



CORRESPONDENCE STYLE GUIDE

OFFICE OF THE EXECUTIVE SECRETARIAT

U.S. DEPARTMENT OF ENERGY

DOE

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INTRODUCTION

Most of the Department's interaction with the public and Congress is through writing. Effective communication is an important tool that is often underused. The *Executive Secretariat Style Guide* is a tool to help in the preparation of effective, well-written materials.

The *Style Guide* provides easily accessible information to assist you in providing correspondence, memoranda, briefing papers, and other useful information to the Secretary, Deputy Secretary, and Under Secretaries¹ of Energy. It includes an Appendix, **Writing Well**, focused on writing standards, why we need to improve our writing, and some tools to help. The *Style Guide* includes examples of memoranda, correspondence, models of address, grammar guides, and other information.

The information in this *Style Guide* may differ in some instances with the *Government Printing Office (GPO) Style Manual* and the *U.S. Government Correspondence Manual* published by the General Services Administration. These differences reflect the Secretary's preferences. We update this document as guidance changes. In addition, we recognize that written material at the Department varies widely and frequently demands flexibility. The only inflexible rules are:

Be responsive.
Be on time.
When in doubt, ask.

Following is a list of Executive Secretariat staff, and their telephone numbers, who work with program office clients. Please contact them if you have questions. The Executive Secretariat is here to help with whatever problems or questions arise. Keep these telephone numbers handy. You may fax information or inquire to this staff at (202) 586-6879.

Linda Cameron, Team Leader	(202) 586-5089
Policy and Analysis Group	(202) 586-5230
America Bowie	(202) 586-0728
Karen Deitrick	(202) 586-5084
Octavia Gorham-Greenhill	(202) 586-8637
Gwenda Martin	(202) 586-4311
Arlene Mitchell	(202) 586-2255

¹ For ease of reading, we refer to the Secretary throughout the *Style Guide*. Unless otherwise noted, the guidance applies to written material for the Deputy Secretary and the Under Secretaries as well.

I. CORRESPONDENCE CONTROL

A. GENERAL FORMAT

The Executive Secretariat (ES) controls all correspondence addressed to the Secretary, Deputy Secretary, and Under Secretaries of Energy; all correspondence from the National Security Council and the White House; as well as all correspondence from Members of Congress and Tribal Leaders addressed to anyone at the Department. If program offices receive any of these types of correspondence directly, they are responsible for referring these documents to the Executive Secretariat for proper control and assignment. The Executive Secretariat uses an electronic document management system (eDOCS) to control, assign, route, and track executive correspondence throughout the Department.

The Executive Secretariat assigns five levels of correspondence priority:

- Essential Critical
- Essential
- Important Critical
- Important
- Routine

All "Essential" items and some "Important" items are designated "Critical Items." Each afternoon the Secretary, Deputy Secretary, and Under Secretaries receive copies of "Critical Items" for their information. The list of "Critical Items" is sent via electronic mail to Secretarial Officers daily.

B. DUE DATES

Due dates are computed using **work days** and do not include weekends or holidays. The following is some general guidance for Executive Secretariat-assigned due dates.

Due Dates

Essential/Critical Correspondence

8 work days

President
Vice President
The President's Chief of Staff
The National Security Advisor
Senior Advisors to the President
Senior White House Staff
Chairmen and Ranking Minority Members of Congress
Congressional Delegations
True Congressionals (addressed to S, DS, & US)
Governors
Mayors of Major Cities
Cabinet Members/Deputy Secretaries
Heads of Native American Tribes
Heads of Major Corporations
International Heads of State

Chairman, Nuclear Regulatory Commission
Chairman, National Coal Council
Chairman, National Petroleum Council
Chairman, Defense Nuclear Facilities Safety Board
Field Managers
Laboratory Directors

Important Correspondence for Signature of S, DS, & US **15 work days**

Federal Independent Agencies (listed in the Federal Yellow Book)

Important Correspondence for Program Signature **15 work days**

True Congressional (addressed to Program Officials)
Congressional – Constituent Referrals
White House Hardship Cases
State Officials
Federal Officials
Whistleblower Correspondence
Boy Scout Eagle Awards/Girl Scout Gold Awards
White House Bulk

25 work days

Routine Correspondence

Citizen Mail, including mail received electronically
Write In Campaigns

30 work days

30 work days

Urgent Handling Correspondence

The following designations receive special handling in the Executive Secretariat correspondence process and are assigned due dates according to established guidelines:

Meeting Requests
Speaking Engagements
Social Invitations
Equal Opportunity Complaints
Federal Express
Certified Mail
Lobby Pickups
Personal Correspondence to the Principals

If the incoming correspondence requests information by a certain date, due dates are assigned accordingly.

C. REASSIGN POLICY

If the Executive Secretariat (ES) incorrectly assigns mail to a program office, the program office must return the correspondence within 24 hours to ES. Because many policies and program issues within the Department are crosscutting, ES welcomes suggestions on the correct assignment of this mail.

D. SIGNATURE LEVELS

General guidance for Executive Secretariat-assigned signature levels are as follows:

<u>Incoming letter from:</u>	<u>Response signed by:</u>
The President	Secretary
Vice President	Secretary
Cabinet Members	Secretary
Senior White House Staff	Secretary
Agency Heads	Secretary
Governors	Secretary
Congress	Secretary (unless addressed to someone else)
Foreign Ambassadors	Secretary
Foreign Cabinet Member	Secretary
Heads of major corporations	Secretary
Heads of major interest groups	Secretary
Personal friends and colleagues	Secretary
Laboratory Directors	Secretarial Officer
M&O Contractor Heads	Secretarial Officer
General Public Mail	Program office

There are exceptions to these rules. Sometimes the subject of incoming correspondence will necessitate a different signature level. Some incoming correspondence may not be assigned for secretarial signature. If secretarial officers believe signature level changes are appropriate, they should contact the Executive Secretariat to make the change and submit for secretarial signature.

II. INTERNAL DOCUMENTS

A. ACTION MEMORANDUM

An Action Memorandum is the decision-making tool used to obtain the Secretary's determination on a departmental recommendation. The recommendation can be as general as requesting the Secretary's appearance at a brown bag lunch to changing the direction of a major Department program.

An Action Memorandum should provide background information and should recommend action. When preparing Action Memoranda, be brief and concise; state pertinent facts or assumptions; discuss courses of action in terms of specific pros and cons; **include concerns and sensitivities** as expressed by the public, interested private entities, and other Government agencies, as well as those internal to the Department of Energy. **Please note if the recommended action alters established Department policy. Ensure the ES control number is on the top right side of action memo and concurring offices (with names typed and dates typed) on bottom of memo.**

State clearly why the Secretary is involved. A one- or two-page Action Memorandum is all that is usually required. However, if a lengthy discussion of these issues is required, a more extensive background paper can be attached.

Focus on what the Department is doing and why. The "why" is the rationale that explains the public benefit of Department actions. The need for including "why" you are recommending the Secretary do something cannot be over emphasized.

- Avoid the use of acronyms not commonly used by the public.
- Produce memoranda on Department of Energy letterhead

Ensure that packages are properly coordinated. More information on coordination is found in *section II, F*, and *section III, H*.

Secretarial Officers reporting to the Deputy or Under Secretaries should use a THROUGH: addressee line naming the Deputy or Under Secretary.

If there are several possible options, number and describe them. Listing the pros and cons is one way of describing options. Then recommend one of the options and justify your recommendations. Provide an APPROVE or DISAPPROVE block for the Secretary to indicate the option chosen. For example:

- OPTIONS: 1. The Secretary sign the certificates for the participants.
2. The Secretary authorize the Assistant Secretary to sign the certificates for the participants.
3. The Secretary authorize his signature to be printed onto the certificates.

RECOMMENDATION: The Secretary select option 1 because

Approve: Option 1 _____ Option 2 _____ Option 3 _____

Disapprove: _____

Date: _____

OR


RECOMMENDATIONS: The Secretary periodically hold closed-door meetings with various program offices in the auditorium.

Approved: _____ Disapproved: _____

The Secretary periodically hold open meetings in the cafeteria for all employees to attend.

Approved: _____ Disapproved: _____

EXEC-2007-000000



Department of Energy
Washington, DC 20585
(date)

1"----- 1"-----

MEMORANDUM FOR THE SECRETARY

THROUGH: NAME AND TITLE OF APPROPRIATE UNDER SECRETARY

FROM: NAME, TITLE, AND SIGNATURE OF PROGRAM OFFICIAL

SUBJECT: ACTION: Response to _____ (or letter to _____ if no incoming)
(two blank lines)

ISSUE: Concisely define the issue. Restate the subject of the incoming letter. Include relevant background information. Does this action establish new policy?

- What are the key messages?
- Identify major stakeholders.
- Explain pros and cons. Present alternatives where appropriate.
- When presenting problems, include solutions.
- State hidden issues.
- Identify issues that were deliberately not addressed and explain why.
- Highlight any particular sensitivities, if appropriate. For example, congressional interest, media interest, fines, etc. Be specific.
- Obtain necessary concurrences before submission and indicate below.
- Use bullets when possible.
- This memo should not exceed two pages. If additional information is required, include a background paper

BACKGROUND: Describe background of issue. (Include any background material.)

SENSITIVITIES: Include concerns and sensitivities expressed by the public, stakeholders, and other Government institutions. Include sensitivities expressed within the Department, including reasons for non-concurrences.

POLICY IMPACT: State whether or not this action will impact current Department policy. If it does impact policy, please explain.

URGENCY: There are occasions when action documents must be signed by a specified date. Use this designation to fully explain the urgency and why this document is being expedited through the system. If there is no urgency, state "None."

RECOMMENDATION: That the Secretary sign the attached letter to _____.

CONCURRENCE: Obtain necessary concurrences before submission and indicate below.
General Counsel/John Doe mm/dd/yy Congressional/Jane Doe mm/dd/yy

APPROVE: _____

DISAPPROVE: _____

DATE: _____




Attachments  Printed with soy ink on recycled paper

Figure 1: Memorandum to the Secretary

Action Memoranda should be submitted to the Executive Secretariat electronically, with relevant attachments, concurrences, and background information.

The original Action Memoranda should also be submitted to the Executive Secretariat with two additional copies of the package.

	Department of Energy Washington, DC 20585
	February 28, 2006 ES06-002157
MEMORANDUM FOR THE DEPUTY SECRETARY	
THROUGH:	DAVID K. GARMAN UNDER SECRETARY FOR ENERGY, SCIENCE AND ENVIRONMENT
FROM:	JEFFREY D. JARRETT  ASSISTANT SECRETARY, OFFICE OF FOSSIL ENERGY
SUBJECT:	ACTION: Concurrence on the Documentation on Departmental Policy Position on International Participation in FutureGen
<p>ISSUE: In order to maintain a consistent departmental position on dealing with prospective Foreign Government partners as participants in FutureGen, Fossil Energy has developed a set of documents outlining a policy position for concurrence by the Deputy Secretary.</p> <p>The goal of the FutureGen Project is to prove the technical feasibility and economic viability of burning coal with zero emissions, and to garner broad domestic and international acceptance of the concept of near-zero emissions coal power plants. Thus, international acceptance of the concept could be enhanced through the participation in FutureGen of countries that have a stake in continued production and/or use of coal as a sustainable energy source for the future.</p> <p>Attachment (1) is a white paper on the U.S. policy with respect to international collaboration on FutureGen on a government-to-government basis. The position paper outlines the framework for international involvement including intellectual property; includes the basic benefits that would accrue to countries that contribute at least \$10 million towards the project; the forum for participation as a member of a government steering committee that acts in an advisory capacity to the project; and provides a position on participation beyond the basic international agreement (e.g., testing of foreign coals). Additional documents attached include the FutureGen International Prospectus (Attachment 2) a set of internal use questions and answers (Attachment 3) that have arisen in the course of the FutureGen discussions with foreign governments; and, a Terms of Reference and Procedures for the FutureGen Government Steering Committee (GSC) outlining the workings of the GSC (Attachment 4).</p> <p>SENSITIVITIES: On August 11, 2005, Secretary Bodman sent out letters to member countries of the Carbon Sequestration Leadership Forum (CSLF) inviting them to join us as a cost-shared partner in FutureGen. We are continuing to</p>	

Example 1: Memorandum to the Secretary, page 1

follow up discussions with several CSLF member countries that have expressed interest in FutureGen. India, in particular, has agreed in principle to cost share in FutureGen after some lengthy negotiations.

The Department has a cooperative agreement with its industry partner, the FutureGen Industrial Alliance, a non-profit, open consortium of coal producers and coal based utility generators. International participation with the U.S. on FutureGen from foreign countries is on a government-to-government basis and needs to be within the framework of the contractual agreement with the FutureGen Alliance.

It is recommended that the U.S. pursue a multi-lateral agreement for FutureGen so that each foreign government will receive the same basic terms and conditions for its \$10 million investment in the project.

URGENCY: None

POLICY IMPACT: Concurrence on this set of documents would set the U.S. policy position while negotiating the participation by foreign governments in FutureGen.

RECOMMENDATION: Concur in the attached documents which comprise the departmental policy position on international participation in FutureGen.

ATTACHMENTS:

- White Paper on DOE Position on FutureGen International Governmental Participation;
- FutureGen International Prospectus; and
- Internal Use Questions and Answers on International Participation.

APPROVED: _____

DISAPPROVED: _____

DATE: _____

B. INFORMATION MEMORANDUM

The Information Memorandum is used to provide important information. The information should be clear, concise, and complete. Clearly state why the Secretary needs this information. Include any sensitivities. Use bullets.

The original and five copies should be provided for the daily Secretarial Briefing Book (use two-sided copying when possible). The copy requirements for the Deputy Secretary and the Under Secretaries are the original plus one copy. Copy requirements vary with staffing changes.

C. MEETING AND EVENT REQUESTS

Scheduling requests for the Secretary should be prepared using the “DOE Program Office Event/Meeting Request” form (*Figure 2*). The Word version of this form may be obtained electronically from the Office of Scheduling and Advance. **These requests should be submitted as a Word document electronically to the Office of Scheduling and Advance.**

D. DAILY AND TRIP BRIEFING MEMORANDA

The Meeting and Event Memoranda are prepared to support all Secretarial events or meetings. The format for both is shown in *Figures 3 and 4*. These templates may be obtained from the Office of Scheduling and Advance.

The key points to remember when preparing briefing memoranda are:

- All briefing materials will be required **two (2) business days** prior to the event/meeting and **NO LATER THAN 3:00 PM**.
- The briefing memoranda should be submitted electronically and as a Word document.
- Keep memoranda as brief as possible, to a maximum of **three (3) pages**. Please use discretion in submitting additional materials.
- Memoranda should be prepared in a 14 point font.
- It is the program office’s responsibility to submit any necessary updates to the briefing memorandum, as needed, but the memorandum should be clearly marked “**UPDATED**” and all changes specifically indicated.
- Do not use acronyms.

If after the initial review of briefing materials the Secretary has additional questions, the Office of Scheduling and Advance may ask that answers be prepared on a separate top sheet for the briefing book. The template for this question and answer sheet is shown in *Figure 5*.

The Office of Scheduling and Advance will notify lead staff in the program offices about upcoming events, meetings, and trips in which the Secretary is participating. **The lead staff will be responsible for preparing the Meeting or Event Memorandum for the briefing book.**



Department of Energy
Washington, DC 20585

DOE PROGRAM OFFICE EVENT/MEETING REQUEST

TODAY'S DATE

MEMORANDUM FOR THE SECRETARY

THROUGH: ANNE C. MERCHANT
DIRECTOR, SCHEDULING AND ADVANCE

FROM: NAME OF REQUESTOR
TITLE / NAME OF DOE PROGRAM OFFICE

MEETING / EVENT DATE: Thursday, July 1, 2006 (include day of week) or time frame

ORGANIZATION: Name of Program Office or Organization – who is requesting S1's participation?

Outside Event Point of Contact information (name, phone, fax, and cell if available) **(REQUIRED)**

MEETING / EVENT DESCRIPTION: Example: First Department of Energy International Symposium on Artificial Sight

MEETING / EVENT LOCATION: City and State or City and Country

S1'S ROLE: List exactly what S1's role would be, e.g. Keynote Speaker, Participant, Attendee, etc.

BACKGROUND: Please explain any sensitivities and policy impact as well.

AUDIENCE: Please include an approximate number of attendees if known and who would be included in the audience (i.e. Members of Congress, Industry Leaders, Students, etc.)

CONGRESSIONAL INTEREST, if any:

MEDIA COVERAGE: If any, please explain type of press (trade, local, national, etc.)

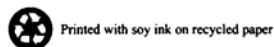


Figure 2: Meeting Memorandum to the Secretary

OPEN TO PUBLIC:	Yes [<input type="checkbox"/>]	No [<input type="checkbox"/>]
PROGRAM OFFICE CONTACT & PHONE NUMBER:	e.g. Bob Price, 6-6160 (REQUIRED)	
RECOMMENDATION:	In your recommendation, you may also let us know if a surrogate is acceptable should S-1 unable to accept	
ADDITIONAL RELEVANT MATERIAL: If available, please attach a copy of invitation/agenda.	None [<input type="checkbox"/>]	Attached [<input type="checkbox"/>]
APPROVED: [<input type="checkbox"/>]	DISAPPROVED: [<input type="checkbox"/>]	DATE:

Figure 2: Meeting Memorandum to the Secretary, page 2



Department of Energy
Washington, DC 20585

MEETING MEMORANDUM

To: Secretary Bodman

From: [Insert Name & Program Office]
e.g., Anne Merchant, Office of Scheduling & Advance

Meeting with: [Insert Name, Title & Organization]
e.g., Joe Smith, Vice President of General Motors

Location: [Confirm with Secretary's schedule]
e.g., Secretary's Office or The Willard Hotel

Meeting Date: July 1, 2006 **Time:** 12:00 pm-1:00 pm

Requested by:
[Organization Name or DOE Program Office]
e.g., General Motors or Office of Energy Efficiency and Renewable Energy

Outside Attendees:
[List names and titles of non-DOE meeting attendees]
*John Jones, Director of Government Affairs
*Katherine Walker, Special Assistant

Background:
[This should be the central focus of the memo. Information should include background such as brief history of the organization and/or group's relationship with DOE; any topics of discussion which may arise or issues which the Secretary should address; their agenda and DOE's agenda; any sensitivities of which the Secretary should be made aware, recommended talking points, etc.]

DOE Staff Attending: [Reminder that additional attendees should be cleared with the Office of Scheduling & Advance.]

Open to Press: [] Yes (i.e. Photo-Op) [] No

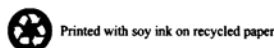


Figure 3: Meeting Memorandum to the Secretary



Department of Energy
Washington, DC 20585

EVENT MEMORANDUM

To: Secretary Bodman

From: [Insert Name & Program Office]
e.g., Anne Merchant, Office of Scheduling & Advance

Type of Event: [Short Title/Summary of Event]
e.g., Opening Address at U.S. Energy Association's Annual Conference

S-1's Role: [Define role] e.g., Speaker, Participant, Attendee, etc.

Location: [Confirm with Secretary's schedule / advance]
e.g., National Press Club (529 14th Street, NW)

Event Date: July 1, 2006 **Time:** 11:00 AM-11:45 AM

Name of Host Group/Organization or Requestor:
[Name of Group Requesting the Secretary's Participation]
e.g., U.S. Energy Association

Background:
[Include background information such as brief history of organization and/or group's relationship with DOE; background/history of the specific event (for example, this conference may be an annual event or have an awards component), etc.]

Audience:
[Include an approximate number of guests and the type of guests]
e.g., Members of Congress, DOE Stakeholders, Students, Media, CEOs, Industry Leaders, DOE Employees, White House Officials, etc.

S-1 Introduced by:
[Name, title and organization]
e.g., Barry Worthington, Executive Director of the U.S. Energy Association

Timeline of Event:
[This is a minute-by-minute rundown of the program's schedule. It is essential that program offices coordinate with advance staff for accuracy.]

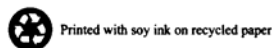


Figure 4: Event Memorandum for the Secretary

- e.g. 10:55 AM Secretary Bodman arrives and proceeds to hold room.
11:00 AM Secretary Bodman is introduced by Barry Worthington of U.S. Energy Association.
11:05 AM Secretary Bodman gives remarks.
11:25 AM Secretary Bodman participates in Q&A session with the audience. Q&A is moderated by Barry Worthington.
11:45 AM Barry Worthington cuts off Q&A, and Secretary Bodman departs.

Description of the Event Format and Venue:

[This is typically a description of the event structure and how the venue is physically set up. This includes where the Secretary is positioned in the room and where the audience is in relation to him. It is essential that program offices coordinate with advance staff for accuracy.]

e.g., The event is set up as an informal roundtable discussion with Q&A. The physical room set-up will be a U-shaped conference room table with the Secretary at the head of the table and the discussion participants seated around the table. – OR – The event is set up as a formal conference in a ballroom with the audience seated theater-style. The Secretary will speak from a podium on a dais.

DOE Staff Attending:

Open to Press: Yes No

Figure 4: Event Memorandum for the Secretary, page 2

Briefing Book Q&A Top Sheet

To: Secretary Bodman

From: [Insert Name(s) & Program(s)]
[If the answers require input from multiple program offices, please coordinate amongst offices and provide ONE top sheet. However, it is important to list each program office's name here to show concurrence.]

RE: [Insert Name of Group With Whom S1 is Meeting and/or Subject Matter]

1. Question: XXXXXX
Answer: XXXXXX
2. Question: XXXXXX
Answer: XXXXXX
3. Question: XXXXXX
Answer: XXXXXX

Figure 5: Briefing Book Q&A Top Sheet

E. INTERNAL MEMORANDUM

Secretary of Energy letterhead should be used when preparing an internal memorandum for the Secretary's signature. **Left and right margins should be 1½ inches**, but can be 1 inch if it allows the memorandum to be one page. Text should be centered between the top and bottom of the page.

The **MEMORANDUM FOR, FROM:** and **SUBJECT:** lines should all be capitalized and the information should be lined up under the first letter in the name of the recipient.

The format and examples on Secretary of Energy letterhead and Department of Energy letterhead can be found in *Figure 6, Example 2*, and *Figure 7, Example 3*, respectively.

The Secretary of Energy Washington, DC 20585	
Date	
MEMORANDUM FOR JOHN DOE ASSISTANT SECRETARY FOR PROGRAM OFFICE	
FROM:	NAME
SUBJECT:	Upper and lower case
This is the model for formatting internal memoranda signed by the Secretary. Begin text of memorandum on third line down from the last line of the subject.	
-----1 ½"	-----1 ½"
Do NOT type a signature block at the end of the memorandum. Center the text on the page. Margins should be 1½ inches; however, margins can be as small as one inch if this enables the memorandum to remain one-page.	
Write clearly and concisely. Use the active voice.	

Figure 6: Memorandum from the Secretary

Follow this format for memoranda for the Secretary's signature



The Deputy Secretary of Energy
Washington, DC 20585

June 23, 2005

MEMORANDUM FOR HEADS OF DEPARTMENTAL ELEMENTS

FROM: CLAY SELL *Clay Sell*

SUBJECT: Working Capital Fund Board Charter and Membership

The Department's Working Capital Fund continues to be a useful tool for financing common administrative services. Market-like pricing policies developed by a Board have permitted the Department to reduce administrative costs while expanding customer and supplier flexibility.

I have approved an updated Charter for the Working Capital Fund Board (Board) (attached), and I am appointing the following organizations to serve until new appointments are made:

Management, Budget and Evaluation/Chief Financial Officer (Chair)
General Counsel
Chief Information Officer
National Nuclear Security Administration
Civilian Radioactive Waste Management
Energy Efficiency & Renewable Energy
Energy Information Administration
Environment, Safety & Health
Environmental Management
Fossil Energy
Nuclear Energy, Science & Technology
Policy & International Affairs
Power Marketing Liaison
Science
Security & Safety Performance Assurance

Heads of these organizations are expected to designate Board meeting attendees who understand the corporate needs of the Department and can speak for their organizations. Please contact Mr. Howard Borgstrom, Fund Manager, electronically or by telephone, at (202) 586-5923 to identify the persons to be notified of upcoming meetings. Thank you for your cooperation.

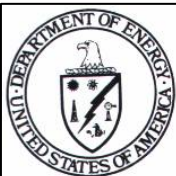
Attachment

Example 2: Memorandum from the Deputy Secretary

Department of Energy Washington, DC 20585	
Date	
MEMORANDUM FOR JOHN DOE ASSISTANT SECRETARY PROGRAM OFFICE	
FROM:	NAME OF ORIGINATOR AND TITLE ALL IN CAPS
SUBJECT:	Upper and lower case
This is the model for formatting internal memoranda signed by Secretarial Officers and others.	
-----1½"	1½" -----
Begin text of memorandum on third line down from the last line of the subject. Do <u>not</u> type a signature block at the end of the memorandum. Center the text on the page. Margins should be 1½ inches; however, margins can be as small as one inch, if this enables the memorandum to remain one-page.	

Figure 7: Internal Memoranda

This format can be used for internal memoranda



Department of Energy

Washington, DC 20585

March 17, 2004

MEMORANDUM FOR GUY CARUSO
ADMINISTRATOR
ENERGY INFORMATION ADMINISTRATION

FROM: JAMES N. SOLIT 
DIRECTOR
EXECUTIVE SECRETARIAT, OMBE/CFO

SUBJECT: Conference Management

Thank you for providing information responding to the Deputy Secretary's memo of January 2, 2004, on conference management. In his memo, the Deputy Secretary indicated that there would be informal reviews of FY 2003 conference activity to ensure compliance with the requirements of DOE Order 110.3.

With respect to these reviews, I am requesting that you provide to the Executive Secretariat ***no later than March 23, 2004***, the following information for each conference listed below that your office sponsored in FY 2003:

- Conference Title: **National Energy Modeling System Annual Energy Outlook Conference**
- Documentation showing that at least three prospective sites were evaluated prior to final selection (in order to obtain cost savings)
- A copy of the final, signed approval form for the conference by the head of a DOE Headquarters or field element or principal deputy.

In addition, please provide documentation of your office's procedure to ensure that the intent of the Order is met if fewer than 30 employees would be in attendance at conferences and on official travel.

This information can be emailed to America.Bowie@hq.doe.gov; faxed to the Executive Secretariat at 202-586-6936. If you have any questions, please feel free to contact Ms. Bowie at 202-586-5230.

Thank you in advance for your cooperation.

Attachment: Deputy Secretary's January 2, 2004, Memorandum

Example 3: Internal Memoranda

F. CONCURRENCES

ACTION MEMORANDA addressed to Department Principals and outgoing correspondence may require concurrences. The originating office has the responsibility of determining what concurrences are necessary and securing them. There are some obvious mandatory concurrences that include:

<u>ITEM</u>	<u>CONCURRING OFFICE</u>
All congressional correspondence and initiatives	Congressional Affairs
Native Americans	Congressional Affairs
State Officials	Congressional Affairs
Personnel	Human Capital Management
Appropriators	Chief Financial Officer
Financial implications	Chief Financial Officer
International or Policy Implications	Policy
Legal issues	General Counsel
Rulemakings	General Counsel

Concurrence requests should be transmitted using the Executive Secretariat electronic document management system.

Concurring offices must concur promptly. Essential comments should concentrate on important issues and facts. Stylistic comments should be limited and, if included, should be clearly designated as non-essential. In most cases, concurrences on correspondence must occur within 48 hours. Offices should be afforded adequate time to review reports and lengthy or complex documents.

When transmitting a document for concurrence, include the **name** and **telephone number** of the originator. This will facilitate securing further information and clarifications.

On occasion, offices may be unable to resolve disagreements. In these cases, the differing viewpoints should be fully explained in the Action Memorandum or attachments.

Concurrences must be entered into the Executive Secretariat electronic document management system (eDOCS), including all notes from concurring offices.

III. EXTERNAL CORRESPONDENCE

The Department's ability to provide timely and articulate responses to the concerns of our stakeholders is essential to building effective trust-based relationships.

The Executive Secretariat controls all incoming mail addressed to the Secretary, Deputy Secretary, or Under Secretaries of Energy as well as all congressional, White House, and National Security Council mail addressed to the Department. The Executive Secretariat enters information about each piece of correspondence into the Department's corporate electronic document management system (eDOCS), assigns action to the appropriate office, and provides information copies to other interested offices. A record profile summarizes the incoming document, assigns action to a specific program office, and establishes the signature level and the date the response is due. This record is electronically routed to the assigned program office for action.

Signature levels and due dates are based on guidance developed to meet Office of the Secretary requirements. Detailed guidance appears in Section I, page I-2.

A. ACTION MEMORANDUM

An Action Memorandum is a transmittal memorandum that requests action or approval. A sample appears as *Figure 8*.

When preparing an Action Memorandum for correspondence, an approve/disapprove block is not necessary if there is a letter for the Secretary to sign. In this case the recommendation should say:

RECOMMENDATION: The Secretary sign the attached letter to _____

However, if there are two or more letters to sign, an approve/disapprove block should be included with a recommendation that says:


RECOMMENDATION: The Secretary authorize signature on the attached letters.

APPROVE: _____

DISAPPROVE: _____

DATE: _____

EXEC-2007-000000



Department of Energy
Washington, DC 20585
(date)

1"----- 1"-----

MEMORANDUM FOR THE SECRETARY

THROUGH: NAME AND TITLE OF APPROPRIATE UNDER SECRETARY

FROM: NAME, TITLE, AND SIGNATURE OF PROGRAM OFFICIAL

SUBJECT: ACTION: Response to _____ (or letter to _____ if no incoming)
(two blank lines)

ISSUE: Concisely define the issue. Restate the subject of the incoming letter. Include relevant background information. Does this action establish new policy?

- What are the key messages?
- Identify major stakeholders.
- Explain pros and cons. Present alternatives where appropriate.
- When presenting problems, include solutions.
- State hidden issues.
- Identify issues that were deliberately not addressed and explain why.
- Highlight any particular sensitivities, if appropriate. For example, congressional interest, media interest, fines, etc. Be specific.
- Obtain necessary concurrences before submission and indicate below.
- Use bullets when possible.
- This memo should not exceed two pages. If additional information is required, include a background paper.

BACKGROUND: Describe background of issue. (Include any background material.)

SENSITIVITIES: Include concerns and sensitivities expressed by the public, stakeholders, and other Government institutions. Include sensitivities expressed within the Department, including reasons for non-concurrences.

POLICY IMPACT: State whether or not this action will impact current Department policy. If it does impact policy, please explain.

URGENCY: There are occasions when action documents must be signed by a specified date. Use this designation to fully explain the urgency and why this document is being expedited through the system. If there is no urgency, state "None."

RECOMMENDATION: That the Secretary sign the attached letter to _____.

CONCURRENCE: Obtain necessary concurrences before submission and indicate below.
General Counsel/John Doe mm/dd/yy Congressional/Jane Doe mm/dd/yy

APPROVE: _____

DISAPPROVE: _____

DATE: _____


Attachments  Printed with soy ink on recycled paper

Figure 8: Action Memorandum

In the Action Memorandum, include sensitivities and policy implications.

EXEC-2007-002308

(Date)

MEMORANDUM FOR THE SECRETARY

THROUGH: DAVID K. GARMAN
UNDER SECRETARY FOR ENERGY, SCIENCE AND
ENVIRONMENT

FROM: JEFFREY D. JARRETT
ASSISTANT SECRETARY, OFFICE OF FOSSIL ENERGY

SUBJECT: **ACTION:** Letter to Industry Requesting Additional Participation
in FutureGen.

ISSUE: The FutureGen Industrial Alliance is looking for additional partners, and would like DOE's assistance in inviting members of the electric utility industry to join the project.

BACKGROUND: In your recent meeting with Dr. Charles Goodman, Chairman of Board of the FutureGen Alliance and Senior Vice President of the Southern Company, Dr. Goodman requested your assistance in increasing utility membership in the FutureGen Alliance. You indicated a willingness to send letters to industry CEO's encouraging their participation. The attached letter's has been drafted for your signature.

SENSITIVITIES: None

POLICY IMPACT: None

RECOMMENDATION: That you sign the attached letters.

ATTACHMENT:

CONCURRENCES:

APPROVED: _____

DISAPPROVED: _____

DATE: _____

Example 4: Action Memorandum

B. WRITING A LETTER

Letters should be timely, responsive, and well written. They should send a clear message about the subject matter. Clearly identify the public benefit of our activities.

Appendix, Writing Well, provides effective writing guidance. Use this guidance to sharpen all written material.

In addition, please observe the following guidelines:

Be on time.

Abide by Executive Secretariat-assigned due dates. Plan time to obtain concurrences and make revisions.

Be responsive.

Make sure the letter responds to all issues. In rare instances when the Department cannot provide the information requested, the response should say so clearly and offer a specific date when the information will be provided.

Include contact name and telephone number.

All letters should include the name and telephone number of someone to provide further information. For the Secretary's correspondence use the following language:

If you have any further questions, please contact me or (Name, Title, and telephone number).

When a letter from the Secretary is to a congressional committee chairman, member of the Cabinet, Governor, or another VIP, the Secretary wants to have follow-up questions referred to him. If the addressee is not a major stakeholder, refer follow-up questions to the program office.

Use the correct tone.

All letters require courtesy. Some letters require a formal tone, while others require a more personal, warm tone. Consider the subject and the recipient to develop the correct tone.

When writing a letter for the Secretary's signature, use the tone the Secretary would use when speaking--personal, humane, direct, and non-bureaucratic.

USE SPELL- AND GRAMMAR-CHECK

Proofread letters carefully. Use the spell-check feature on the computer, but spell-check will not identify wrong words if they are spelled correctly. Among other things, the Grammar tool helps us use the active voice in letter writing.

WHAT TO SEND TO THE EXECUTIVE SECRETARIAT

Forward the original and two copies of the correspondence document to the Executive Secretariat. Please use staggered tabs to identify and separate background documents and enclosures or attachments. All documents relating to the correspondence must be entered in the Executive Secretariat electronic document management system (eDOCS) by program office staff. Please enter background and enclosure or attachment documents as separate, distinct documents.

<p>Secretary of Energy Washington, DC 20585</p> <p>Date</p>
<p>Mr. John Smith President ABC Corporation 1000 Any Street Syracuse, NY 13214</p>
<p>Dear Mr. Smith:</p>
<p>Letters should begin by referencing the incoming correspondence, if appropriate, followed by the main idea of the letter. The main idea should articulate the value of or rationale for the Department activity discussed. Explain why the Department does this. What is the benefit to the public?</p>
<p>Use bullets in letters to provide information more effectively. Other points to keep in mind are:</p>
<ul style="list-style-type: none">• Be timely.• Be responsive.• When promising further information, establish a specific delivery date in the letter and meet that date.• Letters should be two or more paragraphs and single spaced.• Center letters on the page.
<p>Use an appropriate closing paragraph.</p>
<p>Sincerely,</p>
<p>Samuel W. Bodman</p>
<p>Enclosure</p>
<p>cc: Ms. Jane Jones President Titan Corporation</p>

Figure 9: Example of letter prepared for the Secretary's signature



The Secretary of Energy
Washington, DC 20585

June 29, 2005

The Honorable John D. Negroponte
Director of National Intelligence
Washington, D.C. 20511

Dear Ambassador Negroponte:

Thank you for describing the mechanism you envision for your leadership of the Intelligence Community. The Department of Energy has a key role to play, and I fully support an enhanced flow of information among leaders in the Intelligence Community. The Department of Energy's Director of the Office of Intelligence, Deputy Secretary Clay Sell, and I will plan to attend the respective meetings described in your June 2, 2005, memorandum. We look forward to being a part of this interactive process.

I also look forward to meeting with you personally in the near future, when you visit the Department's Office of Intelligence.

Sincerely,

A handwritten signature in black ink that reads "Samuel W. Bodman".

Samuel W. Bodman



Printed on recycled paper

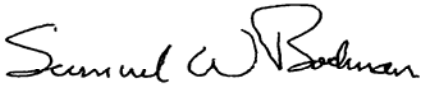
Example 5: Letter signed by the Secretary



The Secretary of Energy
Washington, DC 20585

February 10, 2005

MEMORANDUM FOR THE PRESIDENT

FROM: SAMUEL W. BODMAN 
SUBJECT: Welcome letter for inclusion in the 2005 National Science Bowl Program.

I. BACKGROUND: Since its inception in 1991, the National Science Bowl has included a letter of welcome from the President to the student participants competing in this event.

Department of Energy laboratories and facilities, other Federal agencies, and educational institutions will conduct regional tournaments during January through March 2005. High schools from throughout the United States, including the winners of a tournament dedicated to Native Americans, will participate in the 2005 National finals.

This year, more than 12,000 high school students from 1,800 high schools will participate in 66 regional "qualifying" tournaments. More than 100,000 students have taken part in this "It's Academic"-style event, since its inception. Teams consist of five students and a teacher who serves as an advisor and a coach.

In addition to the academic competition, the more than 300 students attending the National Science Bowl will also have a variety of seminars and workshops to attend and participate in the Hydrogen Fuel Cell Model Car Challenge.

II. RECOMMENDATION: That the President sign the attached letter for inclusion in the 2005 National Science Bowl Program.

III. DECISION:

Approve Approve as amended Reject No action



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Example 6: Decision Memo for the President




The Secretary of Energy
Washington, DC 20585

November 22, 2005

INFORMATION

MEMORANDUM FOR THE PRESIDENT

FROM: SAMUEL W. BODMAN 
SUBJECT: Final Report on Federal Energy Conservation Measures

I. SUMMARY

In response to your September 26, 2005, Memorandum for the Heads of Executive Departments and Agencies concerning energy conservation at Federal facilities, 38 agencies have implemented and reported on a wide range of energy conservation activities. The attached report summarizes these efforts and estimates six-month savings of 5.4 trillion British thermal units (Btu), which is equivalent to 1.25 percent of last year's Federal Government consumption of electricity and fuels specified in your memorandum.

II. DISCUSSION

The Department of Energy (DOE) received reports from agencies representing more than 99 percent of all Federal facility energy use. These agencies reviewed their existing operations and energy conservation programs and identified additional methods to reduce energy use and, in particular, to save natural gas, electricity, fuel oil, gasoline, and diesel fuel during the upcoming heating season.

Agencies reported a wide range of energy management activities, including peak demand-shaving procedures, use of energy-efficient technologies, and energy awareness campaigns. The attached report provides an overview of these activities, including those actions aimed at reducing energy demands to alleviate possible energy shortages resulting from Hurricanes Katrina and Rita.

I am pleased to report that DOE is taking a leadership role in the Federal Government's response to your memorandum, as well as taking aggressive action to conserve at our own facilities. We have deployed expert teams to help energy-intensive Federal and private sector facilities identify and implement energy-saving measures. We have also set up a special question and answer section on our website dedicated to assisting State and local governments in their efforts to save energy.



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Example 7: Information Memo format for the President

2

At DOE, we continue to implement numerous energy conservation measures including lighting upgrades, temperature adjustments, and improving control and operation of energy production and delivery systems at our facilities. In addition, we are continuing the conversion to E-85 ethanol fueled vehicles, initiating a biodiesel program, and upgrading our fleet to more efficient vehicles. In order to improve awareness, we have commenced an employee communications campaign to reduce energy use at work and home.

As a follow-up to this report, we will coordinate with the Office of Management and Budget to convene a meeting of all Federal senior energy officials to encourage agencies to share lessons learned. We are committed to ensuring that Federal agencies continue to lead by example with smart energy management this coming winter and beyond.

Attachment

Example 7: Information Memo format for the President, page 2

E. TRANSMITTING REPORTS TO THE PRESIDENT OR CONGRESS

When transmitting reports to the President or Congress, cite the legal requirement the report satisfies, if applicable. The value of the activity or rationale should be clearly stated early in the transmittal letter. In addition, the letter should highlight the key points of the report (positive or negative). Bullet format is recommended.

For reports that will not meet their statutory due date, delay letters must be prepared. Delay letters must include a new due date and should be signed by the appropriate official before the established due date.

For reports that will not meet administratively determined due dates, an explanatory memorandum establishing a new due date should be submitted to the Secretary.

The Executive Secretariat is charged with transmission of **all** White House and Congressional correspondence, reports, and other requirements whether they are signed by the Secretary or the Heads of Departmental Elements. The Executive Secretariat will have all reports and other correspondence for the White House hand delivered to the appropriate White House destinations and will work with the Office of Congressional and Intergovernmental Affairs (CI) and the Chief Financial Officer (CF) to ensure that congressional reports are also hand delivered appropriately. (See Figure 12)

To affect this process, the program offices will deliver all congressional outgoing letters that are in envelopes and ready for delivery to the Hill to the Executive Secretariat mailroom. Program offices should put the letters in the appropriate box labeled **Senate** or **House**.

Letters that are to be delivered to the Appropriations committees should be delivered directly to CF-30 for delivery to the Hill.

If a program office chooses to have their own letters hand delivered, such as EIA, that is alright also.

The purpose of this instruction is to ensure that congressional letters are delivered to the Hill timely. Delivering them to the Executive Secretariat or CFO will ensure that they are hand delivered either by CI, CFO, or the DOE couriers.

F. WHITE HOUSE CORRESPONDENCE

The White House frequently refers correspondence to the Department for direct reply or for preparation of a draft response for the signature of the President or other White House officials. Due dates for White House referrals should be met.

An Action Memoranda is prepared for draft letters prepared for White House signature. The draft letters should be double spaced and **DRAFT** indicated at the top.

The Executive Secretariat will dispatch all responses to White House correspondence.

Presidential Messages

Secretarial Officers may request Presidential messages or special letters for events, conferences, or recognition of special achievements. Requests are sent through the Executive Secretariat to the White House. A memorandum detailing the event or occasion should be prepared using the format in *Figure 10*, but should be addressed to the Director, Presidential Messages, and be prepared for the signature of the Director, Executive Secretariat. Enclose a draft letter or message. All information must be received by the Executive Secretariat at least three weeks before the event.

G. MULTIPLE LETTER MAILINGS

The Executive Secretariat recommends that staff work closely with their Executive Secretariat team member when preparing a large number of identical letters.

Provide the Executive Secretariat with one complete, fully coordinated letter (including enclosures when appropriate), and an addressee list. This saves time and paper.

The recommendation block on the Action Memorandum should request the Secretary's approval of the proposed letter and the use of the facsimile signature machine on the letters. Following the Secretary's approval, the letters are produced by the program office and forwarded to the Executive Secretariat for signing. The program office also prepares and forwards labeled envelopes to the Executive Secretariat.


	<p>Department of Energy Washington, DC 20585</p> <p>August 18, 2006</p> <p>MEMORANDUM FOR HEADS OF DEPARTMENTAL ELEMENTS</p> <p>FROM: <i>Carol Matthews</i> for JAMES N. SOLIT DIRECTOR OF THE EXECUTIVE SECRETARIAT</p> <p>SUBJECT: Transmission of Departmental Documents to the White House and the Congress</p> <p>At the request of the Office of the Secretary, the Executive Secretariat is charged with the transmission of <i>all</i> correspondence, reports, and other requirements for the White House whether they are signed by the Secretary or the Heads of Departmental Elements. This also holds true for <i>all</i> reports to Congress.</p> <p>The Executive Secretariat will have all reports and other correspondence for the White House hand delivered to the appropriate White House destinations and will work with the Office of Congressional and Intergovernmental Affairs and the Chief Financial Officer to ensure that congressional reports are also hand delivered appropriately.</p> <p>Please ensure that the above referenced documents are delivered to the Executive Secretariat for processing as stated above. If you have any questions regarding this directive, please contact me at 6-5230.</p> <p>cc: Eric Burgeson Adam Ingols Ingrid Kolb All Headquarters Correspondence Contacts Executive Secretariat Policy Analysts</p>
---	---

Figure 12: ES Directive on Transmission of Departmental Documents to the White House and Congress

H. CONCURRENCES

The concurrence guidelines expressed in section II-F also apply to correspondence. The Executive Secretariat guidance supplied on the Record Profile is just that – guidance. Departmental Elements must determine which concurrences are required.

Obtain concurrences simultaneously, rather than serially, in order to meet due dates.

IV. ELECTRONIC COMMUNICATION

Electronic communication is used extensively in the Department. Department of Energy Home Page and electronic correspondence are commonly used media for communicating with the Department. Electronic mail correspondence to the Secretary is acknowledged and forwarded to the responsible program office to determine the appropriate action required.

Some Electronic Communications Guidelines

- ***Subject line should be meaningful.***

Let the recipient know if the message requires action or is information only. We recommend starting the subject line with: *ACTION:* or *INFO:* The subject line should get your message across briefly. For example:

INFO: New Communication Training Available
ACTION: Please Concur on Budget by 1/20

- ***Keep your message brief.***

Try to keep your message to one screen. If the message must be more than one screen, make sure the most important information (including action required and due dates) is included at the beginning of your message.

- ***Take the time to edit your message.***

Make sure your message is sharp and to the point. Always review content, as well as grammar, before transmitting. The speed of delivery for electronic mail messages is a strength and a weakness. Remember when the *send* button is pushed, the message is gone and cannot be called back.

- ***Make sure the message is addressed to the right audience.***

Because it is so easy to use electronic mailing lists, there is a tendency to over distribute information. While sharing information is good, over use can result in important messages being lost among the junk mail. Carefully consider who needs the information you are sending. Be particularly careful when responding to messages. Does everyone on the mailing list need to receive your response? Should you respond to the sender only?

V. MODELS OF ADDRESS

A. INTERNAL ADDRESSES

1. General Designations

- a. Headquarters Elements are first-tier organizations at Headquarters. First tier organizations are:

Secretary

Deputy Secretary

Under Secretary

Assistant Secretary for Energy Efficiency and Renewable Energy

Assistant Secretary for Environmental Management

Assistant Secretary for Fossil Energy

Assistant Secretary for Nuclear Energy, Science and Technology

Director, Office of Civilian Radioactive Waste Management

Director, Office of Electricity Delivery and Energy Reliability

Director, Office of Legacy Management

Under Secretary for Science

Director, Office of Science

Under Secretary for Nuclear Security/Administrator for National Nuclear Security Administration

Assistant Secretary for Congressional and Intergovernmental Affairs

Assistant Secretary for Policy and International Affairs

Administrator, Energy Information Administration

Chief Financial Officer

Chief Health, Safety and Security Officer

Chief Human Capital Officer

Chief Information Officer

General Counsel

Inspector General

Director, Office of Economic Impact and Diversity

Director, Office of Health, Safety and Security

Director, Office of Hearings and Appeals

Director, Office of Human Capital Management

Director, Office of Management

Director, Office of Public Affairs

Power Marketing Administrations Liaison Office

Senior Intelligence Officer, Office of Intelligence and Counterintelligence

- b. Program Secretarial Officers (PSOs) are the heads of the major Headquarters line programs. PSOs are:

Under Secretary

Assistant Secretary for Energy Efficiency and Renewable Energy

Assistant Secretary for Environmental Management

Assistant Secretary for Fossil Energy

Assistant Secretary for Nuclear Energy, Science and Technology

Director, Office of Civilian Radioactive Waste Management
Director, Office of Electricity Delivery and Energy Reliability
Director, Office of Legacy Management
Under Secretary for Science
 Director, Office of Science
Under Secretary for Nuclear Security/Administrator, National Nuclear Security
 Administration
Assistant Secretary for Congressional and Intergovernmental Affairs
Assistant Secretary for Policy and International Affairs
Administrator, Energy Information Administration
Chief Financial Officer
Chief Health, Safety and Security Officer
Chief Human Capital Officer
Chief Information Officer
General Counsel
Inspector General
Director, Office of Economic Impact and Diversity
Director, Office of Health, Safety and Security
Director, Office of Hearings and Appeals
Director, Office of Human Capital Management
Director, Office of Management
Director, Office of Public Affairs
Power Marketing Administrations Liaison Office
Senior Intelligence Officer, Office of Intelligence and Counterintelligence

- c. Lead Program Secretarial Officers (LPSOs) – A Lead PSO is assigned line management responsibility and accountability for Headquarters and field operations and to which one or more multi-program field offices report directly. LPSOs are:

LPSO's

Reporting Site Offices/Service Center

National Nuclear Security
Administration (NNSA)

Kansas City Site Office
Livermore Site Office
Fissile Materials Disposition Site Office
Kesselring Site Operations
Los Alamos Site Office
NNSA Service Center
Pantex Site Office
Pittsburgh Naval Reactors
Pittsburgh Naval Reactors – Idaho Branch Office Sandia
Site Office
Savannah River Site Office
Schenectady Naval Reactors
Y-12 Site Office

Office of Science (SC)

Chicago Operations Office
New Brunswick Laboratory/Argonne National
Laboratory
Oak Ridge Operations Office
Office of Science Integrated Support Center

Office of Fossil Energy (FE)	Albany (OR) Research Center National Energy Technology Laboratory (WV, PA, OK) National Petroleum Technology Office Rocky Mountain Oilfield Testing Center Strategic Petroleum Reserve Project Office
Office of Energy Efficiency and Renewable Energy (EE)	Golden Field Office Regional Offices Central, Mid-Atlantic, Midwest, Northeast, Southeast, and Western
Office of Environmental Management (EM)	Richland Operations Office Savannah River Operations Office Office of River Protection Carlsbad Field Office (WIPP) Ohio Field Office Rocky Flats Field Office Grand Junction Office Portsmouth Project
Office of Civilian and Radioactive Waste Management (RW)	Yucca Mountain Project
Office of Nuclear Energy, Science, and Technology (NE)	Idaho National Laboratory Idaho Operations Office Radiological and Environmental Science Laboratory

- d. Field Offices, Operations Offices, Regional Offices, Site Offices, and Laboratories are departmental components located outside the Washington Metropolitan area.

OPERATIONS OFFICES

Chicago Operations Office
Idaho Operations Office
Oak Ridge Operations Office
Richland Operations Office
Savannah River Operations Office

SITE OFFICES

Ames Site Office
Argonne Site Office
Berkeley Site Office
Brookhaven Site Office
Fermi Site Office
Hanford Site Office
Kansas City Site Office
Livermore Site Office
Los Alamos Site Office
Nevada Site Office
Pacific Northwest
Pantex Site Office
Pittsburgh Naval Reactors Office
Princeton Site Office
Office of River Protection
Rocky Flats Environmental Technology Site
Sandia Site Office

Savannah River Site Office
Schenectady Naval Reactors Office
Stanford Site Office
Y-12

LABORATORIES

Ames Laboratory
Argonne National Laboratory
Bettis Atomic Power Laboratory
Brookhaven National Laboratory
Environmental Measurement Laboratory
Fermi National Accelerator Laboratory
Idaho National Laboratory
Knolls Atomic Power Laboratory
Lawrence Berkeley National Laboratory
Lawrence Livermore National Laboratory
Los Alamos National Laboratory
National Energy Technology Laboratory
National Renewable Energy Laboratory
New Brunswick Laboratory
Oak Ridge National Laboratory
Pacific Northwest National Laboratory
Princeton Plasma Physics Laboratory
Radiological & Environmental Sciences Laboratory
Remote Analytical Laboratory
Sandia National Laboratories, New Mexico and California
Savannah River Ecology Laboratory
Savannah River National Laboratory
Stanford Linear Accelerator Center
Thomas Jefferson National Accelerator Facility (Jefferson Lab)

FIELD OFFICES

Carlsbad Field Office
Golden Field Office
Ohio Field Office

REGIONAL OFFICES

Central Regional Office
Mid-Atlantic Regional Office
Midwest Regional Office
Northeast Regional Office
Southeast Regional Office
Western Regional Office

- e. All Departmental Elements may be used when addressing correspondence to first-level organizations at Headquarters and the Field.

Secretary

Deputy Secretary

Under Secretary

Assistant Secretary for Energy Efficiency and Renewable Energy
Assistant Secretary for Environmental Management
Assistant Secretary for Fossil Energy
Assistant Secretary for Nuclear Energy, Science and Technology
Director, Office of Civilian Radioactive Waste Management
Director, Office of Electricity Delivery and Energy Reliability

Director, Office of Legacy Management
Under Secretary for Science
Director, Office of Science
Under Secretary for Nuclear Security/Administrator, National Nuclear Security Administration
Assistant Secretary for Congressional and Intergovernmental Affairs
Assistant Secretary for Policy and International Affairs
Administrator, Energy Information Administration
Chief Financial Officer
Chief Health, Safety and Security Officer
Chief Human Capital Officer
Chief Information Officer
General Counsel
Inspector General
Director, Office of Economic Impact and Diversity
Director, Office of Health, Safety and Security
Director, Office of Hearings and Appeals
Director, Office of Human Capital Management
Director, Office of Management
Director, Office of Public Affairs
Power Marketing Administrations Liaison Office
Senior Intelligence Officer, Office of Intelligence and Counterintelligence

OPERATIONS OFFICES

Chicago Operations Office
Idaho Operations Office
Oak Ridge Operations Office
Richland Operations Office
Savannah River Operations Office

LABORATORIES

Ames Laboratory
Argonne National Laboratory
Bettis Atomic Power Laboratory
Brookhaven National Laboratory
Environmental Measurement Laboratory
Fermi National Accelerator Laboratory
Idaho National Laboratory
Knolls Atomic Power Laboratory
Lawrence Berkeley National Laboratory
Lawrence Livermore National Laboratory
Los Alamos National Laboratory
National Energy Technology Laboratory
National Renewable Energy Laboratory
New Brunswick Laboratory
Oak Ridge National Laboratory
Pacific Northwest National Laboratory
Princeton Plasma Physics Laboratory
Radiological & Environmental Sciences Laboratory
Remote Analytical Laboratory
Sandia National Laboratories, New Mexico and California

Savannah River Ecology Laboratory
Savannah River National Laboratory
Stanford Linear Accelerator Center
Thomas Jefferson National Accelerator Facility (Jefferson Lab)

FIELD OFFICES

Carlsbad Field Office
Golden Field Office
Ohio Field Office
Paducah Field Office
Portsmouth Field Office
Rocky Flats Field Office

SITE OFFICES

Ames Site Office
Argonne Site Office
Berkeley Site Office
Brookhaven Site Office
Fermi Site Office
Hanford Site Office
Kansas City Site Office
Livermore Site Office
Los Alamos Site Office
NNSA Service Center
Pacific Northwest Site Office
Pantex Site Office
Pittsburgh Naval Reactors Office
Princeton Site Office
Rocky Flats Environmental Technology Site
Sandia Site Office
Savannah River Site Office
Schenectady Naval Reactors Office
Stanford Site Office
Y-12

2. Headquarters Address Format

Never use two-letter routing symbols in correspondence or memoranda. The two letters followed by a number are mail routing symbols, not legitimate organizational indicators. The Department of Energy Organization Chart is available at <http://www.energy.gov/organization/orgchart.htm>

SINGLE ADDRESSEES

Secretary
Deputy Secretary
Under Secretary
Assistant Secretary for Energy Efficiency and
Renewable Energy
Assistant Secretary for Environmental
Management
Assistant Secretary for Fossil Energy
Assistant Secretary, Office of Nuclear Energy,
Science and Technology
Director, Office of Civilian Radioactive
Waste Management
Director, Office of Electricity Delivery and
Energy Reliability

MULTIPLE ADDRESSEES

None
Headquarters Elements

Director, Office of Legacy Management
Under Secretary for Science
Director, Office of Science
Under Secretary for Nuclear Security/Administrator,
National Nuclear Security Administration
Assistant Secretary for Congressional and Intergovernmental Affairs
Assistant Secretary for Policy and International Affairs
Administrator, Energy Information Administration
Chief Financial Officer
Chief Health, Safety and Security Officer
Chief Human Capital Officer
Chief Information Officer
General Counsel
Inspector General
Director, Office of Economic Impact and Diversity
Director, Office of Health, Safety and Security
Director, Office of Hearings and Appeals
Director, Office of Human Capital Management
Director, Office of Management
Director, Office of Public Affairs
Power Marketing Administrations Liaison Office
Senior Intelligence Officer, Office of Intelligence and Counterintelligence

B. EXTERNAL ADDRESSES

1. General.

- a. When it is desirable to use a salutation and closing, the models of address in this chapter are the conventional forms of address in general use. Use them as patterns for other addresses. They may be varied under certain circumstances. For example, *The Honorable* may be replaced by a title such as *General*, *Dr.*, or *His Excellency*, as appropriate. All Presidential appointees and Federal and State elective officials are addressed as *The Honorable*. A person once entitled to *Governor*, *Judge*, *General*, *The Honorable*, *His Excellency*, or a similar distinctive title, may **retain the title throughout his or her lifetime**. In salutations to persons in positions that may be held by men or women, and only the title for men is shown in the examples given, substitute the title *Madam* for *Mr.* before such formal terms as *President*, *Vice President*, *Chairman*, *Chairperson*, *Secretary*, *Ambassador*, and *Minister*. Use the title *Senator* for a female member of the Senate and *Congresswoman* for a female member of the U.S. House of Representatives, Senator-elect, or Congresswoman-elect.
- b. Observe the following general rules when addressing communications to individuals by name and/or title:
 - (1) Use open punctuation in address (no punctuation at line ends).
 - (2) Spell out all titles in the address, except *Dr.*, *Mr.*, *Ms.*, and *Mrs.* Do not use two titles with the same meaning with one name. For example, use *Dr. Paul White* or *Paul White, M.D.*, but not *Dr. Paul White, M.D.*

- (3) If it is not known whether the addressee is a man or a woman, omit the title. *Example:* Leslie Doe. If only the last name is known, use M. *Example:* Dear M. Doe.
 - (4) If the addressee is a woman, the titles *Ms.*, *Mrs.*, or *Miss* may be used. The addressee's personal preference, when known, should be the determining factor.
 - (5) In some cases the person holding a Ph.D. degree may prefer to be addressed as *Dr.* (full name) rather than as *Dean*, or *Professor*.
 - (6) Although sincerely is used as the complimentary close for most Government correspondence, except that addressed to the President, there are occasions when protocol dictates the use of *Very truly yours*. Such exceptions are noted in the appropriate "Salutation and Complimentary Close" column of the individual categories.
- c. **External Models of Address.** The address element, salutation, and complimentary close, when used, are shown for certain elements in the following categories:
- (1) The White House
 - (2) The Vice Presidency
 - (3) The Judiciary
 - (4) The Congress
 - (a) Senate
 - (b) U.S. House of Representatives
 - (5) Legislative Agencies
 - (6) Executive Departments
 - (7) Independent Organizations
 - (8) Other Government
 - (9) American Missions
 - (10) Missions to the United States
 - (11) The Organization of American States
 - (12) United Nations
 - (13) State and Local Governments
 - (14) Tribal Nations
 - (15) Ecclesiastical Organizations
 - (16) Education Institutions
 - (17) Military
 - (a) Joint Chiefs of Staff
 - (b) Army, Air Force, Marine Corps
 - (c) Navy, Coast Guard
 - (d) Service Academy Members
 - (18) Corporations, Companies, and Federations
 - (19) Medical
 - (20) Tribal Leaders
 - (21) Other Addressees
 - (a) Single
 - (b) Multiple

The following are guidelines for addressing key officials. There may be personal preferences that can be verified with a particular office. If you have any questions about these titles and addresses or any others, please call the Executive Secretariat at (202) 586-5230.

ADDRESSEE	ADDRESS ON LETTER AND ENVELOPE	SALUTATION AND COMPLIMENTARY CLOSE
(1) <u>THE WHITE HOUSE</u>		
The President	The President The White House Washington, DC 20500	Dear Mr. President: Respectfully,
	Memorandum: MEMORANDUM FOR THE PRESIDENT	
<i>(Most information directed to the President from the Secretary should be in letterhead memorandum format.)</i>		
Chief of Staff to the President	The Honorable (full name) Chief of Staff to the President The White House Washington, DC 20500	Dear Mr. or Ms. (surname): Sincerely,
	Memorandum: MEMORANDUM FOR THE HONORABLE (SURNAME) CHIEF OF STAFF TO THE PRESIDENT	
Wife of the President	Mrs. (full Name) The White House Washington, DC 20500	Dear Mrs. (surname): Sincerely,
Secretary to the President	The Honorable (full name) Secretary to the President The White House Washington, DC 20500	Dear Mr. or Ms. (surname): Sincerely,
Secretary to the President (military rank)	(full rank) (full name) Secretary to the President The White House Washington, DC 20500	Dear (rank) (surname): Sincerely,
Former President	The Honorable (full name) (local address) 00000	Dear President (surname): Sincerely,
Assistant to the President	The Honorable (full name) Assistant to the President The White House Washington, DC 20500	Dear Mr. or Ms. (surname): Sincerely,
National Security Advisor	The Honorable (surname) Assistant to the President for National Security Affairs The White House Washington, DC 20500	Dear Mr. or Ms. (surname): Sincerely,
	Memorandum: MEMORANDUM FOR THE HONORABLE (SURNAME) ASSISTANT TO THE PRESIDENT FOR NATIONAL SECURITY AFFAIRS	

ADDRESSEE	ADDRESS ON LETTER AND ENVELOPE	SALUTATION AND COMPLIMENTARY CLOSE
Secretary to the Cabinet	The Honorable (surname) Secretary to the Cabinet The White House Washington, DC 20500	Dear Mr. or Ms. (surname): Sincerely,
	Memorandum: MEMORANDUM FOR THE HONORABLE (SURNAME) SECRETARY TO THE CABINET	
Office of Management & Budget	The Honorable (surname) Director Office of Management and Budget Old Executive Office Building Washington, DC 20503	Dear Mr. or Ms. (surname): Sincerely,
	Memorandum: MEMORANDUM FOR THE HONORABLE (SURNAME) DIRECTOR, OFFICE OF MANAGEMENT AND BUDGET	
Assistant to the President for Science and Technology Policy	The Honorable (surname) Assistant to the President for Science and Technology Policy Old Executive Office Building, Room 360 Washington, DC 20506	Dear Mr. or Ms. (surname): Sincerely,
	Memorandum: MEMORANDUM FOR THE HONORABLE (SURNAME) ASSISTANT TO THE PRESIDENT FOR SCIENCE AND TECHNOLOGY POLICY	
(2) <u>THE VICE PRESIDENT</u>		
The Vice President (Formal Address)	The Honorable (full name) The Vice President of the United States Washington, DC 20501	Dear Mr. Vice President: Sincerely,
	Memorandum: MEMORANDUM FOR THE VICE PRESIDENT	
The Vice President (Informal Address)	The Honorable (full name) The Vice President of the United States Washington, DC 20501	Dear Mr. or Ms. Vice President: Sincerely,
Former Vice President	The Honorable (full name) (local address) 00000	Dear Mr. or Ms. (surname): Sincerely,

ADDRESSEE	ADDRESS ON LETTER AND ENVELOPE	SALUTATION AND COMPLIMENTARY CLOSE
(3) EXECUTIVE DEPARTMENTS/MEMBERS OF THE CABINET		
Attorney General (Head of the Department of Justice)	The Honorable (surname) Attorney General Department of Justice Washington, DC 20530	Dear Mr. or Madam Attorney General Sincerely,
Department of Agriculture	The Honorable (surname) ² Secretary of Agriculture Washington, DC 20250	Dear Mr. or Madam Secretary: Sincerely,
Deputy Secretary of a Department	The Honorable (full name) Deputy Secretary of (name of Department) Washington, DC 00000	Dear Mr. or Ms. (surname): Sincerely,
Under Secretary of a Department	The Honorable (full name) Under Secretary of (name of department) Washington, DC 00000	Dear Mr. or Ms. (surname): Sincerely,
Assistant Secretary of a Department	The Honorable (full name) Assistant Secretary of (name of Department) Washington, DC 00000	Dear Mr. or Ms. (surname): Sincerely,
Department of Commerce	The Honorable (surname) Secretary of Commerce Washington, DC 20230	Dear Mr. or Madam Secretary: Sincerely,
Department of Defense	The Honorable (surname) Secretary of Defense Washington, DC 20301	Dear Mr. or Madam Secretary: Sincerely,
Department of Education	The Honorable (surname) Secretary of Education Washington, DC 20202	Dear Mr. or Madam Secretary: Sincerely,
Department of Health and Human Services	The Honorable (surname) Secretary of Health and Human Services Washington, DC 20201	Dear Mr. or Madam Secretary: Sincerely,
Department of Homeland Security	The Honorable (surname) Secretary of Homeland Security Washington, DC 20528	Dear Mr. or Madam Secretary: Sincerely,

² Executive Departments are: Agriculture, Commerce, Defense, Education, Energy, Health and Human Services, Homeland Security, Housing and Urban Development, (the) Interior, Justice, Labor, State, Transportation, and (the) Treasury.

ADDRESSEE	ADDRESS ON LETTER AND ENVELOPE	SALUTATION AND COMPLIMENTARY CLOSE
Department of Housing and Urban Development	The Honorable (surname) Secretary of Housing and Urban Development Washington, DC 20410	Dear Mr. or Madam Secretary: Sincerely,
Department of the Interior	The Honorable (surname) Secretary of the Interior Washington, DC 20240	Dear Mr. or Madam Secretary: Sincerely,
Department of Labor	The Honorable (surname) Secretary of Labor Washington, DC 20210	Dear Mr. or Madam Secretary: Sincerely,
Department of State	The Honorable (surname) Secretary of State Washington, DC 20520	Dear Mr. or Madam Secretary: Sincerely,
Department of Transportation	The Honorable (surname) Secretary of Transportation Washington, DC 20590	Dear Mr. or Madam Secretary: Sincerely,
Department of the Treasury	The Honorable (surname) Secretary of the Treasury Washington, DC 20220	Dear Mr. or Madam Secretary: Sincerely,
Department of Veterans Affairs	The Honorable (surname) Secretary of Veterans Affairs Washington, DC 20420	Dear Mr. or Madam Secretary: Sincerely,
Environmental Protection Agency	The Honorable (surname) Administrator Environmental Protection Agency Washington, DC 20460	Dear Mr. or Madam Administrator: Sincerely,
United States Trade Representative	The Honorable (surname) U.S. Trade Representative Washington, DC 20506	Dear Mr. or Madam Ambassador: Sincerely,
Federal Energy Regulatory Commission	The Honorable (surname) Chair Federal Energy Regulatory Commission 829 North Capitol Street, NE Washington, DC 20426	Dear Mr. or Madam Chair: Sincerely,
National Aeronautics and Space Administration	The Honorable (surname) Administrator National Aeronautics and Space Administration Washington, DC 20546	Dear Mr. or Madam Administrator: Sincerely,

ADDRESSEE	ADDRESS ON LETTER AND ENVELOPE	SALUTATION AND COMPLIMENTARY CLOSE
(4) <u>THE JUDICIARY</u>		
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	Mr./Madam. Justice (surname) The Supreme Court of the United States Washington, DC 20543	Dear Mr. or Madam Justice: Sincerely,
Retired Justice	The Honorable (full name) (local address) 00000	Dear Mr. or Madam Justice: Sincerely,
Presiding Justice	The Honorable (full name) Presiding Justice (name of court) (local address) 00000	Dear Mr. or Madam Justice Sincerely,
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	Mr./Ms. (full name) Clerk of the (Name of Court; if a U.S. District Court, give district) (local address) 00000	Dear Mr. or Ms. (surname): Sincerely,
Justice of the Peace	The Honorable (full name) Justice of the Peace (local address) 00000 or The Justice of the Peace (name) District (local address) 00000	Dear Judge (surname): Sincerely, Dear Sir or Madam: Sincerely,
Constable (or Sheriff)	Mr./Ms. (full name), Constable (local address) 00000 or The Constable of (District) (local address) 00000	Dear Mr. or Ms. (surname): Sincerely, Dear Sir: Sincerely,
Lawyer	Mr./Ms. (full Name) Attorney at Law (local address) or (full name) Esq. (local address)	Dear Mr. or Ms. (surname): Sincerely, Dear Mr. or Ms. (surname): Sincerely,

ADDRESSEE	ADDRESS ON LETTER AND ENVELOPE	SALUTATION AND COMPLIMENTARY CLOSE
(5) <u>THE CONGRESS</u>		
(a) <u>Senate</u>		
The President of the Senate	The Honorable (full name) President of the Senate Washington, DC 20510	Dear Mr. or Madam President: Sincerely,
President pro tempore	The Honorable (full name) President pro tempore of the Senate Washington, DC 20510	Dear Mr. or Madam President: Sincerely,
United States Senator (In Washington, D.C.)	The Honorable (full name) United States Senate Washington, DC 20510	Dear Senator (surname): Sincerely,
United States Senator (Away from Washington, DC)	or The Honorable (full name) United States Senator (local address) 00000	Dear Senator (surname): Sincerely,
Senator-elect	The Honorable (full name) United States Senator-elect (local address, if given) 00000	Dear Mr. or Ms. (surname): Sincerely,
	or The Honorable (full name) Senator-elect United States Senate Washington, DC 20510	Dear Mr. or Ms. (surname): Sincerely,
Former Senator	The Honorable (full name) (no title) (local address) 00000	Dear Senator (surname): Sincerely,
Senate Majority Leader	The Honorable (full name) Senate Majority Leader Washington, DC 20510	Dear Senator (surname): Sincerely,
Minority Leader	The Honorable (full name) Senate Minority Leader Washington, DC 20510	Dear Senator (surname): Sincerely,
Committee Chairman	The Honorable (full name) Chairman, Committee on (name) United States Senate Washington, DC 20510	Dear Mr. Chairman or Madam Chairwoman: Sincerely,
Chairman of a Joint Committee	The Honorable (full name) Chairman, Joint Committee on (name) Congress of the United States Washington, DC 20510	Dear Mr. Chairman/ Madam Chairwoman: Sincerely,

ADDRESSEE	ADDRESS ON LETTER AND ENVELOPE	SALUTATION AND COMPLIMENTARY CLOSE
Subcommittee Chairman ³	The Honorable (full name) Chairman, Subcommittee on (name) (name of parent committee) United States Senate Washington, DC 20510	Dear Mr. Chairman or Madam Chairwoman: Sincerely,
Ranking Member	The Honorable (full name) Ranking Member Committee on (name) United States Senate Washington, DC 20510	Dear Senator (surname): Sincerely,
Secretary of the Senate	The Honorable (full name) Secretary of the Senate Washington, DC 20510	Dear Mr. or Ms. (surname): Sincerely,
Secretary/Administrative Assistant to a Senator	Mr. or Ms. (full name) Secretary/Administrative Assistant to the Honorable (full name) Senate Office Building Washington, DC 20510	Dear Mr. or Ms. (surname): Sincerely,
Chaplain of the Senate	The Reverend (full name) Chaplain of the Senate Washington, DC 20510	Dear (Title) (surname): ⁴ Sincerely,
Office of a Deceased Senator	Mr. or Ms. (full name) Administrative Assistant to the late Senator (full name) United States Senate Washington, DC 20510 or Secretary to the late Senator (full name) United States Senate Washington, DC 20510	Dear Mr. or Ms. (surname): Sincerely, Dear Mr. or Ms. (surname): or Dear Sir or Madam: ⁵ Sincerely,

³ If the complete address exceeds five lines, omit the name of the parent committee from the letter. However, the complete address always should be included on the envelope. When the subcommittee chairman is a female, the salutation is: Dear Madam Chairwoman.

⁴ Use appropriate title such as *Dr.* or *Mr.* The title reverend is not used with the surname alone but may be used with another title, e.g., Reverend Dr. Smith or Rev. Mr. Smith

⁵ 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 M. Doe.”

ADDRESSEE	ADDRESS ON LETTER AND ENVELOPE	SALUTATION AND COMPLIMENTARY CLOSE
(b) House of Representatives.		
Speaker of the House of Representatives	The Honorable (full name) Speaker of the House of Representatives Washington, DC 20515	Dear Mr. or Madam Speaker: Sincerely,
United States Representative (In Washington, DC)	The Honorable (full name) U. S. House of Representatives Washington, DC 20515	Dear Congressman or Congresswoman (surname): Sincerely,
United States Representative (Away from Washington, DC)	The Honorable (full name) Member, U.S. House of Representatives (local address) 00000	Dear Congressman/ Congresswoman (surname): Sincerely,
Representative-elect	The Honorable (full name) Representative-elect U.S. House of Representatives Washington, DC 20515	Dear Mr. or Ms. (surname): Sincerely,
Former Representative	The Honorable (full name) (local address) 00000	Dear Mr. or Ms. (surname): Sincerely,
Majority Leader	The Honorable (full name) House Majority Leader Washington, DC 20515	Dear Congressman or Congresswoman (surname): Sincerely,
Minority Leader	The Honorable (full name) House Minority Leader Washington, DC 20515	Dear Congressman or Congresswoman (surname): Sincerely,
Committee Chairman	The Honorable (full name) Chairman, Committee on (name) U.S. House of Representatives Washington, DC 20515	Dear Mr. Chairman or Madam Chairwoman: Sincerely,
Subcommittee Chairman ⁶	The Honorable (full name) Chairman, Subcommittee on (name) (Name of Parent Committee) U.S. House of Representatives Washington, DC 20515	Dear Mr. Chairman or Madam Chairwoman: Sincerely,
Ranking Member	The Honorable (full name) Ranking Member Committee on (name) U.S. House of Representatives Washington, DC 20515	Dear Congressman or Congresswoman (surname): Sincerely,

⁶ See Footnote 3

ADDRESSEE	ADDRESS ON LETTER AND ENVELOPE	SALUTATION AND COMPLIMENTARY CLOSE
Clerk of the House	The Honorable (full name) ⁷ Clerk of the House of Representatives Washington, DC 20515	Dear Mr. or Ms. (surname): Sincerely,
Chaplain of the House	The Reverend (full name) Chaplain of the House of Representatives Washington, DC 20515	Dear Title (surname): ⁸ Sincerely,
Office of a Deceased Representative	Mr. or Ms. (full name) Administrative Assistant to the late (full name) U.S. House of Representatives Washington, DC 20515	Dear Mr. or Ms. (surname): Sincerely, or Dear Sir: ⁹ Sincerely,
Resident Commissioner	The Honorable (full name) Resident Commissioner from (name of area) U.S. House of Representatives Washington, DC 20515	Dear Mr. or Ms. (surname): Sincerely,
Staff of Senator/Congressman	Mr. or Ms. (full name) Office of Congressman (full name) U.S. House of Representatives Washington, DC 20515	Dear Mr. or Ms. (surname): Sincerely,
(6) <u>LEGISLATIVE AGENCIES</u>		
Comptroller General (Head of the Government Accountability Office)	The Honorable (full name) Comptroller General of the United States Government Accountability Office Washington, DC 20548	Dear Mr. or Ms. (surname): Sincerely,
Public Printer (Head of U.S. Government Printing Office)	The Honorable (full name) Public Printer U.S. Government Printing Office Washington, DC 20401	Dear Mr. or Ms. (surname): Sincerely,
Librarian of Congress (Head of the Library of Congress)	The Honorable (full name) Librarian of Congress Library of Congress Washington, DC 20540	Dear Mr. or Ms. (surname): Sincerely,

⁷ If the Clerk's name is not known, use only the title in the address and *Dear M. Clerk:* in the salutation.

⁸ See Footnote 4

⁹ See Footnote 5

ADDRESSEE	ADDRESS ON LETTER AND ENVELOPE	SALUTATION AND COMPLIMENTARY CLOSE
(7) <u>INDEPENDENT- ORGANIZATIONS</u>		
Director of the Office of Management and Budget	The Honorable (full name) Director, Office of Management and Budget Washington, DC 20503	Dear Mr. or Ms. (surname): Sincerely,
Postmaster General (Head of the U.S. Postal Service)	The Honorable (full name) Postmaster General Washington, DC 20260	Dear Mr. or Ms. Postmaster: Sincerely,
Head of a Federal Agency, Authority, or Board	The Honorable (full name) (Title), (Name of Agency) Washington, DC 00000	Dear Mr. or 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. or Ms. (surname): Sincerely,
President of a Commission	The Honorable (full name) President, (name of Commission) Washington, DC 00000	Dear Mr. or Ms. (surname): Sincerely,
Chairman of a Commission	The Honorable (full name) Chairman, (name of Commission) Washington, DC 00000	Dear Mr. Chairman or Madam Chairwoman: Sincerely,
Chairman of a Board	The Honorable (full name) Chairman, (name of board) Washington, DC 00000	Dear Mr. Chairman or Madam Chairwoman: Sincerely,
(8) <u>OTHER GOVERNMENT</u>		
Commissioner of Internal Revenue	The Honorable (full name) Commissioner of Internal Revenue Department of the Treasury Washington, DC 20224	Dear Mr. or Ms. (surname): Sincerely,
District Director of Internal Revenue	Mr./ or Ms. (full name) District Director of Internal Revenue (local address) 00000	Dear Mr. or Ms. (surname): Sincerely,
(9) <u>AMERICAN MISSIONS</u>		
American Ambassador	The Honorable (full name) Ambassador to (full name of country) (City), (Country)	<i>Formal</i> Sir or Madam: Very truly yours, <i>Informal</i> Dear Mr. or Madam Ambassador: Very truly yours,

ADDRESSEE	ADDRESS ON LETTER AND ENVELOPE	SALUTATION AND COMPLIMENTARY CLOSE
American Embassy Employee	Mr. or Ms. (full name) Embassy of the United States of America (City), (Country)	Dear Mr. or Ms. Sincerely,
Former American Ambassador	The Honorable (full name) (local address) 00000	Dear Mr. or Madam Ambassador Sincerely,
American Minister	The Honorable (full name) American Minister (city), (country)	<i>Formal</i> Sir or Madam: Very truly yours, <i>Informal</i> Dear Mr. or Madam Minister: Sincerely,
American Minister (with military rank)	(full rank) (full name) American Minister (city), (country)	<i>Formal</i> Sir or Madam: Very truly yours, <i>Informal</i> Dear Mr. or Madam Minister: Sincerely,
American Consul General or American Consul	(full name) American Consul General (or American Consul) (city), (country)	Dear Mr. or Ms. (surname): Sincerely,
(10) <u>FOREIGN MISSIONS</u>		
Foreign Ambassador	His/Her Excellency (full name) Ambassador of (full name of country) (local address) 00000	<i>Formal</i> His/Her Excellency: Very truly yours, <i>Informal</i> Dear Mr. or Madam Ambassador: Sincerely,
Embassy Employee	Mr./Ms. (full name) Embassy of (Country) (local address) 00000 (City), (Country)	Dear Mr. or Ms. Sincerely,

ADDRESSEE	ADDRESS ON LETTER AND ENVELOPE	SALUTATION AND COMPLIMENTARY CLOSE
Foreign Minister	The Honorable (full name) Minister of "Oil and Gas" (or whatever the title is for that country) (local address) 00000 (country)	<i>Formal</i> Sir or Madam: Very truly yours, <i>Informal</i> Dear Mr. Minister: Sincerely,
Foreign Charge d' Affaires in the United States	Mr. or Ms. (full name) Charge d' Affaires of (country) (local address) 00000 (country)	<i>Formal</i> Sir or Madam: Very truly yours, <i>Informal</i> Dear Mr. or Madam Charge d' Affaires
<p>Note A: There are six countries where the name of the country precedes the title "Ambassador": Brazil, China, Great Britain, Nepal, Malawi, and Sweden; thus, the form of address for ambassadors from these countries would be: His Excellency the Brazilian Ambassador.</p> <p>Note B: If the British Ambassador has a personal title, he is addressed:</p> <p style="padding-left: 40px;">His Excellency The Right Honorable Full Name, Title British Ambassador</p>		
(11) THE ORGANIZATION OF AMERICAN STATES		
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	<i>Formal</i> Sir or Madam: Very truly yours, <i>Informal</i> Dear Mr. or Madam Secretary General: or Dear Mr. or Ms. (Dr.) (surname): 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	<i>Formal</i> Sir or Madam: Very truly yours, <i>Informal</i> Dear Mr. or Ms. (Dr.) (surname): Sincerely,
United States Representative on the Council of the Organization of American States	The Honorable (full name) United States Representative on the Council of the Organization of American States Department of State Washington, DC 20520	<i>Formal</i> Sir or Madam: Very truly yours, <i>Informal</i> Dear Mr. or Ms. (Dr.) (surname): Sincerely,

ADDRESSEE	ADDRESS ON LETTER AND ENVELOPE	SALUTATION AND COMPLIMENTARY CLOSE
<p>(12) <u>UNITED NATIONS.</u> (Communications to the United Nations are addressed to the United States Representatives to the United Nations, through the Department of State. Exceptions that 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 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.)</p>		
Secretary General of the United Nations	His Excellency (full name) Secretary General of the United Nations New York, New York 10017	<u>Formal</u> Excellency: Very truly yours, <u>Informal</u> Dear Mr. or Madam Secretary General: Sincerely,
United States Representative	The Honorable (full name) United States Representative to the United Nations New York, New York 10017	<u>Formal</u> Sir or Madam: Very truly yours, <u>Informal</u> Dear Mr. or Madam Ambassador Sincerely,
Chairman, United States Delegation to the United Nations	The Honorable (full name) Chairman, United States Delegation to the United Nations New York, New York 10017	<u>Formal</u> Sir or Madam: Very truly yours, <u>Informal</u> Dear Mr. or Ms. (surname): Sincerely,
Chairman, United States Delegation to the United Nations Military Staff	The Honorable (full name) Chairman, United States Delegation United Nations Military Staff Committee United States Mission to the United Nations New York, New York 10017	<u>Formal</u> Sir or Madam: Very truly yours, <u>Informal</u> Dear Mr. or Ms. (surname) Sincerely,
Senior Representative of the United States to the General Assembly of the United Nations	The Honorable (full name) Senior Representative of the United States to the General Assembly of the United Nations New York, New York 10017	<u>Formal</u> Sir or Madam: Very truly yours, <u>Informal</u> Dear Mr. or Ms. (surname) Sincerely,
Senior Military Advisor to the United States Delegation to the United Nations	(full rank) (full name) Senior Military Adviser United States Delegation to the United Nations General Assembly New York, New York 10017	Dear (rank) (surname): Sincerely,

ADDRESSEE	ADDRESS ON LETTER AND ENVELOPE	SALUTATION AND COMPLIMENTARY CLOSE
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, New York 10017	<i>Formal</i> Sir or Madam: Very truly yours, <i>Informal</i> Dear Mr. or Ms. (Surname): 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, New York 10017	<i>Formal</i> Sir or Madam: Very truly yours, <i>Informal</i> Dear Mr. or Ms. (Surname) 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, New York 10017	<i>Formal</i> Sir or Madam: Very truly yours, <i>Informal</i> Dear Mr./Ms. (Surname) Sincerely,
(13) STATE AND LOCAL GOVERNMENTS		
Governor of a State	The Honorable (full name) Governor of (name of State) (local address) 00000	Dear Governor (surname): Sincerely,
Former Governor of a State	The Honorable (full name) (local address) 00000	Dear Governor (surname): Sincerely,
Acting Governor of a State	The Honorable (full name) Acting Governor of (name) (local address) 00000	Dear Mr. or Ms. (surname): Sincerely,
Lieutenant Governor	The Honorable (full name) Lieutenant Governor of (name) (local address) 00000	Dear Mr. or Ms. (surname): Sincerely,
Secretary of State of a State	The Honorable (full name) Secretary of State of (name) (local address) 00000	Dear Mr. or Ms. Secretary: Sincerely,
Chief Justice of the Supreme Court of a State	The Honorable (full name) Chief Justice Supreme Court of the State of (name) (local address) 00000	Dear Mr. or Ms. Chief Justice: Sincerely,
Attorney General of a State	The Honorable (full name) Attorney General State of (name) (local address) 00000	Dear Mr. or Ms. Attorney General: Sincerely,

ADDRESSEE	ADDRESS ON LETTER AND ENVELOPE	SALUTATION AND COMPLIMENTARY CLOSE
Treasurer, Comptroller, or Auditor of a State	The Honorable (full name) State Treasurer (Comptroller) (Auditor) State of (name) (local address) 00000	Dear Mr. or Ms. (surname): Sincerely,
President of the Senate of a State	The Honorable (full name) President of the Senate of of the State of (name) (local address) 00000	Dear Mr. or Ms. (surname): Sincerely,
State Senator	The Honorable (full name) (name of State) Senate (local address) 00000	Dear Mr. or Ms. (surname): Sincerely,
Speaker of the House of Representatives or the Assembly or the House of Delegates of a State ¹⁰	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. or Ms. (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 Mr. or Ms. (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	The Honorable (full name) President, Board of Commissioners of (name of City) (local address) 00000	Dear Mr. or Ms. (surname): Sincerely,
(14) <u>TRIBAL NATIONS</u> ¹¹		
Chairman	The Honorable (full name) Chairman Name of Organization (local address) 00000	Dear Chairman (surname): Sincerely,
Chief	The Honorable (full name) Chief Name of Organization (local address) 00000	Dear Chief (surname): Sincerely,

¹⁰ In most States, the lower branch of the legislature is the House of Representatives. In some States, such as California, New York and Wisconsin, the lower house is known as the Assembly. In others, such as Maryland, Virginia and West Virginia, it is known as the House of Delegates. Nebraska has a one-house legislature. Its members are classed as senators.

¹¹ Contact with tribal nations should be diplomatic in tone. Tribal council officials should be treated as officials of another government. Other titles would include Tribal Chief, Principal Chief, Secretary, Treasurer, Town King, and Superintendent.

ADDRESSEE	ADDRESS ON LETTER AND ENVELOPE	SALUTATION AND COMPLIMENTARY CLOSE
Governor	The Honorable (full name) Governor Name of Organization (local address) 00000	Dear Governor (surname): Sincerely,
President	The Honorable (full name) President Name of Organization (local address) 00000	Dear President (surname): Sincerely,
Secretary	The Honorable (full name) Secretary Name of Tribe (local address) 00000	Dear Secretary (surname): Sincerely,

(15) ECCLESIASTICAL ORGANIZATIONS

(a) Roman Catholic Church¹²

The Pope	His Holiness the Pope Vatican City, Italy	<i>Formal</i> Your Holiness: Sincerely, <i>Usual</i> Most Holy Father: Sincerely,
Cardinal	His Eminence (given name) Cardinal (surname) Archbishop of (diocese) (local address) 00000	<i>Formal</i> Your Eminence: Sincerely, <i>Informal</i> Dear Cardinal (surname): Sincerely,
Archbishop	The Most Reverend (full name) Archbishop of (diocese) (local address) 00000	<i>Formal</i> Your Excellency: Sincerely, <i>Informal</i> Dear Archbishop (surname): Sincerely,
Bishop	The Most Reverend (full name) Bishop of (province) (local address) 00000	<i>Formal</i> Your Excellency: Sincerely, <i>Informal</i> Dear Bishop (surname): Sincerely,

¹² Additional ecclesiastical information may be found in *The World Almanac* and *Book of Facts*, as well as in other publications available in the Department's Library

ADDRESSEE	ADDRESS ON LETTER AND ENVELOPE	SALUTATION AND COMPLIMENTARY CLOSE
Monsignor ¹³	The Right Reverend Monsignor (full name) (local address) 00000	<i>Formal</i> Right Reverend Monsignor: Sincerely, <i>Informal</i> Dear Monsignor (surname): Sincerely,
	or	
	The Very Reverend Monsignor (full name) (local address) 00000	<i>Formal</i> Very Reverend Monsignor: Sincerely, <i>Informal</i> Dear Monsignor (surname): Sincerely,
Priest	The Reverend ¹⁴ (full name) (add initials of order, if any) (local address) 00000	<i>Formal</i> Reverend Sir: Sincerely, <i>Informal</i> Dear Father (surname): Sincerely,
Superior of a Sisterhood	The Reverend Mother Superior (name of the order) (local address) 00000	<i>Formal</i> Dear Reverend Mother: Sincerely, <i>Informal</i> Dear Mother (name): Sincerely,
Sister	Sister (full name) (name of the order) (local address) 00000	Dear Sister (full name): Sincerely,
Superior of a Brotherhood	Brother Superior (name of the order) (local address) 00000	Dear Brother: Sincerely,
Member of a Brotherhood	Brother (full name) (name of the order) (local address) 00000	Dear Brother (full name): Sincerely,

¹³ There are two classes of Monsignor: one (Domestic Prelates) are addressed as *The Right Reverend*. The other (Papal Chamberlains) are addressed as *The Very Reverend*. The official Catholic Directory will give the correct designation. In the absence of definite information, it is always courteous to address any Monsignor as *The Right Reverend*.

¹⁴ In all cases, *The Reverend* should not be used with a surname only, as *The Reverend Smith*. To say *The Reverend Smith* is like saying *The Respected Smith*. Hence, there must always be an intervening given name or initial, or a title such as *Dr.*, *Mr.*, or *Professor*, between *The Reverend* and the surname.

ADDRESSEE	ADDRESS ON LETTER AND ENVELOPE	SALUTATION AND COMPLIMENTARY CLOSE
(b) <u>Protestant Episcopal Church</u> ¹⁵		
Bishop	The Right Reverend (full name) Bishop of (name) (local address) 00000	<i>Formal</i> Right Reverend Sir: Sincerely, <i>Informal</i> Dear Bishop (name): Sincerely,
Archdeacon	The Venerable (full name) Archdeacon of (name) (local address) 00000	<i>Formal</i> Venerable Sir: Sincerely, <i>Informal</i> My Dear Archdeacon (surname): Sincerely,
Dean	The Very Reverend (full name) Dean of (church) (local address) 00000	<i>Formal</i> Very Reverend Sir: Sincerely, <i>Informal</i> Dear Dean (surname): Sincerely,
Canon	The Reverend (full name) Canon of (church) (local address) 00000	<i>Formal</i> Reverend Sir: Sincerely, <i>Informal</i> My Dear Canon (surname): Sincerely,
Rector	The Reverend (full name) Canon of (church) (local address) 00000	<i>Formal</i> Reverend Sir: Sincerely, <i>Informal</i> Dear (Dr. or Mr.) (surname): Sincerely
(c) <u>Clergy of Other Denominations</u>		
Methodist Bishop	The Reverend (full name) Methodist Bishop (local address) 00000	<i>Formal</i> Reverend Sir: Sincerely, <i>Informal</i> Dear Bishop (surname): Sincerely
Presbyterian Moderator	The Moderator of (name) (local address) 00000 <u>or</u> The Reverend (full name) Moderator of (name) (local address) 00000	<i>Formal</i> My Dear Mr. Moderator: Sincerely <i>Informal</i> Dear (Dr. or Mr.) (surname): Sincerely

¹⁵ The names of the clergy of the Episcopal Church may be found in the *The Episcopal Church Annual*.

ADDRESSEE	ADDRESS ON LETTER AND ENVELOPE	SALUTATION AND COMPLIMENTARY CLOSE
Rabbi (with doctoral degree)	Rabbi (full name) (local address) 00000	Dear Dr. (surname): or Dear Rabbi (surname): Sincerely,
Rabbi (without doctoral degree)	Rabbi (full name) (local address) 00000	Dear Rabbi (surname): Sincerely,
Mormon President ¹⁶	The President Church of Jesus Christ of Latter Day Saints (local address) 00000	<i>Formal</i> My Dear President: Sincerely, <i>Informal</i> Dear President (surname): Sincerely,
Mormon Bishop ¹⁶	Bishop (full name) Church of Jesus Christ of Latter Day Saints (local address) 00000	<i>Formal</i> Sir: Sincerely, <i>Informal</i> Dear Bishop (surname): Sincerely,
Mormon Elder ¹⁶	Elder (or Brother) (full name) Church of Jesus Christ of Latter Day Saints (local address) 00000	Dear Elder (surname): Sincerely,
Seventh-Day Adventist President	The President General Conference of Seventh-Day Adventists (local address) 00000	<i>Formal</i> My Dear President: Sincerely, <i>Informal</i> Dear President (surname): Sincerely,
Seventh-Day Adventist Elder ¹⁶	Elder (or Brother) (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,
Minister, Pastor, or Rector (without doctoral degree)	The Reverend (full name) (title, service designation) (local address) 00000	Dear Mr. (surname): Sincerely,
Chaplain (military services)	Chaplain (full name) (rank), (name of church) (post office address of organization and station) (local address) 00000	Dear Chaplain (surname): Sincerely,
	ADDRESS ON LETTER	SALUTATION AND

¹⁶ The title *Reverend* is not used in 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 AND COMPLIMENTARY CLOSE
Professor in a Theological Seminary	The Reverend Professor (full name) (name of institution) (local address) 00000	Dear Professor (surname): <u>or</u> Dear Dr. (surname):
Associate Professor or Assistant Professor	Mr. (full name) Associate (or Assistant) Professor Department of (name) (name of institution) (local address) 00000	Dear Professor (surname): Sincerely,
Superintendents of Schools (State and local)	The Superintendent of (name) (local address) 00000 <u>or</u> Dr. (Mr. or Ms.) (full name) Superintendent of (name) Schools (local address) 00000	Dear Sir or Madam: Sincerely, Dear Dr. (Mr. or Ms.) (surname) Sincerely,
Board of Education <u>or</u> Members, Board of Education (State and Local)	The Board of Education <u>or</u> Mr. or Ms. (full name) Member, (location) Board of Education (local address) 00000	Gentlemen or Gentlewomen: Sincerely, Dear Mr. or Ms. (surname): Sincerely,
School Board <u>or</u> Member of School Board	The (location) School Board Mr. or Ms. (full name) Member, (location) School Board (local address) 00000	Gentlemen or Gentlewomen: Dear Mr. or Ms. (surname): Sincerely,
Principal of a School	Mr. or Ms. (full name) Principal of (school) (local address) 00000	Dear Mr. or Ms. (surname): Sincerely,
Teacher	Mr. or Ms. (full name) (school) (local address) 00000	Dear Mr. or Ms. (surname): Sincerely,

(16) MILITARY¹⁸

(1) Joint Chiefs of Staff

Chairman	(full grade, name, and abbreviation of service designation) Chairman Joint Chiefs of Staff Washington, DC 20301	Dear General or Admiral (surname): Sincerely,
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¹⁸ Written forms of address are the same for women officers and women enlisted personnel as for their male counterparts. Medical Department personnel are addressed by their military titles, regardless of rank. Chaplains are addressed as *Chaplains* regardless of grade. The customs of the military in the matter of titles and addresses are followed for National Guard and Reserve Officers on active military duty.

ADDRESSEE	ADDRESS ON LETTER AND ENVELOPE	SALUTATION AND COMPLIMENTARY CLOSE
Chief of Staff U.S. Army	General (full name), USA Chief of Staff United States Army Washington, DC 20301	Dear General (surname): Sincerely,
Chief of Naval Operations	Admiral (full name), USN Chief of Naval Operations Washington, DC 20301	Dear Admiral (surname): Sincerely,
Chief of Staff U.S. Air Force	General (full name), USAF Chief of Staff United States Air Force Washington, DC 20301	Dear General (surname): Sincerely,
Commandant of the Marine Corps	General (full name), USMC Commandant of the Marine Corps Washington, DC 20301	Dear General (surname): Sincerely,
(b) <u>Army, Air Force, Marine Corps</u>		
General, Lieutenant General, Major General, Brigadier General	(full grade, name, and abbreviation of service designation) (title) (post office address of organization and station) 00000	Dear General (surname): Sincerely,
Colonel, Lieutenant Colonel	(full grade, name, and abbreviation of service designation) (title) (post office address of organization and station) 00000	Dear Colonel (surname): Sincerely,
Major	(same as above)	Dear Major (surname): Sincerely,
Captain	(same as above)	Dear Captain (surname): Sincerely,
First Lieutenant, Second Lieutenant	(same as above)	Dear Lieutenant (surname): Sincerely,
Chief Warrant Officer, Warrant Officer	(same as above)	Dear Mr. (surname): Sincerely,
Sergeant Major	(same as above)	Dear Sergeant Major (surname): Sincerely,
Master Sergeant, Gunnery Sergeant, Technical Sergeant, Staff Sergeant, Sergeant	(same as above)	Dear Sergeant (surname): Sincerely,
	ADDRESS ON LETTER	SALUTATION AND

ADDRESSEE	AND ENVELOPE	COMPLIMENTARY CLOSE
Corporal, Lance Corporal	(same as above)	Dear Corporal (surname): Sincerely,
Specialist, Classes 4 to 9	(same as above)	Dear Specialist (surname): Sincerely,
Private First Class, Private	(same as above)	Dear Private (surname): Sincerely,
Recruit	(same as above)	Dear Recruit (surname): Sincerely,
Airman First Class Airman Second Class, Airman Third Class, Basic Airman	(full grade, name, and abbreviation of service designation) (title) (post office address of organization and station) 00000	Dear Airman (surname): Sincerely,
Retired Officer	(full grade) (full name) (abbreviation of service designation), Retired (local address) 00000	Dear (rank) (surname): Sincerely,
(c) <u>Navy, Coast Guard</u>		
Admiral, Vice Admiral, Rear Admiral	(full grade, name, and abbreviation of service designation) (title) (post office address of organization and station) 00000	Dear Admiral (surname): Sincerely,
Commodore	(same as above)	Dear Commodore (surname): Sincerely,
Captain	(same as above)	Dear Captain (surname): Sincerely,
Commander, Lieutenant Commander	(same as above)	Dear Commander (surname): Sincerely,
Lieutenant, Lieutenant (jg)	(same as above)	Dear Lieutenant (surname): Sincerely,
Ensign, Chief Warrant Officer, Warrant Officer	(same as above)	Dear Ensign (surname): Dear Chief Warrant Officer (surname): Dear Warrant Officer (surname): Sincerely,
Chief Petty Officer	(same as above)	Dear Chief Petty Officer (surname): Sincerely,

ADDRESSEE	ADDRESS ON LETTER AND ENVELOPE	SALUTATION AND COMPLIMENTARY CLOSE
Petty Officer First Class, Petty Officer Second Class, and Petty Officer Third Class	(full grade, name, and abbreviation of service designation) (title) (post office address of organization and station) 00000	Dear Petty Officer (surname): Sincerely,
Seaman, Seaman Apprentice,	(same as above)	Dear Seaman (surname): Sincerely,
Fireman, Fireman Apprentice, and Fireman Recruit	(same as above)	Dear Fireman (surname): Sincerely,
Airman, Airman Apprentice, and Airman Recruit	(same as above)	Dear Airman (surname): Sincerely,
Construction Man, Construction Man Apprentice, Construction Man Recruit	(same as above)	Dear Construction Man (surname): Sincerely,
Hospitalman, Hospitalman Apprentice, Hospitalman Recruit	(same as above)	Dear Hospitalman (surname): Sincerely,
Dentalman, Dentalman Apprentice, Dentalman Recruit	(same as above)	Dear Dentalman (surname): Sincerely,
Stewardsman, Stewardsman Apprentice, Stewardsman Recruit	(same as above)	Dear Stewardsman (surname): Sincerely,
Retired Officer	(full grade) (full name) (abbreviation of service designation), Retired (local address) 00000	Dear (rank) (surname): Sincerely,
(d) <u>Service Academy Members</u>		
Army or Coast Guard (Cadet)	Cadet (full name) (service designation) (local address) 00000	Dear Cadet (surname): Sincerely,
Navy (Midshipman)	Midshipman (full name) (service designation) (local address) 00000	Dear Midshipman (surname): Sincerely,
Air Force (Air Cadet)	Air Cadet (full name) Service designation (local address) 00000	Dear Air Cadet (surname): Sincerely,

ADDRESSEE	ADDRESS ON LETTER AND ENVELOPE	SALUTATION AND COMPLIMENTARY CLOSE
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(17) CORPORATIONS, COMPANIES, FEDERATIONS, AND ASSOCIATIONS

A Company or Corporation	Mr. or Ms. (full name) (title) (name of Company or Corporation) (local address) 00000	Dear Mr. or Ms. (surname): Sincerely,
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A Federation or Association	Mr. or Ms. (full name) (title), (name of federation or association) (local address) 00000	Dear Mr. or Ms. (surname): Sincerely,
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(18) MEDICAL¹⁹

Physician	(full name), (appropriate abbreviation) (local address) 00000	Dear Dr. (surname): Sincerely,
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<u>Abbreviations</u> ²⁰	
<i>C.B.</i>	<i>Bachelor of Surgery</i>
<i>D.O.</i>	<i>Doctor of Osteopathy</i>
<i>D.P.H.</i>	<i>Doctor of Public Health</i>
<i>M.B. (or B.M.)</i>	<i>Bachelor of Medicine</i>
<i>M.D.</i>	<i>Doctor of Medicine</i>
<i>Pod.D.</i>	<i>Doctor of Podiatry</i>

Two Physicians	Drs. (full name) and (full name) (local address) 00000	Dear Drs. (surname) and (surname): Sincerely,
	or Drs. (same surname) (local address) 00000	or Dear Drs. (surname): Sincerely,

Dentist	(full name), (Appropriate abbreviation) (local address) 00000	Dear Dr. (surname): Sincerely,
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<u>Abbreviations</u> ²⁰	
<i>B.D.S.</i>	<i>Bachelor of Dental Surgery</i>
<i>D.D.S.</i>	<i>Doctor of Dental Surgery</i>
<i>D.M.D.</i>	<i>Doctor of Dental Medicine</i>
<i>M.D.S.</i>	<i>Master of Dental Surgery</i>

¹⁹ Titles may be used in connection with *Dr.* except *M.D.*, *D.D.*, or other degree letters that mean Doctor.

²⁰ These abbreviations do not constitute a complete listing but represent the most frequently used to serve as a guideline. Appropriate abbreviations may be found in a standard dictionary and other reference books available from the Department of Energy Library and the GSA Retail Store. References should also be made to incoming correspondence, if any, for correct degree letters and titles.

ADDRESSEE	ADDRESS ON LETTER AND ENVELOPE	SALUTATION AND COMPLIMENTARY CLOSE
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Veterinarian

(full name), (appropriate abbreviation)
(local address) 00000

Dear Dr. (surname):
Sincerely,

Abbreviations²⁰

<i>B.V.Sc...</i>	<i>Bachelor of Veterinary Science</i>
<i>D.V.M</i>	<i>Doctor of Dental Surgery</i>
<i>D.M.D..</i> (or <i>V.M.D.</i>)	<i>Doctor of Veterinary Medicine</i>

Pharmacist

Mr. or Ms. (full name), (appropriate
abbreviation)
(local address) 00000

Dear Mr. or Ms. (surname):
Sincerely,

or

or

(full name), (appropriate abbreviation)
(local address) 00000

Dear Dr. (surname):
Sincerely,

Abbreviations²⁰

<i>Phar.B.</i>	<i>Bachelor of Pharmacy</i>
<i>Phar.D.</i>	<i>Doctor of Pharmacy*</i>
<i>Phar.M.</i>	<i>Master of Pharmacy</i>
<i>Ph.C.</i>	<i>Pharmaceutical Chemist</i>
<i>R.Ph.</i>	<i>Registered Pharmacist</i>

Nurse

Mr. or Ms. (full name), (appropriate
abbreviation)
(local address) 00000

Dear Mr. or Ms. (surname):
Sincerely,

Abbreviations²⁰

<i>L.P.N.</i>	<i>Licensed Practical Nurse</i>
<i>P.N.</i>	<i>Practical Nurse</i>
<i>R.N.</i>	<i>Registered Nurse</i>

(20) OTHER ADDRESSES

(a) Single

A Man

Mr. (full name)
(local address) 00000

Dear Sir:
Sincerely,
or
Dear Mr. (surname):
Sincerely,

ADDRESSEE	ADDRESS ON LETTER AND ENVELOPE	SALUTATION AND COMPLIMENTARY CLOSE
An Unmarried Woman	Ms. or Miss (full name) (local address) 00000	Dear Ms. (surname): Sincerely,
A Married Woman ²¹ or Widow	Mrs. (husband's full name) (local address) 00000	Dear Mrs. (surname): Sincerely,
(b) <u>Multiple</u> ²²		
Two or More Men	Messrs. (surname) and (surname) (local address) 0000 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 ²³ Women	The Mses. (surname) and (surname) (local address) 00000 or Miss (full name) and Miss (full name) (local address) 00000	Ladies or Mesdames: Sincerely, or Dear Misses (surname) and (surname): Sincerely,
Two or More Women ²¹	Ms. (full name) and Mrs. (full name) (local address) 00000	Ladies or Mesdames: Sincerely,
One Man and One Woman ²¹	Mr. (full name) and Ms. (full name) (local address) 00000 or Mr. and Ms. (his surname and her surname separated by a hyphen) (local address) 00000	Dear Mr. (surname) and Ms. (surname): Sincerely, or Dear Mr. and Ms. (surname- surname): Sincerely,

²¹ In modern usage, women may be addressed by *Ms.*, *Mrs.*, or *Miss*. Married women may assume the name of their husband, or retain the name they had before marriage. In some instances, married couples combine their surnames with a hyphen. In all cases it is the preference of the addressee, when known, that should be followed. Incoming correspondence, if any, should be referenced. For Secretarial correspondence, the Office the Executive Secretariat may be contacted. In the case of local correspondence, when such questions arise, a telephone call to the addressee's office may be made to obtain the information.

²² A letter to two or more persons may be addressed as illustrated, or to only one of them when the other is mentioned by name in the opening paragraph.

²³ The plural of *Ms.* is either *Mses.* or *Mss.*

ADDRESSEE	ADDRESS ON LETTER AND ENVELOPE	SALUTATION AND COMPLIMENTARY CLOSE
Men and Women ²⁴	Ms. (full name), Mrs. (full name) and Mr. (full name) (local address) 00000	Mesdames and Dear Sir: Sincerely,
	or Mrs. (full name), Mr. (full name), and Mr. (full name) (local address) 00000	or Dear Madam and Gentlemen: Sincerely,

²⁴ When the names of both men and women occur in the inside address, the individual whose name appears first should be addressed in the salutation.

VI. FORMAT RULES

A. LETTERHEAD

The Secretary's correspondence should be on Secretary of Energy letterhead. Brief notes should be on Secretary of Energy club stationery (6 1/4 x 8 1/2), which can be obtained from the Executive Secretariat.

Use Deputy Secretary and Under Secretary letterhead when appropriate. All other correspondence should use Department of Energy letterhead. When asked to prepare correspondence for the Chief of Staff or other members of the Office of the Secretary staff, use Chief of Staff or Office of the Secretary stationery, which may be obtained from the Executive Secretariat, or use Department of Energy letterhead.

B. WORD-PROCESSING FILES

Microsoft Word files are accepted word-processing software files used to prepare executive documents.

C. MARGINS

The preferred left and right margins are 1 1/2 inches. However, use one-inch margins if it keeps the letter to one page. One-page letters and memoranda should be centered between the top and bottom of the page. For documents more than one page, top and bottom margins should be one inch.

D. FONT

Times New Roman, 12 pt., is the preferred font for the Secretary's correspondence.

E. LINE SPACING

Letters and memoranda that are more than one paragraph should be single spaced. Double space letters that are one paragraph and ten lines or less.

F. SALUTATION

When the recipient holds a special title, it should be included in the salutation. For example:

Dear Governor Smith:
Dear Mr. or Madam Chairman:
Dear Mr. or Madam Ambassador:

In most other cases, the salutation should be:

Dear Mr. Smith:
Dear Ms. Smith:
Dear Mrs. Smith:
Dear Miss Smith:
Dear Dr. Smith:

Children can be addressed by their first name

G. SIGNATURE BLOCKS

Examples of Signature blocks for the Secretary, Deputy Secretary, and Under Secretaries follow:

Sincerely,	Sincerely,	Sincerely,	Sincerely,	Sincerely,
Samuel W. Bodman	Clay Sell	Dennis R. Spurgeon Acting Under Secretary	William C. Ostendorff Acting Under Secretary for Nuclear Security	Raymond L. Orbach Under Secretary for Science

NOTE: There are five blank lines between *Sincerely* and the name.

H. ENCLOSURES AND ATTACHMENTS

If other materials are being transmitted with the letter, type *Enclosure* or *Enclosures* at the left margin two lines below the signature block. For example:

Sincerely,

Samuel W. Bodman

Enclosure

In memoranda, *Attachment* should be used rather than *Enclosure*. All enclosures or attachments should be referenced in the body of the document.

I. COURTESY COPIES

Courtesy copies (cc) are sent to people, not places, buildings or offices. They should be designated at the end of the letter. Two lines below the signature block (or two lines below *Enclosure*) type:

cc: Ms. Jane Brooks
President
National Association of Industry Leaders

Complete addresses should not be included; however, titles and organizational affiliation should be included.

When providing a courtesy copy of a letter addressed to a congressional Committee Chairman with a copy to the Ranking Minority Member of the same Committee, it is not necessary to include the full Committee name. For example:

cc: Congressman John Smith
Ranking Member

or

cc: Senator John Smith
Ranking Member

Courtesy copies to Department of Energy staff should not be included on external correspondence. If Department staffs require a copy, send it as a blind courtesy copy (bcc).

With the increasing use of electronic mail, it is frequently possible to send courtesy copies electronically. List the copy as follows:

E Mail cc: Mr. or Madam John Smith

If the enclosure to a letter (or attachment to a memorandum) is not included with the courtesy copy, note it on the original letter as follows:

cc: Ms. Mary Smith (without enclosure)

VII. WEEKLY REPORT TO THE SECRETARY

Every Departmental Element is responsible for submitting a *Weekly Report to the Secretary (Weekly Report)* to communicate programmatic issues and concerns. The Secretary reads the *Weekly Report* carefully. To make the reports effective, this section provides guidance on the preparation of *Weekly Reports to the Secretary* and instructions for electronically submitting reports.

The *Weekly Report* should contain breaking issues and accomplishments and should communicate upcoming decisions or occurrences that are likely to happen. The *Weekly Report* also contributes information for the Department's *White House Report* submitted to the President and Senior White House Staff on a weekly basis.

From reports transmitted electronically, the Executive Secretariat compiles a single report. Format and style protocols support the effective merge of numerous reports.

A. Weekly Report Content

Information in the *Weekly Report* should:

- Highlight information the Secretary needs to know
- Most information should be future-oriented, rather than listing the past week's activities
- Focus on the Department's mission and actions that lead to accomplishing our goals
- Frame the report around outcomes, measurements, and milestones.

Keep the following points in mind when preparing the *Weekly Report*:

- Discuss outcomes, not activities. Explain why the Department is doing this, what results are important to our customers, and what success will look like.
- Express achievements and outcomes in clear, simple language that is meaningful to the public.
- Focus on Department and organization strategic goals and critical outcomes.
- When identifying a problem, identify actions being taken to mitigate it.
- Include significant actions that could lead to favorable or unfavorable reactions by the Congress, the States, the media, or stakeholders.
- Highlight important accomplishments that support the Department's mission. Include information about how the Department is sharing this information with stakeholders, Congress, Executive Branch colleagues, and the public.
- When relating crosscutting issues or activities, include information on other DOE offices or Federal agencies participating. Does DOE have the lead on the issue or activity?
- Include travel, leave, and delegations of authority.

B. Weekly Report Submission

Reports submitted by program offices should be provided to the Executive Secretariat no later than 12:00 noon every Friday unless otherwise notified by the Executive Secretariat. Program offices should submit their *Weekly Report* via electronic mail as a Microsoft Word attachment addressed to the "**Weekly**" mailbox. The attached Word file should be named with the organization's two-letter routing symbol. For example, the Office of Nuclear Energy, Science and Technology report would be named: NE.doc.

1. Stylistic considerations

- Use *Times New Roman* 12 pt. font; set 1-inch margins left and right; 1 inch margins top and bottom.
- Do not use bold, italics, underlining, or special indentations in the body of the report, except as specifically indicated below.
- Pages of the report should not be numbered and should be not more than 2 pages, if possible.
- Each bullet should be self-contained. Include a sentence of content or background. Describe the situations, issues, or activities. Conclude with who is affected and their likely response.
- Every paragraph should have a **bolded short title** followed by a colon, e.g., **North America Energy Working Group (NAEWG):** The Department will host a technical experts' meeting.
- Do not write in the first person. Rather use the third person, as in "The Secretary" or "Assistant Secretary _____."
- When including dates, do not include days of the week or the current year. However, references to previous or future years should be included.
- Insert precise dates at the beginning of the item; do not use words like today or tomorrow.
- Abbreviate all States, e.g., AL, AK, AZ.
- Use the full name when referring to an office, followed by the abbreviated name in parenthesis. Thereafter the abbreviated name will suffice. (For example, Office of Nuclear Energy, Science and Technology (NE) will be announcing several new In order to gauge the public response to these announcements, NE plans to)
- Court cases should be underlined.
- Publications and television programs should be *italicized*.
- Use the name of the news organization, publication, or program involved rather than reporters' names.
- When referring to elected officials, do not use annotations such as (D-MN) after their names.

2. Weekly Report Format by Categories

The Weekly Report should be prepared in the format shown below.

<p>(NAME OF OFFICE) WEEKLY REPORT</p> <p>(Date)</p> <p>I. SCHEDULE Include major events in which the principal is participating, for example – speaking engagements, visits, announcements, meetings with foreign dignitaries, and/or conferences in which the Department is being represented. It is also helpful to know when principals are on leave so that a back-up can be contacted in their absence.</p> <p>HELPFUL HINTS: Include schedules for the principal of the program only (i.e., Assistant Secretary or Director)</p> <ul style="list-style-type: none">• Please include schedules three weeks out• Be sure to indicate what role is being taken (e.g., speaker, participant)• Continue to note who is acting head of the office while principal is absent <p>II. KEY DEPARTMENTAL NEWS Media Interest: Program Contact:</p> <p>Looking for:</p> <ul style="list-style-type: none">• timely/newsworthy upcoming major events• major or forthcoming decisions• important new contracts or changes in facilities• emerging management issues• major awards or recognition <p>HELPFUL HINTS:</p> <ul style="list-style-type: none">• Be prospective – include items that will be happening in the next 2 to 4 weeks; if events are still tentative, mark them as such• Include major events that happened the week in which the report is submitted• Do not include items that occurred prior to that week• Include events in order of importance• Include noteworthy congressional activity• Always include specific dates, when possible <p>III. UPCOMING EVENTS OR MATTERS OF SECRETARIAL INTEREST Include all inquiries into the operation of the office or site</p>

Figure 13: Format for the Weekly Report to the Secretary, page 1

IV. PROGRESS ON EPACT DELIVERABLES

This section should be filled in for major milestones with respect to EPAct Deliverables. These milestones should include:

- Accomplishments, (such as, completion of action items)
- Significant accomplishments comprising activities short of completion (e.g., forwarding a delay letter to the Congress)
- Meeting important interim milestone, (e.g., forwarding the report to another agency for review)

V. PRESS INQUIRIES

- Include all requests for interviews with the principal over the next three weeks

VI. FOIA REQUESTS

This should include:

- who is making the request
- one or two sentences on the subject matter requested
- one or two sentences on the relevance

VII. GRANTS, ECONOMIC ANNOUNCEMENTS, AND PUBLICATIONS

This should include:

- Major grants, up to five weeks prior to release
- Forecasts and price reports
- Major publications three weeks prior to release (e.g., major policy reports or analyses, studies DOE has funded, and GAO reports)

NOTE: The categories of “Climate Change” and “Disaster Assistance” were eliminated in 2006. However, if you have relevant information related to these subjects, these categories can be added.

Figure 13: Format for the Weekly Report to the Secretary, page 2

3. Negative Report Submission

If a program office does not have issues, activities, or information to communicate for the upcoming *Weekly Report*, please prepare a negative report. The format to submit a negative report is shown below:

(NAME OF OFFICE) WEEKLY REPORT	
(Date)	
I.	Schedule Nothing to report.
II.	Departmental News
III.	Upcoming Events or Matters of Secretarial Interest (7-day advance)
IV.	Progress on EPACT Deliverables
V.	Press Inquiries
VI.	FOIA Requests
VII.	Grants, Economic Announcements, and Publications

Figure 14: Negative Report Format for Weekly Report to the Secretary

VIII. FOREIGN TRAVEL REQUESTS

The White House requires that foreign travel proposals for Presidential appointees confirmed by the Senate or those acting in those positions be submitted to the National Security Council for approval. National Security Council approval should be sought prior to confirming travel plans with the foreign governments concerned.

At least one month before traveling abroad, you must prepare a memorandum to the Chief of Staff requesting approval. This memorandum, concurred upon by the Assistant Secretary for Policy and International Affairs, should include:

- Objectives of the trip;
- Names of senior participants;
- List of major events, appearances, meetings, and speeches;
- Proposed itinerary to the extent possible; and
- Cost information.

Also include with the memorandum a travel authorization form prepared for the Chief of Staff's signature. The program office also prepares the memo to the National Security Council from the Director, Executive Secretariat. [See Figure 14, and Examples 8, 9, and 10.] However, when a Deputy Chief of Staff is in office, the travel memoranda will be made for his/her approval as required by DOE O 551.

After the travel authorization has been signed, the Executive Secretariat will seek the approval of the National Security Council. Airline tickets and travel funds will not be released until the National Security Council has approved the travel.

If in your judgment the results of the trip would be of Presidential interest, a trip report should be prepared and submitted to the Secretary for transmittal to the President through the National Security Council.




DEPARTMENT OF ENERGY
Washington, DC 20585

June 30, 2006

OFFICE OF THE SECRETARY

MEMORANDUM FOR ALL SECRETARIAL OFFICERS

FROM: ERIC BURGESON
CHIEF OF STAFF 

SUBJECT: APPROVAL FOR FOREIGN TRAVEL

I would like to remind each of you that the White House requires that foreign travel proposals for Presidential Appointees confirmed by the Senate or those acting in those positions be submitted to the National Security Council for approval.

At least one month before traveling abroad, you must prepare a memorandum for my approval that includes a narrative discussion of the purpose of the requested travel as well as the proposed outcomes and anticipated costs. This memorandum, along with the travel authorization package, should be forwarded through the Executive Secretariat. The Executive Secretariat will obtain National Security Council clearance for these trips when appropriate.

The attached excerpt from the Executive Secretariat Style Guide provides more specificity on this requirement.

Attachment

Figure 15: Memorandum from the Chief of Staff, Eric Burgeson, on the foreign travel policy.


	Department of Energy Washington, D.C.
MEMORANDUM FOR THE CHIEF OF STAFF	
THROUGH	APPROPRIATE UNDER SECRETARY
FROM:	NAME TITLE & OFFICE
SUBJECT:	Foreign Travel
I request approval for foreign travel to _____, from _____ through _____ for the purpose of _____.	
<i>NOTE: Give some background on the "what" and "why" of the proposed travel. Include any issues and time constraints, or other special considerations.</i>	
Proposed Itinerary:	
<i>List where you will be for each day of the travel.</i>	

Figure 16: Request for Approval of Foreign Travel



Department of Energy
Washington, DC 20585

S A M P L E

MEMORANDUM FOR ERIC R. BURGESSON
CHIEF OF STAFF

FROM: MARGARET S. Y. CHU, DIRECTOR
OFFICE OF CIVILIAN RADIOACTIVE WASTE
MANAGEMENT

SUBJECT: Foreign Travel Request

Approval is requested for Dr. Margaret S. Y. Chu, Director of the Office of Civilian Radioactive Waste Management, to travel to the United Kingdom and Finland, Saturday, August 9, 2003 through Saturday, August 16, 2003, to attend meetings with various heads of foreign waste management programs and participate in a technical tour of Finland's low and intermediate level waste repository and the site under investigation for the disposal of spent nuclear fuel. The meetings will focus on the status of projects underway.

In 1991, the former Director of the Office of Civilian Radioactive Waste Management (OCRWM), initiated and chaired an annual meeting of the various heads of foreign waste management programs to discuss pertinent waste management issues. The objectives of the meeting are to share, from the Director's perspective, information on current program activities and issues, to improve beneficial interactions between programs, and to identify opportunities for progress through international cooperation. The group has now evolved into an organized association of program directors in 11 countries responsible for the implementation of high-level radioactive waste management programs in their respective countries.

Attached is a proposed itinerary. If you need additional information, please contact me.

Attachments

APPROVED: _____

DISAPPROVED: _____

DATE: _____



**Margaret S. Y. Chu
Travel to United Kingdom and Finland**

August 9 - 16, 2003

Saturday, August 9, 2003

LV Washington Dulles United Airlines 0918 5:50 pm

Saturday, August 10, 2003

AR London Heathrow, United Kingdom 5:55 am

LV London Heathrow, United Kingdom British Midland 0584 8:35 am

AR Manchester, United Kingdom 9:35 am

Pick-up from airport by BNFL; Spend night at BNFL Guest House; informal dinner

Monday, August 11, 2003

Tour Sellafield; formal dinner hosted by BNFL

Tuesday, August 12, 2003

a.m. - Visit Shipping facility; lunch

afternoon - can fly to Helsinki and spend the night; or to London and spend the night

LV Manchester, England British Midland 0597 12:50 pm

AR London Heathrow, United Kingdom 01:55 pm

Wednesday, August 13, 2003

LV London Heathrow, United Kingdom Finnair 0832 10:20 am

AR Helsinki, Finland 03:15 pm

(Tickets will be picked up in country--Posiva will make flight reservations for this portion of the trip)

LV Helsinki, Finland Golden Air Flyg 254 04:45 pm

AR Porv, Finland 05:25 pm

Pickup from airport and transport to hotel in Rauma

Example 9: Sample Travel Itinerary



Department of Energy
Washington, DC 20585

MEMORANDUM FOR V. PHILLIP LAGO
EXECUTIVE SECRETARY
NATIONAL SECURITY COUNCIL

FROM: JAMES N. SOLIT
DIRECTOR, EXECUTIVE SECRETARIAT

SUBJECT: Foreign Travel Request for Dr. Margaret S. Y. Chu,
Director, Office of Civilian Radioactive Waste
Management to the United Kingdom and Finland

1. **ACTION-FORCING EVENT:** The purpose of the travel is to attend meetings with various heads of foreign waste management programs and participate in a technical tour of Finland's low and intermediate level waste repository and the site under investigation for the disposal of spent nuclear fuel. The meetings will focus on the status of projects underway.
2. **BACKGROUND/ANALYSIS:** In 1991, a former Director of the Office of Civilian Radioactive Waste Management, initiated and chaired an annual meeting of the various heads of foreign waste management programs to discuss pertinent waste management issues. These discussions were to share information to benefit interactions between programs and to identify opportunities for progress through international cooperation. The group has now evolved into an organized association of program directors in 11 countries responsible for the implementation of high-level radioactive waste management programs in their respective countries.
3. **RECOMMENDATION:** That you approve this foreign travel request.
4. **DECISION:**

_____ Approve _____ Disapprove _____ Date



Example 10: Request for NSC Foreign Travel Approval

IX. RULES OF THE ROAD

DO'S AND DON'TS

This section deals with some "DOs" and "DON'Ts" of correspondence. As always, common sense is a good measure to use when in doubt.

DO	DON'T
<p>Get it done on time</p> <p>Be responsive, clear, and concise in your language and explanations</p> <p>Begin your letter with the key idea. This should be the rationale for the Department's actions</p> <p>Use plastic covers on the first page of the signature document only</p> <p>Use common sense</p> <p>Center text on page</p> <p>Use bullets</p> <p>Include only useful information</p> <p>Avoid the use of "I" or "my Department"</p> <p>Precede names used in correspondence with <i>Mr.</i>, <i>Mrs.</i>, <i>Ms.</i>, or <i>Dr.</i>, <i>Rev.</i>, etc., as appropriate</p> <p>Call your Executive Secretariat contact with any questions</p> <p>When circulating letters for concurrence, always include the name and telephone number of an informed contact point who can answer substantive questions</p> <p>Enter all documents into Executive Secretariat electronic document management system and route action to ES. Enter background, enclosures, or attachments as distinct documents. Forward original signed documents to ES also. Use tabs to label and separate background, enclosures, or attachments.</p>	<p>Don't use acronyms (they can usually be avoided)</p> <p>Don't use flowery, excessive language</p> <p>Don't repeat what people already know</p> <p>Don't recount details of the letter the Secretary is responding to</p> <p>Don't use phrases like: <i>As you know</i>, <i>You may be aware</i>, etc.</p> <p>Don't use two-letter routing symbols as organizational titles. They are mail codes only!</p>

X. APPENDIX: WRITING WELL

Although correspondence formats are important, writing quality is more important. For that reason, the *Style Guide* includes this section on how to make Department of Energy writing more effective.

A. GENERAL GUIDANCE

- **Most Important Ideas First**

Open with the most important information. Each letter, memorandum, and report is an opportunity to re-enforce the Department's core values and rationale for action. Early in each letter or memorandum, the rationale for the Department's activities should be clearly articulated. For example, a letter about the Clean Coal Technology program might include a value statement like this:

The Clean Coal Technology program is a successful effort by the Government to establish productive partnerships with the private sector. The innovative technologies emerging from the program meet our twin domestic objectives of securing energy and environmental compatibility while also creating jobs and export products for the international marketplace.

Other examples are:

The Department of Energy has made a major commitment to strengthening the teaching of mathematics and science in our Nation's schools. We are particularly concerned with the need to provide better opportunities for our young people, especially women and minorities, to excel in these critical fields.

The Naval Petroleum and Oil Shale Reserves are vital national energy resources. The Department's objective with respect to the Reserves is to manage, operate, maintain, and produce the Reserves to achieve the greatest value and benefit to the United States. This mission supports the President's goal to use Government resources efficiently.

The Department of Energy is committed to achieving environment, safety, and health excellence in its operations and to correcting problems before they can pose a hazard to the quality of the environment or public welfare. Protection of the environment, workers, and the public are of paramount importance.

- **Be Responsive**

Letters should be responsive, but they do not need to be long, wordy, or complex. Focus on all issues raised by the letter writer. Do not avoid tough issues. If you cannot address all issues fully, say so, and establish a specific date when the response will be completed.

- **Write As You Speak**

Make your writing as formal or informal as the situation requires but do so with language you might use in speaking. This will reduce the tendency to write in "bureaucratese." Because readers hear writing, the most readable writing sounds like people talking to people.

- **Use Short Paragraphs**

Long paragraphs swamp ideas. Keep paragraphs short, roughly four or five sentences. Use several paragraphs for a complex idea, if necessary. Long paragraphs divide where your thinking takes a turn. By adding white space, you make reading easier.

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

- **Write Disciplined Sentences**

Avoid unclear sentences. Use the following techniques to sharpen your sentences.

Subordinate minor ideas

Besides clarifying the relationship between ideas, subordination prevents the overuse of *and*, the weakest of all conjunctions.

Instead of: *The Department uses a similar contractor service and saves the taxpayers about 15 percent.*

Use: *By using a similar contractor service, the Department saves the taxpayers about 15 percent.*

Place ideas deliberately

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.

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

Use: *Moving the computer as shown in the enclosure would allow room for another cabinet.*

Instead of: *I would like to congratulate you on your selection as our Employee of the Month for August.*

Use: *Congratulations on your selection as our August Employee of the Month.*

Use more parallelism

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).

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

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

Instead of: *Effective October 1, addressees will be required to use the cost accounts contained in enclosure (1). Addressees will cease reporting against cost accounts 1060, 2137, and 2340.*

Use: *On October 1, start using the cost accounts in enclosure (1) and stop using cost accounts 1060, 2137, and 2340.*

- **Keep Sentences Short**

For variety, mix long sentences with short sentences, but average under 20 words. Do not count every word. Try the ear test: read your writing aloud and break up most of the sentences that do not end in one breath.

- **Rely on Everyday Words**

The complexity of our work and the need for precision require some big words. Do not overuse big words when little ones will do. Some words or phrases to avoid and alternatives are:

<u>Instead of</u>	<u>Try</u>
commence	start
consequently	so
facilitate	help
herein	here
however	but
notwithstanding	in spite of
optimum	best
utilize	use

A list of simpler words and phrases is included at the end of this section, starting on page 14.

- **Do Not Use Acronyms**

If you must use acronyms in a lengthy report, spell out the name followed by the acronym in parentheses the first time it is used. The acronym can then be used throughout the document. An acronym list should be prepared as an appendix to the report.

- **Cut the Fat**

You do not need to be wordy to be responsive. The longer you take to say things, the weaker you come across, and the more you risk blurring important ideas.

Some wordy expressions to watch out for are:

<u>Watch out for</u>	<u>Try</u>
for the purpose of	for, to
in accordance with	by, following, under
in order to	to
in the event that	if
in the near future	soon

- **Say It Once**

As a writer, you may see some difference between *advise* and *assist*, *interest* and *concern*, or *thanks* and *gratitude*. Your reader will not. Repeating a general idea does not make it more precise.

- **Avoid "it is" and "there is"**

No two words hurt writing more than *it is*. They stretch sentences, delay meaning, hide responsibility, and encourage passive verbs.

Not

it is requested
it is our intention
it is necessary that
it is apparent that

But

we request, please
we intend
you need to
clearly

Avoid: *There will be* a meeting of the quality team at 1:00 p.m. Friday in Room 7E-069.
Try: The quality team will meet at 1:00 p.m. Friday in Room 7E-069.

Avoid: *There are* two alternatives in the report.
Try: The report offers two alternatives.

- **Use Strong Action Verbs**

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.

Let your verbs do more work. For example:

Instead of: This directive *is applicable* to all personnel who *make use of* the system.

Use: The directive *applies* to all personnel who *use* the system.

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

Use: The committee *met to consider* the proposal.

- **Use the Active Voice**

The passive voice makes writing wordy and roundabout. It can be confusing and can dilute accountability for an action or direction. To avoid the passive voice, most of your sentences should use a **who-does-what** order. By leading with the doer, you automatically avoid a passive verb.

Passive: The meeting was chaired by the Secretary.
Active: The Secretary chaired the meeting.

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

am is are was were be being been

PLUS

a main verb ending in *-en* or *-ed*

Unlike sentences with active verbs, sentences with passives do not need to show who or what has done the verb's action. This leads to confusion.

To avoid the passive voice:

Put the doer before the verb

Instead of: The part must have been broken by *the technician*.

Use: *The technician* must have broken the part.

Instead of: The requests will be approved. (By whom?)

Use: (Supervisors?) will approve the requests.

Drop part of the verb

Instead of: The results *are listed* in the enclosure.

Use: The results *are* in the enclosure.

Instead of: Then he *was transferred* to Fossil Energy.

Use: Then he *transferred* to Fossil Energy.

Change the verb

Instead of: Letter formats *are shown* in this guide.

Use: Letter formats *appear* in this guide.

Instead of: Personnel *are prohibited from doing* so.

Use: Personnel *must not do* so.

- **Sexist Language**

Avoid using language with gender distinctives. Do not use words that unnecessarily distinguish between men and women.

USE

work force
fire fighter
flight attendant
letter carrier
layperson

NOT

manpower
fireman
stewardess
mailman
layman

Avoid the unnecessary use of personal pronouns, such as *he*, *she*, *him*, *her*, *his*, and *hers* when the gender is unknown. Use undefined pronouns, such as *everyone*, *someone*, and *somebody*. To avoid using the gender-specific personal pronoun, we recommend:

Make the sentence plural.

All employees should pick up their paychecks
not
Everyone should pick up his paycheck.

Remove the pronoun.

Everyone should complete a leave slip.
not
Everyone should complete his leave slip.

Avoid the salutation "Gentlemen" if the organization receiving the letter could include men and women. Instead, use:

Dear Ladies and Gentlemen:

Dear Sir or Madam:

Dear Manager:

B. GRAMMAR

You can find some very useful guidance in the *GPO Style Manual*. We have included a few sections for easy reference. There are also a number of very effective desk-top grammar reference books.

APOSTROPHE

The possessive case of a singular or plural noun not ending in "s" is formed by adding the apostrophe and "s." The possessive case of a singular or plural noun ending in "s" or with an "s" sound is formed by adding an apostrophe only. Some examples follow:

ship's route

witness' story

Bush's policy

Jones' policy

However, generally the apostrophe should not be used after the names of countries or other organized bodies ending in "s", or after words more descriptive than possessive (that is, not indicating personal possession). For example:

United States policy

Department of Energy facilities

House of Representatives session

Environment, Safety and Health rules

Avoid using the apostrophe with plural form of letters, signs, symbols, acronyms, and abbreviations, unless it would be confusing. For example:

1990s, *not* 1990's

Ph.D.s *not* Ph.D's

but

All of the A's and B's should be included *not* All of the As and Bs.

CAPITALIZATION

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

Washington Monument; the monument

Savannah River Site; the site

However at the Department of Energy, capitalize *Department* when referring to the Department of Energy and capitalize *Government* when referring to the Federal Government.

A common noun used alone as a well-known short form of a specific proper name is capitalized:

the Capitol (at Washington); but State capitol (the building)

the District (as in District of Columbia)

Federal is capitalized when used as a synonym for United States or other sovereign power. State is also capitalized when referring to one of the 50 United States. For example:

Federal, State, and local authorities will meet on Tuesday.

Capitalize the first letter of a person's title if it precedes the person's name or if the title is very important.

Professor Bob Jones

Bob Jones, professor

Samuel W. Bodman, Secretary of Energy

COLONS

Colons are used to link related thoughts. They emphasize the second clause.

The Secretary stressed the Department's number one focus: the health and safety of its workers and neighbors.

Colons introduce lists.

The Department's critical success factors are:

- *Communication and trust*
- *Human Resources*
- *Environment, Safety, and Health*
- *Management practices*

Colons also follow the salutation in business correspondence.

Dear Mr. Smith:

COMMA

Do not over punctuate. A good general guideline is "less punctuation is better." The comma, in particular, is frequently over used. *The Elements of Grammar* by Margaret Shertzer is our guide, but the same information is in the *GPO Style Manual*.

The use of the comma after phrases and clauses at the beginning of a sentence is not an arbitrary requirement.

Use a comma after a long introductory prepositional phrase out of its natural order or when punctuation is needed for clarity.

In addition to processing travel orders, he must review all codes on the time cards.

For the classification division, the new procedures must be implemented as soon as possible.

Short introductory prepositional phrases need to be followed by a comma only when distinctly parenthetical (such as - "for example," "in fact," "on the other hand,").

In recent months many changes have taken place at the Department.

On Monday time cards are due.

For example, processing time for reassignments has decreased by 40 percent.

Do not use a comma to set off restrictive participial phrases. A restrictive participial phrase is essential to the meaning of a sentence.

All persons known to have seen the accident will be questioned

Use commas to set off nonrestrictive participial phrases. A nonrestrictive participial phrase adds an additional thought and might be omitted without interfering with the meaning.

The letter from Senator Johnston, just received by the Assistant Secretary, raised serious questions.

The report, concurred upon by all Secretarial Officers, will be issued on Tuesday.

Use a comma to set off descriptive phrases following the noun they modify.

The stock, having reached 175, remained there for several weeks.

The DOE Order, issued in May 1992, clearly articulated the policy.

In a series of three or more terms with a single conjunction, use a comma after each term except the last.

Ann brought the reports, pens, graphs, and papers to the meeting.

COMPOUND MODIFIERS

When a compound modifier--two or more words that express a single concept--precedes a noun, use hyphens to link all words in the compound except the adverb "very" and all adverbs that end in "ly".

- *a bluish-green discharge*
- *weapons-related research*
- *a know-it-all attitude*
- *a very good rating*
- *federally funded research*
- *an easily remembered rule*
- *congressionally mandated report*

DATES

Use a comma after complete dates used in a sentence, but not when only month and year are noted. For example:

- *The meeting was held on Monday, January 6, 1992, at the White House.*
- *This was reflected in the June 15, 1991, report.*
- *Production for June 1990 was higher than normal.*

NUMBERS IN CORRESPONDENCE

All numbers ten or less in correspondence for the Secretary should be spelled out.

The transfer of nine kilograms of material was completed.

He requested two hours of annual leave.

Write out numbers that begin sentences.

Three hundred people attended.

Twenty-four dollars were stolen.

Always use figures for dates.

- *July 16, 1994*
- *September 1958*

Spell out and hyphenate fractions appearing in normal text.

- *one-half pound*
- *three-quarters of a mile*

However, if the fraction is complex or includes a whole number use numerals.

- *77/100*
- *3½ inches*

Express time as numerals.

- *3:00 p.m.*
- *2:45 a.m.*

Use commas to separate groups of three digits.

- *1,000,000*
- *2,566*
- *782*

Be consistent. Treat similar numbers the same within a sentence.

The Secretary approved increasing the employment ceiling for three offices. Fossil Energy received 4 additional slots, Energy Research received 11, and Energy Efficiency received 16.

UNDERLINING, *ITALICS*, AND **BOLDFACE**

Underlining and italics can be used interchangeably, but should be used consistently within a document.

Use underlining or italics for foreign words or phrases that are not used commonly in English.

Also use underlining or italics for titles of books, newspapers, magazines, plays, and movies. Chapters and titles of magazine or newspaper articles should be in quotation marks.

Use underlining or italics for words used as words.

- In this context, reactor means equipment that...

Underline names of aircraft, ships, and spacecraft.

- Apollo IV
- U.S.S. Forrestal

Use boldface type to highlight headings, titles, or key words needing emphasis.

C. SIMPLE 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 dirty dozen, the twelve offenders most likely to weaken your work.

<u>Instead Of</u>	<u>Try</u>	<u>Instead Of</u>	<u>Try</u>
a and/or b	a or b or both	deem	believe, consider, think
accompany	go with	delete	cut, drop
accomplish	carry out, do	demonstrate	prove, show
accorded	given	depart	leave
accordingly	so	designate	appoint, choose, name
accrue	add, gain	desire	want, wish
accurate	correct, exact, right	determine	decide, figure, find
additional	added, more, other	disclose	show
address	discuss	discontinue	drop, stop
*addressees	you	disseminate	give, issue, pass, send
adjacent to	next to	due to the fact that	due to, since
advantageous	helpful	during the period	during
adversely impact	hurt, set back	effect modifications	make changes
advise	recommend, tell	elect	choose, pick
afford an opportunity	allow, let	eliminate	cut, drop, end
aircraft	plane	employ	use
allocate	divide, give	encounter	meet
anticipate	expect	endeavor	try
a number of	some	ensure	make sure
apparent	clear, plain	enumerate	count
appreciable	many	equitable	fair
approximately	about	equivalent	equal
as a means of	to	establish	set up, prove, show
ascertain	find out, learn	evidenced	showed
as prescribed by	in, under	evident	clear
*assist, assistance	aid, help	exhibit	show
attain	meet	expedite	hasten, speed up
at the present time	at present, now	expertise	ability, skill,
		expiration	end
be advised	(omit)	facilitate	ease, help
benefit	help	failed to	did not
by means of	by, with	feasible	can be done
capability	ability, can	finalize	complete, finish
caveat	warning	for a period of	for
close proximity	near	forfeit	give up, lose
combined	joint	for the purpose of	for, to
*commence	begin, start	forward	send
comply with	follow	frequently	often
component	part	function	act, role, work
comprise	form, include, make up	furnish	give, send
concerning	about, on		
consequently	so	has a requirement for	needs
consolidate	combine, join	herein	here
constitutes	is, forms, makes up	heretofore	until now
contains	has	herewith	below, here
convene	meet	however	but
currently	(omit), now		

<u>Instead Of</u>	<u>Try</u>	<u>Instead Of</u>	<u>Try</u>
identical	same	objective	aim, goal
identify	find, name, show	obligate	bind, compel
immediately	at once	observe	see
impacted	affected, changed	operate	run, use, work
*implement	carry out, start	optimum	best, greatest, most
*in accordance with	by, following, under	option	choice, way
in addition	also, besides, too		
in an effort to	to	parameters	limits
inasmuch as	since	participate	take part
in a timely manner	on time, promptly	perform	do
inception	start	permit	let
incumbent upon	must	pertaining to	about, of, on
inform	tell	point in time	point, time
indicate	show, write down	portion	part
indication	sign	possess	have, own
initial	first	practicable	practical
initiate	start	preclude	prevent
in lieu of	instead of	previous	earlier, past
in order that	for, so	previously	before
*in order to	to	prioritize	rank
in regard to	about, concerning	prior to	before
interface with	meet, work with	proceed	do, go ahead, try
*in the amount of	for	procure	buy
*in the event that	if	proficiency	skill
in the near future	shortly, soon	*promulgate	issue, publish
in the process	(omit)	provide	give, offer, say
in view of	since	provided that	if
in view of the above	so	provides guidance for	guides
is applicable to	applies to	purchase	buy
is authorized to	may	pursuant to	by, following, under
is in consonance with	agree with, follows		
is responsible for	(omit), handles	reflect	say, show
it appears	seems	regarding	about, of, on
*it is	(omit)	relative to	about, on
it is essential	must, need to	relocate	move
it is required	please, we request	remain	stay
		remainder	rest
liaison	discussion	remuneration	pay, payment
limited number	few	render	give, make
limitations	limits	represents	is
		requests	ask
magnitude	size	require	must, need
maintain	keep, support	requirement	need
majority of	most	reside	live
maximum	greatest, most	retain	keep
methodology	method		
minimize	decrease, reduce	said, some, such	the, this, that
minimum	least, smallest	selection	choice
modify	change	set forth in	in
monitor	check, watch	similar to	like
		solicit	ask for, request
necessitate	cause, need	state-of-the-art	latest
notify	let know, tell	subject	the, this, your
not later than	by	submit	give, send
not withstanding	in spite of, still	subsequent	later, next
numerous	many	subsequently	after, later, then

<u>Instead Of</u>	<u>Try</u>	<u>Instead Of</u>	<u>Try</u>
substantial	large, much	transmit	send
successfully complete	complete, pass	type	(omit)
sufficient	enough		
		under the provisions of	under
take action to	(omit)	until such time as	until
task	ask	*utilize, utilizationuse	
terminate	end, stop		
the month of	(omit)	validate	confirm
there are	(omit), exist	viable	practical, workable
therefore	so	vice	instead of, versus
therein	there	warrant	call for, permit
there is	(omit), exists	whereas	because, since
thereof	its, their	with reference to	about
the undersigned	I	with the exception of	except for
the use of	(omit)	witnessed	saw
*this activity, command	us, we		
timely	prompt	your office	you
time period	(either one)	/	and, or

D. WORDS FREQUENTLY CONFUSED

Accept/Except: *accept* is a verb meaning to receive; *except* is a preposition meaning to the exclusion of.

Adjacent/Contiguous: *adjacent* means close to or near by; *contiguous* means sharing the same boundary.

Adverse/Averse: *adverse* is an adjective meaning unfavorable; *averse* is an adjective meaning having a dislike for something.

Affect/Effect: *affect* is usually a verb meaning to influence or change; *effect* is usually a noun meaning a result or consequence. *Effect* when used as a verb means to bring about or cause.

All right/Alright: *all right* is the standard spelling; *alright* is an informal spelling that should not be used in professional writing.

Allusion/Illusion/Delusion: *allusion* means a reference to something; *illusion* means a mistaken representation; *delusion* means a false belief.

Alternate/Alternative: *alternate* when used as an adjective means occurring in turns or every other one; *alternative* when used as an adjective means allowing for a choice between one or more options.

Altogether/All together: *altogether* means completely or entirely; *all together* means in a group.

Among/Between: *among* refers to more than two choices; *between* refers to two choices only.

Assure/Insure/Ensure: All three words mean to make certain or to guarantee. *Assure* should be used with reference to people; *insure* is used in reference to financial guarantees and implies protection; *ensure* implies a guarantee.

Bimonthly/Semimonthly: *bimonthly* can mean either every two months or twice a month. Because of the two different meanings, avoid using the word. *Semimonthly* means twice a month.

Complement/Compliment: *complement* means "completing or supplementing something"; *compliment* is an expression of praise.

Council/Counsel/Consul: *council* is a group of people; *counsel* as a verb means to advise and as a noun means advice or attorney; *consul* is a foreign representative.

Eminent/Imminent: *eminent* means outstanding or prestigious; *imminent* means very near or impending.

Irregardless/Regardless: *irregardless* is an unacceptable form of *regardless*. Use *regardless*.

Principal/Principle: *principal* is a noun meaning main or chief; *principle* is a noun meaning belief, moral standard, or law.

That/Which: These words are largely interchangeable, however, use *that* whenever possible, and use *which* with nonrestrictive clauses set off by the use of the comma, i.e:

A policy is a statement of a position *that* is held by the Department.

The policy, *which* was announced by the President, describes the Administration's position on nuclear stockpile stewardship.