three items, use vertical lists to improve readability.

- Use as many informative headings as you can.

- Avoid long streams of nouns and prepositional phrases.

- Place adjectives and adverbs next to the noun or verb they modify in order to avoid confusion.

For more information on plain language, please consult the following Web site:
http://www.plainlanguage.gov

shall/will/
must/should   Do not use **shall**. Use the more specific term **must** to signify **mandatory action**, or write your sentence in a directive manner using phrases such as **requires** or **is required**.

Example: Teams **must** have a means of assessing progress.

Use **will** to signify **future tense**.

Example: After the unions have completed the appropriate review, M/HR **will forward** the package to M/HR/POD, which **will classify** and process the USDH positions required and input them into the automated personnel system.

If you use **should**, you need to recognize that it is a nonmandatory term. In the ADS, nonmandatory procedures are identified with use of the words **should, recommended, might, are encouraged to, encourages**, or other clear designation. (See table below)

Example:

To the extent practicable, you **should** separate operations to reduce the risk of error, waste, and wrongful acts. For example, you **should** assign different responsibilities for automated systems to computer operations personnel, software maintenance specialists, and users. The head of the paying office must ensure that disbursing operations are separated from such operations as purchasing, receiving, collections, and accounting.

must	should
• Mandatory	• Not mandatory
• Command, directive	• Not a requirement
• There will be adverse consequences for not complying	• There may be adverse consequences for not complying
	• Recommended course of action

may	may not
• Not mandatory	• When used in a directive sense, this means "must not"
• Use "must" if you want to signify a mandatory intent	• Caution – this term is open to misinterpretation! Be clear of your intent when you use it
• List the choices/criteria you are presenting to the reader when you use "may" to grant permission	

shall	will
• Do not use! See www.plainlanguage.gov	• Signifies future action
	• Can be used to indicate mandatory action in the future
	• Specify the timeframe for the action, unless this is indicated by context

Section II. List of Common ADS Language and Grammatical Questions

This section explains how to handle common language and grammatical questions that arise when creating or updating ADS material.

acronyms/ abbreviations   An acronym is an abbreviation that can be pronounced as a word, e.g., NATO. Spell out all acronyms/abbreviations when you first use them, immediately followed by the acronym/abbreviation in parentheses. Example: At the Ronald Reagan Building (RRB). After that, just use the acronym/abbreviation, unless it occurs infrequently, in which case you may want to spell it out again.

Please use: USAID (not AID)
                       U.S. (adjective and noun)

See the ADS Glossary for a list of accepted acronyms/abbreviations.

Articles with acronyms/abbreviations: Choose the indefinite article **a** or **an** according to how the abbreviation is pronounced: an RP, a SOAG, a STU-III, a LAN.

Plural acronyms/abbreviations: Add a lowercase **s** to abbreviations in capital letters, even if the abbreviation ends in an S. Examples: ERSs, URLs, SOAGs, CTOs.

Plural exceptions: Add an apostrophe before the **s** if confusion might result (e.g., three A's) or if the abbreviation contains all lowercase letters (rpm's). (Gregg, NYPL)

AMS: No need to add an **s** for the plural of Administrative Management Staff (AMS), since *staff* can be used in the singular or plural sense.

active voice   Write your sentences using the active voice whenever possible. Active verbs eliminate ambiguity about responsibilities.

Reword passive sentences; you can recognize these by the use of some form of the verb "to be" plus the past participle (e.g., "notified") of the main verb.

Example: The Office must be notified by the employee. Reword as follows: The employee must notify the Office. (Gregg)

Example: The Office was notified by OMB. Reword as: OMB notified the Office.

addresses Render each part of an address on a separate line. Examples:

U.S. mail address:

USAID
Name/Office symbol
Room #
1300 Pennsylvania Ave, NW
Washington, DC 20523-2800 (zip code + internal mail stop)

Pouch address:

DOS/USAID
Attn: (if needed)
2010 Abidjan Place
Washington, DC 20521-2010

APO address:

USAID/Amman
Attn: (if needed)
UNIT 70206
APO AE 09892-0206

Internal mail:

Name
M/HR/POD/SP (office symbol)
Room number, RRB
20523-2800 (zip code + internal mail stop)

Use Postal Service style for two-letter state abbreviations (do not insert periods).

and/or Reword your sentence to avoid using the expression **and/or** whenever possible.

**assure/ensure/
insure** **Assure** applies only to people. **Ensure** means to make certain, and applies only to inanimate objects. **Insure** is what insurance companies do.

capitalization Always capitalize **Bureau, Congress, Federal,** and **Mission** (noun or adjective). Capitalize **Office** and **Post** when you are referring to a

specific Office or Post; use lowercase when referring to offices or posts in the generic sense. Capitalize **Agency** when referring to USAID; in all other instances, use lowercase.

Do not capitalize executive branch.

Titles: Always capitalize position titles, e.g., Administrator, Director.

citations	**Citations from:**	**Abbreviate in line with the following conventions:**
	Code of Federal Regulations	22 CFR 114-116
	Executive Order	EO 13157
	Foreign Affairs Handbook	3 FAH-1
	Foreign Affairs Manual	12 FAM 530
	Federal Acquisition Regulations	FAR 32-2
	Office of Management and Budget	OMB Circular A-34 or OMB A-34, OMB Bulletin 01-02
	Public Law	Pub. L. 102-511
	U.S. Code	32 U.S.C. 3726

commas (see **punctuation**)

dates (see **numbers**)

direct hire   Use **U.S. Direct Hire (USDH)** the first time it appears in your text (used as a noun). After that, you may just use the abbreviation. Hyphenate **direct-hire** employee (used as a modifier).

foreign words/phrases   Use English equivalents. Exceptions: bona fide, etc., i.e. (which means 'that is"), and e.g. (which means "for example").

numbers   **General rules:**

Spell out numbers zero through nine.

Use numerals for 10 or more.

If you have 2 numbers in the same sentence and 1 of them is 10 or more, use all numerals. (GPO)

Always spell out a number that begins a sentence. (GPO, Gregg)

Dates: Insert a comma between the date and the year: March 6, 2000. Do not insert a comma between the month and year if a specific day is not included: March 2000 (GPO, Gregg).

Insert a comma after the year of a complete date when you use it in a sentence such as the following: Applications submitted before September 15, 1998, will be honored. (GPO)

You may cite dates using all numerals. Example: 03/06/2000 (mm/dd/yyyy).

Fractions: Spell out any fraction standing alone: two-thirds of the Missions. Use numerals for mixed numbers: 4 ½ inches in diameter. (GPO, Gregg)

Measurements: Use numerals: 5 lb, 12 cm, 8 inches. Use the same abbreviations for the singular and the plural of weights and measures: km, oz, in, lb, ft (these abbreviations do not have periods). (GPO, Gregg)

Million, billion, trillion: Use numerals, and spell out million, billion, and trillion: 23 million. (GPO, Gregg)

Percentages: Use numerals, and spell out percent: 5 percent. (GPO, Gregg)

Proportions/ratios: Use numerals: a proportion of 1 to 4, a 5:1 ratio. (GPO, Gregg)

Telephone numbers: Render as follows: (202) 712-0798.

Thousands: Use a comma if the number has four or more digits: 3,500. (GPO)

Time: Use numerals: 4 p.m., 8:45 a.m. Use periods with a.m., p.m. (GPO, Gregg)

parentheses   Punctuation with words or phrases: Place punctuation outside parentheses, even if the parenthetical phrase is at the end of a sentence.

Example: USAID organizations must attempt to build core teams within a size range of 5 to 10 members (the generally accepted size range for efficient and effective teams).

Punctuation with complete sentences: If the item in parentheses is a complete sentence, place the punctuation inside the parentheses.

Example: (More details on Agency AIS security responsibilities are contained in the internal mandatory reference, "Information Technology Security Roles and Responsibilities.") (Gregg)

Double parentheses: When a parenthetical phrase falls within another parenthetical phrase, enclose each phrase in parentheses, even if they adjoin each other.

Example: (See ADS 565, Physical Security Programs (Domestic))

prefixes   As a general rule, do not use a hyphen (-) to set off prefixes.

Exception: Except for the prefixes **co, de, pre, pro,** and **re**, which generally require no hyphen, use a hyphen to avoid doubling a vowel or tripling a consonant:

cooperation, reengineering, reinvention, anti-inflation, micro-organism, shell-like.

The prefixes **ex** and **self** always take a hyphen: *ex-president, self-control.*

Words beginning with "**non**" are not hyphenated, unless the word is capitalized (non-American) or already is hyphenated (non-civil-service position). Examples: nongovernmental organization, nonexpendable property. (GPO)

Do not use a hyphen when the first word is an adverb ending in ly, e.g., economically disadvantaged countries. (GPO, Gregg)

pronouns   **a) Personal pronouns:** Address the reader directly using the personal pronoun **you** whenever possible.

Example: As a voucher examiner, you must properly review and process vouchers submitted to USAID.

> **Singular:** Use **his or her** if the subject is singular. Example: The Administrator, or **his or her** designee, issues a certificate for the amount of each expenditure.
>
> **Plural:** Use **their** if the subject is plural. Example: Employees must submit **their** forms for clearance.
>
> Try to reword your sentence to avoid the awkward "his or her" by using plurals or other forms if possible. Example: An assistant tries to anticipate the needs of the boss.

b) Pronouns: "The following pronouns are always **singular**:

anyone	*everyone*	*someone*	*no one*
anything	*everything*	*something*	*nothing*
each	*every*	*either*	*one*
each one	*many a*	*much*	*neither*
anybody	*everybody*	*somebody*	*nobody*

Example: Every certificate will be deemed a sufficient voucher for the amount it specifies.

Indefinite pronouns are always **plural**:

many   few   several   others   both

Example: Few Certifying Officers are in a position to have direct and specific knowledge of each schedule for payment requiring certification.

The following may be singular or plural depending on the subject:

all   none   any   some   more   most

Examples: Is any money left on the contract? Are there any bills to be paid?" (Gregg)

punctuation	**Commas:** Use serial commas when listing three or more items. Example: Bureaus, Offices, and Missions. Use a comma after e.g., i.e., and etc. (GPO)

Period, colon: Insert two spaces after a period and a colon. (Please note that Microsoft Word defaults to one space, and marks two spaces as an error; disregard this error mark.)

Quotation marks: Place periods and commas inside quotation marks.

Example: See OMB Circular A-76 (revised), "Performance of Commercial Activities," for more details.

Other punctuation marks should be placed outside the quotation marks unless they are part of the matter being quoted.

Example: Who asked, "Why?" What prompted her to say, "Be careful in handling documents marked 'Confidential'"? (GPO, Gregg)

Semi-colon: Use to separate clauses containing commas, to separate statements that are too closely related in meaning to be written as separate sentences, and to set off explanatory abbreviations or words that summarize or explain preceding matter.

Do not use a semi-colon when a comma will suffice.

that/which	"Use **that** to introduce a restrictive or essential clause.

Example: This chapter outlines the basic policies that underlie the Agency's Classified Information Systems (IS) Security Program. (The sentence cannot be understood without the information following that.)

Use **which** to introduce a nonrestrictive or nonessential clause.

>   Example: The report, which I sent you last week, should be useful. (The sentence makes sense without the information in the clause following which.)

Note: **Which** is preferable to **that** in the following circumstances:

1. When there are two or more parallel essential clauses in the same sentence.

>   Example: She is taking courses which will earn her a higher salary and which will qualify her for a number of higher-level jobs.

2. When *that* has already been used in the sentence.

>   Example: That is a movie which you must not miss.

3. When the essential clause is introduced by an expression such as *this … which, that … which, these … which*, or *those … which*."

>   Example: We need to enforce those rules which we presented in earlier chapters. (Gregg)

who/whom   "To decide whether to use who or whom, follow these steps:

1. Isolate the *who/whom* clause from the rest of the sentence.
2. Delete the word *who* or *whom*.
3. Fill the gap with *he* or *him* (or *she* or *her*). If *he* completes the thought, then *who* is correct. If *him* completes the thought, then *whom* is correct."

>   Examples:
>
>   The person (who/whom) does the best work will be promoted.
>   1. who/whom does the best work.
>   2. ___ does the best work.
>   3. he does the best work.
>   4. He completes the thought, so **who** is correct.
>
>   This candidate is the one (who/whom) I will promote.
>   1. who/whom I will promote.
>   2. I will promote ___.
>   3. I will promote him.
>   4. Him completes the thought, so **whom** is correct.
>
>   Report incidents to (whoever/whomever) is the responsible official.
>   1. whoever/whomever is the responsible official.
>   2. ___ is the responsible official.
>   3. he is the responsible official.
>   4. He completes the thought, so **whoever** is correct.

Give the information to (whoever/whomever) you want to write the report.
1. whoever/whomever you want to write the report.
2. you want ___ to write the report.
3. you want him to write the report.
4. Him completes the thought, so **whomever** is correct. (New York Public Library Writers Guide)

Section III. Rules for Punctuating Lists

1. General rules for vertical lists

a.   **Do** use a **colon** to introduce a vertical list if the introductory sentence includes anticipatory words such as "the following"," these", and "as follows". (New York Public Library Writers Guide, Gregg Reference Manual)

Example: The membership of the committee follows:

b.   **Do not** use a **colon** in the lead-in sentence if it is not a complete sentence or thought. (New York Public Library Writers Guide, Gregg Reference Manual)

Example: This list contains

1. Rules that you must follow
2. Helpful examples

c.   **Do capitalize** the first letter of each line item in a list. (Gregg Reference Manual)

d.   **Do insert a period** at the end of each list item when the list items are complete sentences. (New York Public Library Writers Guide, Gregg Reference Manual)

e.   **Parallel construction: Do structure** the items in your list using parallel syntax and grammar, in order to clarify the relationship among list items.

Example: "This article will discuss

1. *Ways* to deal with corporate politics,
2. *Techniques* of coping with stressful situations, and
3. The *role* of the manager in the community.

Or: This article will tell managers how to

1. *Deal* with corporate politics,
2. *Cope* with stressful situations, and
3. *Function* in the community." (Gregg)

2. If your list is a simple list -- use commas

If none of the items in your list has an internal comma, insert a comma at the end of each item that you list. (New York Public Library Writers Guide)

Example: Typical duties of Team Leaders include but are not limited to

- Managing the effective functioning of the team,
- Coordinating assessments of team performance,
- Arranging for team training for team members,

- Recognizing outstanding performance of team members, and
- Providing expert advice on specific tasks.

When each item of the list completes the introductory sentence, the second-to-last item ends with a comma and "and".

If each item on your list is five words or less, it is acceptable to drop the end punctuation entirely. (Gregg)

Example: The financial statements must include the following major sections:

a.   Management Discussion and Analysis
b.   Principal Financial Statements and Notes
c.   Supplemental Financial Information
d.   Other Accompanying Information

3. If your list is a complicated list -- use semi-colons

If your list items are longer or have internal commas, insert a semi-colon at the end of each line item on this list. (New York Public Library Writers Guide, Gregg Reference Manual)

Example: Your review must include

- Determining that a valid obligation exists;
- Verifying the name, address, and tax identification number (TIN) of the payee;
- Checking the mathematical accuracy of the vendor's invoice;
- Observing established internal controls designed to prevent any improper or duplicate payment;
- Making certain that the disbursement is in accordance with laws and regulations; and
- Determining the payment due date and computing late payment interest, if required, in accordance with prompt payment guidelines.

When each item of the list completes the introductory sentence, the second-to-last item ends with a semi-colon and "and".

4. If your list has multiple sentences in each segment of the list -- use periods

If your list includes items that contain more than one sentence, use periods at the end of each line item. (New York Public Library Writers Guide, Gregg Reference Manual)

Example: The cost analysis must include the following:

- All labor costs, including personnel costs/savings. Include salaries and benefits (basic salary, benefit percentages, and costs/savings accrued from deleted positions) as well as other personnel-related costs (necessary training/re-training, severance pay).

- Facilities costs/savings associated with modifying current space, modifying/constructing proposed facilities, and moving to new space, etc.

- Equipment costs for additional equipment and office automation/communications equipment, including personal computers, communication lines, computer terminals, and fax machines.

- Other miscellaneous costs not already included above.

5. If you have a run-on list

If your list contains only two or three items, you may choose to use the sentence form of list, also called a "run-on list."

Punctuate a run-on list following the same rules as for vertical lists, except that you will not capitalize the first letter of each list item.

Use parentheses ( ) to enclose the numbers or letters enumerating the items in your run-on list.

Example: Either (a) the IG and its field offices or (b) private audit firms, host country Supreme Audit Institutions, or the Defense Contract Audit Agency (DCAA) can carry out audits of USAID programs, grantees, and contractors.

If you are enumerating more than three items, use vertical lists as described above to display the material more clearly for the reader.

Part 2: ADS Format Guide

This Part contains mandatory information that is presented as a visual depiction of the way to format an ADS chapter. Each text box shown in the following "ADS Chapter" represents a page within your chapter. We have included formatting guidelines in each section of the chapter example in the order in which you are most likely to use them as you type your ADS chapter. Additionally, we have inserted handy tips as "pop-out boxes."

a.   Setting Up Your Chapter

- **New chapter:** When starting to write a new chapter using MS Word, set your document layout as follows:

  Margins
  - Click on **File** on your top toolbar, then click on **Page Setup**.
  - Set your **top, bottom, left**, and **right** margins at 1".

  Tabs
  - Set your **Tabs** at 0.5" intervals by clicking on **Format** on your top toolbar, then clicking on **Tabs**. Make sure that the Default Tab Stops box is set at 0.5".

  Font
  - Set your font for **Arial**, **12** point.

- **Old chapter:** When reformatting an old chapter, first select the whole text by clicking on Ctrl + A. This will highlight the entire chapter. Now you can select the correct layout, tab, and font settings to apply to the whole chapter.

b.   Indenting Text

When you need to indent a block of text in your chapter, use a "**Hanging Indent**"; please do not put a hard return at the end of every line followed by a tab. Here's how to set a Hanging Indent:

1.   Click on **Format** on your top toolbar, then click on **Paragraph**, and select **Indents and Spacing.**
2.   Under the **Special** drop-down box, highlight **Hanging**.
3.   Under the **By** drop-down box, highlight 0.5".

For the first line of your indented list, press the Tab key, which will indent the text 0.5". The Hanging Indent feature will then line up the rest of your indented list for you directly underneath the first line. Also, MS Word will automatically wrap your sentence onto the next line, so there's no need to insert hard returns.

As an alternative to the three steps above, you can drag the hanging indent pointer on the top ruler by 0.5". (The hanging indent pointer is the lower pointer on the ruler.)

If you would like to indent an existing block of text, first highlight the whole block, then press the Tab key. This indents the whole block by 0.5".

c.   Automatic Numbering

If you don't want Word to automatically insert numbers for you (for example, when you are typing a numbered list or numbered headings in your chapter), we encourage you to turn off this feature by completing the following steps:

1.   Click on **Tools** on your top toolbar,
2.   Click on **AutoCorrect**,
3.   Select **AutoFormat As You Type**,
4.   Make sure that there is no check mark next to **Automatic numbered lists**.

You can also turn off **automatic bulleted lists, automatic fractions, automatic dates**, and **automatic creation of hyperlinks** in the same dialogue box.
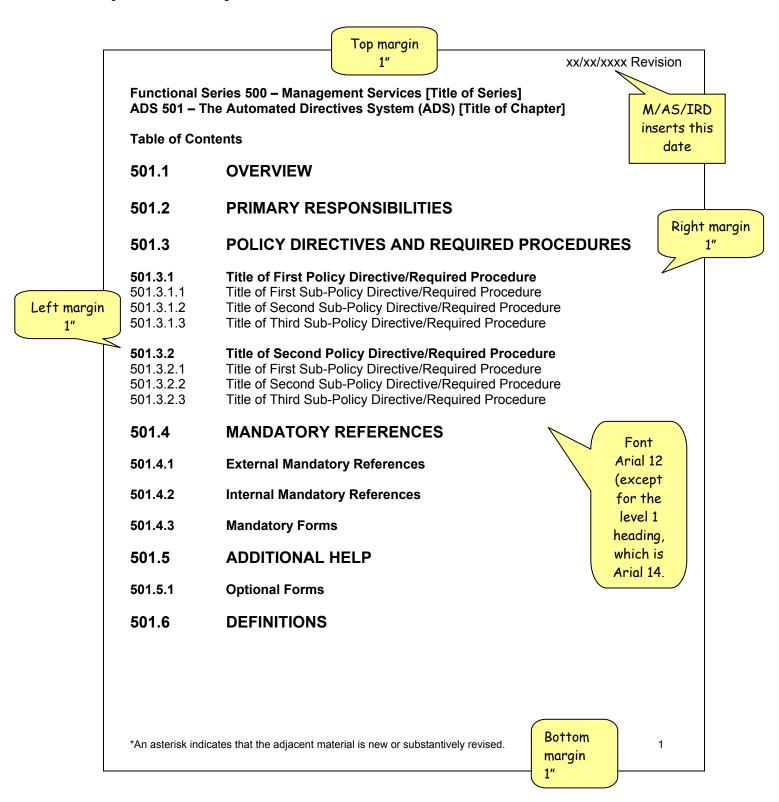
d.   Section 508

Make sure your document is Section 508 compliant by following the requirements listed in **Section C.2** of the mandatory reference, The ADS Process.

Formatting Questions?

Please send an e-mail to the ADS team at **ads@usaid.gov**. We're happy to assist you with any formatting questions.

Sample ADS Chapter (with formatting and style requirements)

Top margin 1"

xx/xx/xxxx Revision

M/AS/IRD inserts this date

Functional Series 500 – Management Services [Title of Series]
ADS 501 – The Automated Directives System (ADS) [Title of Chapter]

Table of Contents

Right margin 1"

Left margin 1"

Font Arial 12 (except for the level 1 heading, which is Arial 14.

*An asterisk indicates that the adjacent material is new or substantively revised.

Bottom margin 1"

1

ADS 501 – The Automated Directives System (ADS)

501.1   OVERVIEW

(Two tabs here)

Insert your Overview here. Begin text at the left margin. This section may include a brief purpose, overview, objective, or statement of applicability. Do not include policy or procedure here.

501.2   PRIMARY RESPONSIBILITIES

Write Primary Responsibilities here. Begin text at the left 1" margin. You may create a list in this section. The list must begin at the margin if there is no introductory statement. If there is an introductory statement, begin the list 0.5" from the margin as follows:

(One tab)

    a. Type responsibility here. Line up text directly underneath the "a." Please use the **hanging indent** feature in Word to line up the indented text. Please do not insert a hard return at the end of each line of text.

    ***b.** Type responsibility here. Place Bureau/Office name at the beginning of each responsibility statement.

501.3   POLICY DIRECTIVES AND REQUIRED PROCEDURES ⟵ *ALL BOLD, ALL CAPS*

You may begin your first policy directive or required procedure statement here. Begin text at the left margin. Remember that you do not have to separate policy directives from required procedures. The "E" notation for Essential Procedure is no longer used. This is the first level of policy codification. Consult the ADS Style and Format Guide for information about writing style.

501.3.1   Title of First Policy Directive/Required Procedure ⟵ *All Bold, Initial Caps*

Write your first policy statement here. Begin text at the margin. You may include lists within any policy directive/required procedure statement. The format for these lists follows:

(One tab)

    a. Title, if any. Start the list text here. The list text must begin 0.5" from the 1" margin. Set your tab stops at 0.5" intervals. Line up your text directly underneath the "a" using the hanging indent feature in Word.

    b. Title, if any. If you have an "a," you must at least have a "b." Please note that the titles of these lists will not appear in the Table of Contents.

501.3.2   Title of Second Policy Directive/Required Procedure

Write your second policy statement here. You may have as many policy directive/required procedure statements as you like. Begin text at the left margin. Insert one blank line between paragraphs.

If you wish to use bullet points for lists, please indent 0.5" as follows:

- Capitalize the first word of this statement in your list.

- Capitalize the first word of this statement in your list.

Please consult Part 1, Section III of this document for the punctuation rules on lists.

xx/xx/xxxx Revision

501.3.2.1   Title of First Sub-Policy Directive/Required Procedure

Write your first sub-statement here. If you wish to include long, detailed lists in **any** section, please use the following numbering convention:

     a.   **Title, if any.**   Render title in **bold**. Line up text underneath the "a."

Tab

       (1) Title, if any. Second level. Start text here. Line up this level of text underneath the "(1)."

       (2) Title, if any. If you have a "(1)," you must at least have a "(2)."

Tab

         (a)   Third level. Be aware that too many levels in lists may confuse your readers.

         (b)   If you have an "(a)," you must at least have a "(b)."

Tab

           (i)   This is the final level of a list. Be aware that too many levels may confuse readers.

           (ii)   When you have a "(i)," you must at least have a "(ii)."

     b.   **Title, if any.**   If you have an "a," you must at least have a "b."

Capitalization rules for Headings

501.3.3   Title of Third Policy Directive/Required Procedure [also called a "Heading"]

Type your Headings in **bold** text. The rules for capitalization in Headings follow:

     a.   Use initial capitalization for all principal words in your Heading. Also, use initial capitalization for all words consisting of four or more letters.

     b.   Capitalize the first letter of each part of compound words that would be capitalized if standing alone, e.g., No-Pay Vouchers. Use initial caps for infinitives, e.g., Controls To Be Applied

     c.   Do not capitalize articles – a, an, the – unless they are the first word in the Heading.

     d.   Do not capitalize short prepositions – at, by, for, in, of, on, up, to.

     e.   Do not capitalize short conjunctions – and, as, but, if, or, nor.

To insert **automatic page numbers**, click on **Insert** on your top toolbar, then click on **Page Numbers**. For Position, select **Bottom of Page**. For Alignment, select **Right**. This inserts a page number at the bottom right corner of each page.

*An asterisk indicates that the adjacent material is new or substantively revised.

Automatic page numbering   3

asterisks indicate changes

501.3.4   Title of Fourth Sub-Policy Directive/Required Procedure

*When you revise your chapter, place an asterisk in the left margin next to all new or revised paragraphs. Also place an asterisk in the left margin if you remove any material. Before inserting new asterisks, remove any old asterisks from previous revisions. M/AS/IRD places a corresponding asterisk in the left margin of the Table of Contents to indicate which sections were changed. See Part I, Section A.4 of the mandatory reference, The ADS Process, for more detailed information on asterisks.

501.4   MANDATORY REFERENCES

501.4.1   External Mandatory References

a.   You may list your references in either numeric-alphabetical or hierarchical order.

b.   If a reference is also an Authority for your chapter, insert the notation "(Authority)" after the reference title.

c.   Examples of external references are Federal statutes and regulations, e.g., FAM, U.S.C., and CFR. Please consult Part 1, Section II for the rules on how to cite regulations.

501.4.2   Internal Mandatory References

a.   List these titles numeric-alphabetically or hierarchically.

b.   Internal Mandatory References are documents created by USAID containing policy directives and required procedures that supplement the ADS chapter. Examples of internal references are other ADS chapters and internally created policy and procedure documents.

501.4.3   Mandatory Forms

a.   List all forms that are required by the chapter. List forms in numeric-alphabetical or hierarchical order.

501.5   ADDITIONAL HELP

a.   If you have no additional help documents, leave this section blank. Do not insert "N/A."

b.   Arrange your list numeric-alphabetically or hierarchically. Additional help documents contain optional, helpful material to assist employees in carrying out their duties.

501.5.1   Optional Forms

a.   List all forms that are optional for the chapter. List forms in numeric-alphabetical or hierarchical order.

501.6   DEFINITIONS

Insert the following phrases before starting to list your definitions: The terms and definitions listed below have been included into the ADS Glossary. See the ADS Glossary for all ADS terms and definitions.

term
List terms in alphabetical order. Do not capitalize the term unless you capitalize it in the text. List all the defined terms applicable to your chapter. Insert your chapter number in parentheses at the end of the definition. (Chapter 501)

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