DEPARTMENT OF THE ARMY
HEADQUARTERS, U.S. ARMY SIGNAL CENTER AND FORT GORDON
Fort Gordon, Georgia 30905-5735

USASC&FG Pamphlet   **11 April 2006**
No. 25-1

Information Management
STAFF PROCEDURES AND POLICY GUIDE

Summary. This pamphlet outlines staff procedures within Headquarters, United States Army Signal Center and Fort Gordon (HQ, USASC&FG), how to prepare and assemble correspondence, staff actions, and establishes procedures for conducting briefings.

Applicability. This pamphlet applies to directorates, departments, and personal/special staff offices of HQ, USASC&FG and major commands.

Suggested improvements. The proponent of this pamphlet is the Signal Center Executive Specialist (ES). Users may send comments and suggested improvements on Department of the Army (DA) Form 2028 (Recommended Changes to Publications and Blank Forms) through channels to Commander, USASC&FG, ATTN: ATZH-CS, Fort Gordon, GA 30905-5735 and/or submit DA Form 1045 (Army Ideas for Excellence Program (AIEP) Proposal) to installation AIEP coordinator.

Availability. This Pamphlet is only available on the USASC&FG publications website at www.gordon.army.mil/DOIM/IMC/forms.htm.

Contents

This pamphlet supersedes USASC&FG Pamphlet 25-1, 11 May 2004

Section I. General

1. Purpose. This pamphlet prescribes administrative policies and procedures for processing correspondence within HQ, USASC&FG. It is designed for use by staff offices and other administrative personnel as a staff procedure and policy guide. It provides guidance for the accurate and timely accomplishment of staff actions, and guidelines for preparing and staffing correspondence for the Command Group, consisting of the Commanding General (CG)/Commandant, Deputy Commanding General (DCG), Chief of Staff (CofS), Regimental Chief Warrant Officer (RCWO) and Regimental Command Sergeant Major (RCSM).

2. References. Appendix A contains required and related publications with prescribed and referenced forms.

3. Explanation of Abbreviations. Abbreviations used in this pamphlet are explained in the glossary.

Section II. Responsibilities

4. Executive Specialist (ES), USASC&FG. The ES will--

a. Serve as office manager for the Command Group.

b. Establish policies and procedures for preparing correspondence signed by the Command Group.

c. Provide technical advice on preparing correspondence signed by the Command Group.

d. Proofread all correspondence submitted to the Command Group for signature, mark errors, and return to the originator for correction.

e. Manage the suspense and tracking systems for the Command Group.

f. Receive all approved and signed correspondence from the Command Group. Clear completed suspense and return correspondence to the preparing agency for date and forward to the appropriate agency.

g. Control and manage all evaluation reports and appraisals submitted to or prepared by the Command Group.

5. Originators of Command Group correspondence. Originators of all correspondence to be signed by USASC&FG Command Group will--

a. Prepare correspondence in accordance with Army Regulation (AR) 25-50 and this pamphlet. All correspondence for Command Group signature will be prepared in final format on Fort Gordon letterhead.

b. Carefully proofread all correspondence prior to submitting to the Command Group.

c. Correct errors on returned correspondence and resubmit promptly to the ES with marked copy.

d. Comply with suspense dates. It is the responsibility of the recipient of a suspense to coordinate any extensions. (See paragraph 13 for more guidance on the suspense system.)

e. Date documents once they have been approved, signed, and returned. See paragraph 29d. Dispatch accordingly.

f. Maintain the official file copy of all correspondence signed by the Command Group under the appropriate file number as prescribed in AR 25-400-2.

Section III. Staff Procedures

6. Staff work. Written communications are key to effective staff work. Thus, all staff papers will be in a clear and direct style, contain accurate information, and follow a logical format.

a. A staff paper may be a discussion paper, position paper, information paper, point paper, memorandum, or executive summary. Each is discussed at length in section IV.

b. Action officers must develop a number of proposed courses of action for consideration by the decision maker, and be prepared to discuss the merits of each option. Action officers are responsible for--

(1) Resolving all details.

(2) Coordinating proposed actions with other interested or affected activities.

(3) Providing a viable solution to a given problem supported by recognizable and logically developed conclusions.

(4) Presenting one recommendation or proposed course of action that defines the intended outcome.

(5) Ensuring all information is accurate and timely.

c. A completed staff paper will include concise statements of the essential facts, consideration of all feasible courses of action, alternative views of all other activities concerned, and a recommended solution to a problem. The decision maker needs only to approve or disapprove the recommended course of action.

d. A staff paper, which requires implementing instructions, will include the proposed document to properly implement the recommended action.

7. Action Summary. The Action Summary (FG Form 1203-R-E) will be used to transmit and explain requests for Command Group decision, approval, or signature and to provide information to the Command Group (see figure 1, page 20). Form is available for download from the Directorate of Information Management (DOIM) server, path: \\PRIVATE1\FTP\FORMS. General instructions for completing the FG Form 1203-R-E are as follows:

a. The issues will be a concise and accurate analysis, so that, when read, the Action Summary represents the complete situation. The Action Summary should, if possible, be limited in length to one page. If a second page is required, an 8 1/2 x 11 inch sheet of plain white paper will be used. Any coordination will be listed in the coordination block.

b. The Action Summary will be signed by the principal staff officer (or the deputy in his/her absence). The Action Summary will be stapled to the outside of a pocket folder at the top.

c. Tabs are used to expand the document; sequencing is alphabetical. Tab A is always the action document to be approved and/or signed. If more than one recommended action is attached, the other action papers are listed as Tab A1, Tab A2, respectively. Tab B and subsequent tabs may include any reference papers, documents, messages, etc., with any Statements of Nonconcurrence and Considerations of Nonconcurrence included in the last tab(s). All documents should be placed behind any tab markers.

d. If the action was prepared at the request of a member of the Command Group, place the Command Group note or request, and any documentation which directed the action inside the folder on the left side. The document reply and any enclosures will be placed inside the folder on the right side.

8. Optional Form 41. Use an Optional Form (OF) 41 (Routing Slip) to route documents and correspondence from office-to-office across Fort Gordon and within the Federal Government. It should not be used for approvals, disapprovals, concurrences, or other important actions or comments.

9. Authority line.

a. This includes responses to higher headquarters and correspondence to be distributed in accordance with the USASC&FG multiple distribution formula. Use an appropriate authority line ("FOR THE COMMANDER" or "FOR THE COMMANDANT") on correspondence that contains policy, command decisions, official recommendations, and tasking actions prepared for signature of the DCG, or the CofS.

b. Signature authority for correspondence bearing the authority line "FOR THE COMMANDER" is delegated to the DCG, CofS, DRM, and DOIM, and exceptions approved by the CofS. Requests for exception must be made by informal memorandum to the DOIM, ATTN: IMSE-GOR-IMS, and if approved, an appointment memorandum will be issued. Delegated authority or responsibilities are automatically canceled upon the retirement, change of duties, or change of positions of the individual for which specific authority or responsibility has been delegated. Delegated responsibilities are not inherent in a position.

c. Directors and personal staff officers will furnish names of officials authorized to release correspondence to the DOIM for signature together with a sample of the individual's initials. When correspondence is dispatched to the DOIM for signature, the releasing official will initial the right side of the file copy. Changes will be submitted as they occur.

10. Coordination.

a. The responsibility for staff coordination rests with the proponent activity. Staff papers will be coordinated with activities affected by the action. The activity receiving a paper for coordination will retain any enclosures and return only the decision paper with concurrence/comment. Once completed and approved, a copy of the decision paper will be returned to each of the staff with which it was coordinated. File the paper with the enclosures and implement or file accordingly.

b. Once the Command Group has made a decision, the action officer will provide a copy of that decision, within five working days to all agencies that reviewed the action for coordination.

11. Non-concurrence.

a. The nonconcurring activity will submit a written response as an additional tab to the discussion paper. See figure 2, page 21, for a sample format. The staffed document will be returned to the originator for consideration.

b. The non-concurrence to a recommended action must be fully addressed. The term "consideration of non-concurrence" means that the reason for non-concurrence has been thoroughly considered. The originator will submit the completed staff paper, with fully documented consideration given to non-concurrences, to the approving authority for a final decision.

c. When replying to a higher headquarters (i.e., CAC, TRADOC, HQDA), never respond with the statement that Fort Gordon "concurs with comments". The Signal Center (SIGCEN) either concurs completely, or non-concurs, providing comments explaining the non-concurrence. Do not "concur with comments".

12. Command directed actions. The following information details the manner in which Command Group actions will be managed--

a. When an action is generated by the CG, DCG, or CofS, it will be forwarded to the proponent agency through one of the following means:

(1) On a Command Gram (FG FL 28-R-E) prepared by the ES.

(2) Directly from the originator (through the ES) on office stationery, personal notepaper, routing slip or document enclosed.

b. The action note should contain as a minimum:

(1) Action required

(2) Date action assigned

(3) Suspense date reply is due

(4) Identification of documents related to action

(5) Who generated the action

(6) Format for reply (if applicable)

c. A log number will be assigned to all outgoing action assignments, with the ES tracking the suspense. When a response is given verbally, in writing directly to the originator, or via e-mail, the action office must inform the ES of its completion so the log may be cleared.

d. If the staff office receiving the action believes the action belongs to another office, coordinate the change of responsibility with the ES.

13. Suspense system.

a. Action officers will ensure that actions are completed by established suspense dates.

b. In the absence of specific suspense instructions, the policy for responding to taskings by the Command Group is as follows:

(1) Respond to a general officer personal note within 24 hours. Personal notes may be written on routing slips, e-mail, letterhead notepaper, or on the document in question.

(2) Provide an immediate response if information is available.

c. When you cannot provide a complete response within the time line, provide an interim response stating what is known, what is being done, precise reasons for the delay, and the date you will submit the completed action.

d. Responses to Command Group suspenses will be sent through the ES and the CofS, unless otherwise directed. If the action requires preparation of messages or documents for signature by the Command Group, the documents will be prepared in final form.

e. Provide responses via e-mail whenever possible. When answering a Command Group issue in e-mail, always include the original note as reference, annotating the suspense control number, and provide an information copy to the ES.

f. Provide oral responses to questions if possible. When required or appropriate, the subject matter expert will schedule a briefing for the CG, DCG, or CofS.

g. Taskings from higher headquarters will be processed in time to meet assigned suspense. When a suspense to higher headquarters cannot be met, the action office will:

(1) Contact the action office at higher headquarters as early as possible

(2) Request extension telephonically or via e-mail

(3) Notify the ES of new suspense

h. There will be no extensions for suspenses on Freedom of Information Act (FOIA) requests or suspense dates set by law.

i. An information copy of all responses, to include interim responses, will be forwarded to the ES. Suspenses may be cleared by responsible official contacting the CG, DCG, or CofS personally, telephonically, or by e-mail. Always notify the ES when a suspense has been cleared and by what means it was completed.

14. Distribution lists.

a. Routine correspondence. Correspondence may be addressed to specific, selected organizations, but an alternate, abbreviated method of distributing information to a large volume of addressees can be accomplished through the use of a standard distribution formula whereby symbols (i.e., A, B, C, D) may be used. Symbol distribution will be selected to the appropriate unit/organizational level and listed as such. (See figure 3, page 22) Routine correspondence does not have a suspense date nor require an action and is not directive in nature.

b. Non-routine correspondence. All non-routine correspondence may use either a specific, selected distribution list (all-inclusive sample is at figure 4, page 23), one of the following collective terms, or a combination of the following collective terms. Such selected terms are:

  (1) All Mission Partners' Commanders/Directors (39 copies)

  (2) All Liaison Officers (10 copies)

  (3) USASC&FG Directors/Staff Office Chiefs (38 copies)

  (4) All USASC&FG/Mission Partners and Liaison Offices (86 copies)

15. Address listings. Current rosters for general officer address headings and Signal Corps organization addresses are maintained in the Office of the SGS

<div align="center">

Section IV. Staff Actions

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16. Briefings.

 a. Briefings will provide a clear and concise analysis of the situation and, when appropriate, will include definite conclusions and sound recommendations for approval. They may be informal (one-on-one style at desk-side) or formal (with accompanying visual aids), depending on the type briefing directed or deemed appropriate. Briefings to the Command Group will be either decision or information briefings and will be presented in the sequence illustrated in table 1, page 11. Computerized briefings and electronic slide show presentations are preferred. All slides will be prepared in black and white; or color that adds, and doesn't distract from the briefing.

 b. Prebriefings. As a rule, all decision briefings to be presented to higher headquarters must first be given to the CG or the person who has assumed command at that time.

 c. Briefing packets will be prepared for all briefings given to the Command Group. The briefer will distribute a minimum number of briefing packets. Normally this will consist of the CG and very important persons (VIPs) only. Attach one copy to the read-ahead packet submitted to the Command Group. Briefing packets will consist of the following:

  (1) Paper copies of all slides used in the briefing. Packets will be assembled in the following manner:

  (a) Slides will be assembled in the same order being briefed.

  (b) The reverse side of each slide will contain the briefer's narrative for the following slide.

  (c) Narrative comments will amplify each bullet or presented information on the slides.

  (2) Any correspondence concerning the briefed subject and the briefing recipient should be available during the briefing.

  (3) The following guidelines have been established for the preparation of all briefing slides:

(a) Use Arial 36-pitch type for letters and numbers in titles. Use Arial 18-pitch type for letters and numbers in text.

(b) Each chart or graph should convey a single idea.

(c) Mark classified slides at top and bottom. Classification should be clearly visible during the presentation.

(d) Text of visual aids should not repeat the verbal presentation.

(e) If more than one map or graphic is shown on a single slide, the same scale should be used.

(f) Include your organization at the top of every slide.

d. Schedule briefings with the Command Group, providing information concerning the location of the briefing and the number of people who will attend. If the briefing is in the CG's office, attempt to limit the number to five.

e. Agencies sponsoring visits, meetings, or demonstrations involving the Command Group are responsible for coordination with other directorates or staffs who may have an interest or may be impacted. The sponsor is also responsible for ensuring appropriate directorates are present when necessary.

f. Briefers are responsible for providing all audio-visual equipment necessary for the briefing.

Decision and information briefings

DECISION BRIEFING	**INFORMATION BRIEFING**
- INTRODUCTION	- PURPOSE
- PURPOSE/PROBLEM STATEMENT	- AGENDA
- RECOMMENDATION	- CLASSIFICATION OF BRIEFING
- PROCEDURE	- BACKGROUND INFORMATION
- COORDINATION	- FACTS/MISSION
- CLASSIFICATION OF BRIEFING	- CONCLUSION
- FACTS AND ASSUMPTIONS	
- COURSES OF ACTION	
(ADVANTAGES/DISADVANTAGES)	
- CONCLUSION/CLOSE	
- REQUEST FOR DECISION	

17. Read-ahead packets.

    a. Read-ahead packets are required for all briefings to the CG and the DCG and will be forwarded to reach the Command Group at least 24- hours ahead of the scheduled briefing. Read-ahead packets should be routed directly to the appropriate office, see figure 13 page 32 for a sample format. They do not need an Action Summary, but should be labeled with an OF 41 listing the coordination with staff agencies.

    b. Read-ahead packets will be prepared by the office having responsibility for the briefing. Read-ahead packets should not contain anything for signature. They should contain as a minimum the following information:

        (1) A cover sheet containing a short summary of the history of the action being briefed.

        (2) The significance of the action being briefed.

        (3) A copy of all slides being used in the briefing (assembled in the required format).

        (4) A short biography of any non-Fort Gordon personnel attending the briefing.

        (5) If the briefing is a decision briefing, recommended courses of action should be listed. Do not include in the packet the actual memorandum or message for signature. Instead, take it to the briefing (remember to have it staffed accordingly).

18. Letters. Letters will be used for correspondence addressed to the President or the Vice President of the United States, members of the White House staff, members of Congress, Justices of the Supreme Court, heads of departments and agencies, State governors, mayors, foreign government officials, and the public. Letters may also be used to address individuals outside the department or agency when a personal tone is appropriate, such as in letters of commendation or condolence. See figure 7, page 26, for a sample letter.

19. Information papers. Information papers are used to transmit information only, and do not have a recommendation. They should generally be contained within one page, and never exceed two pages. An Action Summary may be used as an information paper. See figure 6, page 25, for a sample format of an information paper.

20. Point papers. The point paper is a document using bullet statements to outline discussion points. It is a one page stand-alone document; the use of enclosures is discouraged. Point Papers are used most often to prepare the Command Group for conferences and briefings, or to produce presentations for VIPs visiting the installation. See figure 8, page 27, for a sample format of a point paper.

21. Discussion papers.

    a. Discussion papers are used to submit staff actions and recommendations that require action, decision, or both by the Command Group. They should generally be contained within

one page, and not exceed two pages. An Action Summary may be used in lieu of a formal discussion paper. See figure 9, page 28, for a sample of a discussion paper.

b. When a disagreement with the recommendation cannot be resolved, document it as a nonconcurrence and add it to the enclosures as a separate tab. The originating activity must consider any nonconcurrence or comment, and address it in a consideration of nonconcurrence or comment. See figure 2, page 21, for the format of nonconcurrences.

22. Memoranda of Instruction (MOI). The MOI provides units and activities with operating instructions for events and programs. An MOI must be staffed through the Director of Plans, Training, Mobilization and Security (DPTMS) and prepared for his/her signature, even when submitted to the CofS or Garrison Commander for approval.

23. Star notes. Star note stationery is used for general officer correspondence of a personal nature. Star note stationery is a controlled item. It is not for general public usage; it is used only at the discretion of the general officers or their personal staff. Star notes are usually complimentary and should not be composed and/or sent out without coordination between the generals' office. See figure 10, page 29, for a sample of a star note.

24. Freedom of Information Act (FOIA) and Privacy Act Programs. Never release personal information on Soldiers or civilians to third parties. Soldiers and civilians are entitled to see any records pertaining specifically to them, but all other parties must make their requests in writing. When in doubt, refer the request to the Installation FOIA and Privacy Act Officer, DOIM, at 791-2004.

25. Envelopes. To ensure efficient and expeditious delivery of mail, envelopes must be addressed correctly. Sample envelopes are provided at figure 11, page 30.

a. Addresses will be typed in all capital letters with no punctuation. Use of rubber-stamp addresses are discouraged since it is not readable by the United States Postal Service (USPS) automation equipment.

b. The USPS guidelines require only one space between the state and zip code. A complete address must include the nine-digit zip code-this will reduce handling and speed mail delivery. Include your nine-digit zip code in the return address. For Fort Gordon zip codes, refer to the current postal section memorandum or contact the Installation Postal Officer, at 791-2004.

26. Policy memoranda. The CG's policy memoranda initiate, change or emphasize command policies. For new policy memoranda, contact the ES to receive the number to use. See figure 12, page 31 for the format of a policy memorandum.

27. Award certificates. Award certificates submitted for the signature of the CG, DCG, or CofS will be typed in all capital letters (including the signature block).

a. Center name of recipient. Do not use the social security number. Do not exceed nine lines.

b. Use adverbs to modify adjectives (such as exceptionally meritorious service).

c. Refer to "his/her/the" directorate or unit, not "this" directorate or unit.

d. Do not use abbreviations. Common acronyms may be used if spelled out the first time followed by the acronym in parentheses.

e. Type the date on the line in the lower left-hand corner:

28. Key personnel absence report. A key personnel absence report will be submitted each Thursday to the Chief of Staff's Secretary and the ES via e-mail whenever the Director or Commander will be absent for a day or more. The following information must be provided:

a. Name.

b. Directorate.

c. Phone.

d. TDY or leave.

e. Beginning date/time.

f. Ending date/time.

g. Destination.

h. Contact number.

i. Person in charge during absence.

j. Number for person in charge.

Section V. Staff Policies

29. Correspondence.

a. Correspondence or staff actions requiring signature and/or decision by the Command Group will be submitted in a pocket folder, with an Action Summary, requesting the necessary action.

b. Correspondence prepared for signature of the Command Group will be in final format, and will reflect the office symbol of the originating activity. Memoranda for Command Group signature will be formal memoranda, and must be on letterhead stationery. The date will not be entered until the correspondence has been signed. In cases of multiple form letters for routine

dissemination, such as graduating classes, U.S Military Academy recruiting, Officer Candidate School (OCS), etc., date all letters before submitting to the Command Group. Date letters in civilian style, for example, July 17, 1996. Date memoranda and messages using military style, e.g., 17 Jul 96. "Sincerely" will be the complimentary close on all letters prepared for members of the Command Group. The originating activity will also prepare and coordinate correspondence with all affected activities before submission for signature. When using tabs, place documents inside pocket folders behind the tab markers. For detailed information concerning proper format of written correspondence consult AR 25-50.

    c. Upon receipt of returned correspondence, the originating agency will include the original correspondence with annotated corrections with the corrected copy. Place the original copy in the left folder packet, and the corrected copy in the right. The original Action Summary, which contains the Chief of Staff Office's log number, will remain on the same folder for resubmission.

    d. After approval and/or signature, all correspondence will be returned to the originating office for the date, reproduction, distribution, dispatch or other necessary action.

    e. No correspondence will be sent directly to DA (unless specified by regulation; i.e., many personnel actions are sent directly to Human Resources Command), but will be routed through the appropriate chain of command, such as TRADOC or FORSCOM.

30. Signature blocks.

    a. The originating office must type the appropriate signature block on forms (such as DA Form 31 (Request Authority for Leave) or DA Form 4187 (Personnel Action) requiring signature by the Command Group.

    b. Signature blocks for the Command Group are below.

Signature blocks for non-military correspondence:

Randolph P. Strong Brigadier General, U.S. Army Commanding	Randolph P. Strong Brigadier General, U.S. Army Chief of Signal
Ronald M. Bouchard Brigadier General, U.S. Army Deputy Commanding General	Jackie J. Bryant Colonel, U.S. Army Chief of Staff

Signatures for military correspondence:

RANDOLPH P. STRONG   RANDOLPH P. STRONG   RANDOLPH P. STRONG
Brigadier General, USA   Brigadier General, USA   Brigadier General, USA
Commanding   Commandant   Chief of Signal

 RONALD M. BOUCHARD   JACKIE J. BRYANT
 Brigadier General, USA   Colonel, GS
 Deputy Commanding General   Chief of Staff

Signature blocks for star-stationery:

Randolph P. Strong
Brigadier, General, US Army
Commanding

Signature blocks for noncommissioned officer evaluation reports:

 STRONG, RANDOLPH P.   XXX-XX-XXXX
 BG, GO, USASC&FG, Fort Gordon, GA 30905, Commanding General
 or
 BG, GO, USASC&FG, Fort Gordon, GA 30905, Commandant

 BOUCHARD, RONALD M.   XXX-XX-XXXX
 BG, GO, USASC&FG, Fort Gordon, GA 30905, Deputy Commanding General

 BRYANT, JACKIE J.   XXX-XX-XXXX
 COL, GS, USASC&FG, Fort Gordon, GA 30905, Chief of Staff

 TERRY, MICHAEL A.   XXX-XX-XXXX
 CSM, 00Z50, USASC&FG, Fort Gordon, GA 30905, Command Sergeant Major

31. Command Group office calls.

    a. When in-processing to Fort Gordon, all newly assigned colonels, battalion commanders, civilian directors, and personal and staff office chiefs will schedule an office visit with the CG, DCG, and CofS. The officer's sponsor within the gaining activity will be responsible for providing the respective secretary with a Biography and Officer Record Brief along with coordinating a date, and time for the office visits.

    b. Departing personnel rated or senior rated by the CG or DCG, and CofS will schedule an office visit through the respective secretary.

32. Command Group notification.

    a. The following items will be referred to the Command Group immediately.

        (1) Information regarding the death of any Soldier or civilian employee assigned to Fort Gordon.

        (2) Serious incidents involving Fort Gordon personnel or property that generates an Operational Report.

    b. The following items will be referred to the Command Group during the normal duty day.

        (1) Important controversial matters requiring a decision by the CG or DCG, or CofS.

        (2) Subjects not included in existing policies and instructions that require prompt actions.

        (3) Communications that allege neglect or dereliction of duty by commissioned officers or senior noncommissioned officers.

        (4) Correspondence or proposed correspondence conveying even a suggestion of censure.

        (5) Disapprovals by higher authority on significant recommendations submitted by this headquarters; important instructions or information received from higher headquarters.

        (6) Requests or recommendations of major commanders of the United States Army Signal Center that are questionable or warrant disapproval.

        (7) Errors, deficiencies, or irregularities of the command alleged by higher authority.

        (8) Subjects involving conflict of authority, serious differences of opinion, or disagreements that cannot be resolved. Such matters will be presented jointly by agencies involved.

        (9) Correspondence received from TRADOC or FORSCOM that is directive in nature.

        (10) Responses to requests by higher headquarters from USASC&FG positions.

Responses must be approved by the Command Group before release.

(11) Direct requests from any higher headquarters for participation in, advice concerning, or planning input for studies or projects. Receiving staff agency of USASC&FG will immediately report the following specific information:

(a) Individual and agency making the request.

(b) When, how and to whom delivered.

(c) Substance and details of the request.

(d) Whether it was the intent of the person making the request to confirm it officially in writing to this or other headquarters.

33. Promotions and awards.

a. Members of the Command Group will entertain requests to promote, present award, to or re-enlist any Soldier, officer or enlisted. Upon request, the CG will promote officers, warrant officers, and noncommissioned officers. The CG will also present awards received from other commands to officers in the rank of colonel.

b. All award or promotion ceremonies presided over by a member of the Command Group will be coordinated with the SGS. Actual ceremony time will be scheduled with the Command Group member's secretary. Coordinate flags and photographic support with the Protocol Office. Coordinate location of presentation with the respective authority for the location.

c. The recipient's office will provide a short biography describing his/her past assignments and accomplishments. The award/promotion and medal/insignia will be delivered at least two days in advance of the ceremony to the SGS.

34. Army support of events.

a. Requests for equipment and troop support to assist off-post organizations will be addressed in writing to the Public Affairs Officer (PAO). AR 360-61 governs Army support of, and participation in, off-post events.

b. On-post organizations and groups will address their requests to the Director of Morale, Welfare, and Recreation.

35. Speeches. The PAO prepares speeches and brief remarks for the CG, DCG, and CofS. Agencies sponsoring events requiring the CG, DCG, or CofS participation should provide the PAO background material and draft remarks at least ten working days before the event.

36. Very Important Persons (VIPs).

    a. The Command Group will be notified as soon as possible prior to the visit of a VIP from an outside agency/organization. Notification may be by e-mail or telephone to the SGS and the Protocol Office.

    b. VIPs are considered to be general officers or civilians in senior executive service status or above. The visit need not include the Command Group.

<table>
<tr><td colspan="6" align="center">**ACTION SUMMARY**
(USASC&FG PAM 25 - 1)</td></tr>
<tr><td colspan="3">**SUBJECT:**</td><td colspan="3">**DATE:**   11 April 2006</td></tr>
<tr><td colspan="3"></td><td colspan="3">**SUSPENSE:**   15 April 2004</td></tr>
<tr><td>**OFFICE SYMBOL:**
ATZH-LZ</td><td colspan="2">**PREPARER/POC:**

SPC Gung Ho</td><td colspan="3">**TELEPHONE:**
777-9311</td></tr>
<tr><td>**MARKS FILE #:**</td><td colspan="2">**TYPED NAME & GRADE OF RELEASER**
COL Pair O. Trooper</td><td colspan="3">**SIGNATURE OF RELEASER**</td></tr>
</table>

PURPOSE:

To obtain approval and signature of...

DISCUSSION:

Explanation and circumstances surrounding request

RECOMMENDATION:

To approve and sign.

.

TAB/ ENC L#	IDENTIFICATION	SEQ	ACTIVITY	CONCUR	NON- CONCUR	DATE	SIGNATURE
A	Memo	1	ES				
B	Certificate	2	CofS				

TO: CG	APPROVED	DISAPPROVED	SEE ME	DATE	SIGNATURE

FG FORM 1203 - R - E 1 JUN 96   Figure 1. Action Summary

OFFICE SYMBOL DATE

MEMORANDUM FOR RECORD

SUBJECT: STATEMENT (also CONSIDERATION) OF NON-CONCURRENCE

1. The first sentence will read: "I have personally discussed this matter with XXXXX, and we cannot reach agreement."

2. State the reasons for not accepting the non-concurrence. Be sure to address every point. Address all non-concurrences on one memorandum for record (MFR).

3. Send a copy furnished to the nonconcurring office.

4. The originating staff office chief must sign the MFR.

5. Place as last tab of the staff action.

FULL NAME
Rank, Branch
Directorate or Unit

CF:
xxxxxxx

Figure 2. Consideration of Non-concurrence Format

**U.S. ARMY SIGNAL CENTER AND FORT GORDON
STANDARD FORMULA DISTRIBUTION SYMBOLS AND ALLOWANCES**

SYMBOL   UNIT/ORGANIZATION LEVELS

    A   Companies, detachments
    B   Battalions, separate companies, detachments
    C   Major commands and field operating activities/agencies
    D   Directorate and personal staff, HQ, USASC&FG only

Example of Symbol Distribution:

Down to Company Level (including mission partners) use:	Down to Battalion Level (excluding mission partners and FORSCOM UNITS) use:
HQ, USASC&FG: A Major commands: A Field operating activities/agencies: A FORSCOM units: A	HQ, USASC&FG: B Major commands: B

Figure 3. Symbol Distribution List

DISTRIBUTION:
Commander,

93D SIG BDE	31ST INTEL SQDN
73D ORD BN	324TH SIG BN
2/347TH REGT, 87TH DIV(EX) USAR CTR	359TH SIG BDE
513TH MI BDE	3D MI GP, CID
116TH MI GP	902D MI GROUP
1/349TH REGT,	CO D, MARINE SPT BN
87TH DIV(EX) USAR CTR	DMPO
DDEAMC	DET 1, 388TH TNG SQDN
NAVAL SCTY GP ACTV	REGIONAL DEFENSE COUNSEL
RTS-MEDICAL	SE REG VET CMD
TRICARE & SE REG MED CMD	USA DENTAL LABORATORY
USA MEDCOM, HEALTH CARE ACQ	USA SE REG DEN CMD/DENTAC
USA TRIAL DEFENSE SVC	

Director,

3297TH USAH	AAFES	AMC IEW REG SPT CTR
COMBAT DEV ENGR	COMMISSARY	DAPS
DRMO	GENERAL DYNAMICS	OEMTD
USA CORPS OF ENGR	AMC LAO	USA TMDE USARL

LIAISON OFFICERS

Canadian Liaison Office	FRENCH ARMY SIG SCH LNO	ASC LNO
French Army Liaison Office	CECOM LNO	OPTEC, TECO
German Army Liaison Office	NAVY SUP CORPS SCH DET	DISA LNO
	U.S. MARINE CORPS DET	

U.S. ARMY SIGNAL CENTER AND FORT GORDON,

CG	CofS	CSM
DCG	RCWO	

U.S. ARMY GARRISON	AIMD	15TH REGT SIG BDE
BATTLE LAB	CHAPLAIN	LCIT
DMWR	DCD	DDS
DHR	DHS	DOC
DOIM	DES	DPTMS
DPWL	DRM	EEO
EOO	IG	IRAC
NSC-A	PAO	OCOS
OSJA	SIT	SIG BR SAFETY OFC
PROTOCOL	DOT	RC AFFAIRS OFC
TSM-TR	TSM-SATCOM	TSM-WIN-T

NOTE: Above abbreviations are consistent with those shown on USASC&FG Staff Directory.

Figure 4. All Inclusive Distribution List

DIRECTORATE NAME (not less than Arial 18 pitch)

TITLE (Arial 36 pitch)

- Text (not less than Arial 18 pitch)

- Text should not repeat verbal presentation

Figure 5. Briefing Chart Format

DATE

INFORMATION PAPER

SUBJECT: Information Paper

1. **Purpose**. To provide guidance on the preparation and use of an information paper. Font: Courier New 12 or Courier 12.

2. **Facts**:

   a. An Information Paper provides facts in a clear and concise format. The format may be altered to meet a specific need.

   b. Include the subject and the purpose. Paragraphs will contain only essential facts concerning the subject.

   c. Papers will be self-explanatory and will not refer to enclosures except for tabular data, charts, or photographs.

   d. Papers should not exceed one page in length and must include the action officer's name and telephone number in the lower right corner. Include an approval line below the Action Officer's name and number to indicate directorate approval by principal, deputy, or director.

   e. Avoid using acronyms and abbreviations, except those that are familiar outside the Army.

   f. Avoid using classified information when it does not contribute to understanding the issue.

MAJ Sample/ATZH-CS/2316
APPROVED BY_____

Figure 6. Information Paper

LETTERHEAD

Date

Automation and Military Support Operations

Honorable Jane Doe
Mayor of Any Town
Any Town, Georgia 30905-0000

Dear Mayor Doe:

In a letter to a civilian, office symbols rarely have any meaning and appear awkward. They should only be used on the original letter when absolutely needed. If there is a need to provide a specific return address, put it in the last paragraph. For easy reference or filing, use office symbols on file copies.

Type office titles on the second line below the seal starting at the left margin. When the letterhead contains four or more lines, type the office title on the second line below the date, flush with the left margin.

If it is necessary to furnish a copy or copies to anyone other than the addressee, a statement will be placed in the body of the letter near the end of the letter indicating who has been provided a copy.

When more than one page is needed, there should be a minimum of two lines of text on the second page. Leave at least one-inch margin at the bottom of multiple-page letters. Center the page number one inch from the top edge of the paper. Use a hyphen on each side of the page number. Start the first line of the text on the fifth line of the letter.

Sincerely,

Ty P. Wright
Major General, US Army
Commanding

Figure 7. Letter Format

PREPARER'S NAME
OFFICE SYMBOL
DATE

POINT PAPER

Subject: Point Paper Preparation

1. **Purpose:** To explain how to prepare a Point Paper.

2. **Assessment:**

• State assessment. NA (if applicable)

3. **Recommendation(s):**

• State recommendation(s). NA (if applicable)
4. **Discussion Points:**

• Font: Courier or Courier New, 14 pt.

• Use bullet statements to outline discussion points. Short, to the point, easy to read.

• One page preferred. However, if two or more pages, place page number at bottom center beginning on the second page.

• Margins: 1-inch top, bottom, and right; 1.25 on left to allow for hole punching.

• Identify features in upper right corner.

Figure 8. Point Paper Format

DATE

DISCUSSION PAPER

SUBJECT: Format for a Discussion Paper

1. **Issue**. How to prepare Discussion Papers for use in discussions. Font: Courier New 12 or Courier 12.

2. **Facts**:

    a. A Discussion Paper will be prepared for members of the Command Group. This is a specialized information paper and can be used whenever it best serves the recipient's purpose.

    b. Use telegraphic writing style; points should "jump off the paper," avoid complex paragraphs.

    c. Ensure smooth, logical flow of facts; tailor paper for the user.

        (1) Determine background that recipient needs.

        (2) Avoid technical language and unexplained acronyms.

        (3) Analyze target audience. Cite previous knowledge or discussions. Show how subject affects audience. If foreign national, state what sensitive material cannot be discussed.

    d.   Preferred length is one page; no more than two; avoid enclosures.

    e. Paper should be approved at directorate level.

3. Key Points to be Stressed.

    a. Present key points drawn from paragraph two.

    b. Your opportunity to influence action.

MAJ Sample/ATZH-CS/2316
APPROVED BY_____

Figure 9. Discussion Paper

Dear (Rank and Name):

   When preparing star notes in civilian style letter format, refer to AR 25-50, chapter 3. If a second page is necessary, use the same size stationary without a flag emblem on it. When mailing, use envelopes specially made for star notes (7 ¼ x 4 ¾).

   Note that abbreviated items such as rank and dates are spelled out. All generals are greeted as "Dear General_____". The proper title is given in the address.

   The mailing address appears at the bottom of the page, flush with the left margin.

                                        Sincerely,

                                        Name (upper and lower case)
                                        Rank, U.S. Army
                                        Title

Rank and Name
Address

                        Figure 10. Star Note Format

CDR USASC&FG
ATTN: ATZH-CG/BLDG 29808
506 CHAMBERLAIN AVE
FORT GORDON GA 30905-5735

                              COMMANDER
                              USACAC
                              ATTN ATZL-MH
                              FORT LEAVENWORTH KS 66027-5016

                     Example of a Military Envelope

CDR USASC&FG
ATTN: ATZH-CG/BLDG 29808
506 CHAMBERLAIN AVE
FORT GORDON GA 30905-5735

                              RANK AND FULL NAME
                              COMPLETE ADDRESS
                              CITY STATE ZIP CODE

                      Example of Star Note Envelope

Figure 11. Format for Envelopes (military and star note)

LETTERHEAD

ATZH-CG

MEMORANDUM FOR ALL MILITARY AND CIVILIAN PERSONNEL

SUBJECT: Commanding General's Policy Memorandum No. xx - (TITLE)

1. POLICY:

   a. A policy memorandum places special command emphasis on directives, standards, and programs, and is enforceable by applicable regulations.

   b. This paragraph should contain a succinct statement of the policy. Write it as a single paragraph with amplifying subparagraphs. Each memorandum should include a short statement of requirements and describe the impact on existing programs.

   c. The Commanding General will sign all policy memoranda. Policy memoranda will be reviewed annually. Memoranda which reference regulations from higher headquarters will be reviewed to determine if a requirement for the policy still exists.

   d. The ES will periodically publish an index of current policy memoranda.

    e. The current policy memoranda can be found on the AKO Signal Center Community Page.

2. SUPERSESSION: The statement "This policy memorandum supersedes Commanding General's Policy Memorandum No. xx, (Title), (Date)" will be placed at the bottom of the first page of the memorandum.

                              FULL NAME
                              Brigadier General, USA
                              Commanding

Figure 12. Policy Memorandum Format

CG READ AHEAD PAPER

Preparer's Name
Office Symbol/Phone Number
Date

SUBJECT: COL Scott's Office Visit with BG Hicks, 30 Aug 04

PURPOSE: To discuss DTLOMS issues affecting the Second Brigade Combat Team and the 176th Signal Company. COL Scott will also attend the Recognition Ceremony for the 176th Signal Company (65 soldiers and leaders currently attending COHORT training).

ISSUES: We do not expect any significant DTLOMS issues or showstoppers to be raised during this visit.

DISCUSSION POINTS/ CHALLENGES:

- The Brigade made the decision not to send S6 personnel to COHORT training due to JRTC rotation Nov-Dec 01
- Our plan is to train S6 personnel at Ft. Lewis following JRTC rotation
- Will use S6 COHORT style training based on the FT. Hood one-week model taught at Ft. Hood this past June. DOT is coordinating with Team Signal at Ft. Hood and Ft. Lewis to ensure training is executed as a turnkey operation. No shortfalls identified.
- IBCT TDY dollars are available at the Signal Center to send instructor personnel from Ft. Hood to Ft. Lewis to conduct this training
- In addition to S6 training, personnel will get New Equipment Training
- Sufficient time exists for S6 and Collective training to be conducted prior to remaining Brigade transformation
- Our plan provides the Ft. Lewis Commander with better training support for the S6 staff section
- Team Signal (Ft. Gordon) will remain in contact with the 176th on all training issues
- Overall, COHORT training has been excellent and accomplished to standard
- The 176th Signal Company completes training 30 Nov 04
  - Company activates 16 Jan 05.
  - Brigade subordinate units reach E- Dates Mar- Jul 05.

Authenticated by _____

Figure 13. CG Read Ahead Paper format
APPENDIX A

References

Section I. Required Publications

AR 25-11
Record Communications and the Privacy Communications System

AR 25-50
Preparing and Managing Correspondence

Section II. Related Publications

AR 25-30
The Army Publishing Program

AR 310-25
Dictionary of United States Army Terms

AR 310-50
Authorized Abbreviations and Brevity Codes

AR 360-61
Community Relations

DA Pam 310-20
Administrative Publications: Action Officers Guide

FM 101-5
Staff Organization and Operations

TRADOC Memorandum 1-11
Staff Procedures

Section III. Prescribed Forms

FG Form 1203-R-E
Action Summary

FG FL 28-R-E
Command Gram

Section IV. Referenced Forms

DA Form 31
Request and Authority for Leave

DA Form 1045
Army Ideas for Excellence Program (AIEP) Proposal

DA Form 2028
Recommended Changes to Publications and Blank Forms

DA Form 4187
Personnel Action

OF 41
Routing and Transmittal Slip

APPENDIX B

Writing Style Guidance

B-1. Write in the active voice – subject, verb, and object. Use passive voice only where awkward construction would otherwise result. Write for clarity, and avoid excessive stylism.

B-2. State the main idea, or theme, at the beginning of the discourse. Use the "bottom line up front" rule, with subsequent paragraphs providing the background information, and any supporting arguments.

B-3. Always use parallel structure within sentences, with plural nouns having plural verbs, and all verbs being the same conjugation.

B-4. Abbreviate Signal Corps, SC; abbreviate Signal Center, SIGCEN; abbreviate United States, U.S. (no space); abbreviate second, 2d, and third, 3d; abbreviate not applicable, NA (no slash).

B-5. Use memorandums to answer memorandums, messages to respond to messages, letters to respond to letters.

B-6. Memorandums to be signed by the Command Group will always be placed on Fort Gordon letterhead.

B-7. Limit "thru" addressees to two, whenever possible. Send correspondence through the highest level of the chain of command.

B-8. Refrain from saying "my staff" or "my director". Instead, say "the staff", "the director" or "Signal Center staff".

B-9. Always capitalize the word "Soldier" in all correspondence, with the exception of OERs and NCOERs. Also, capitalize the word "Army" when referring to the U.S. Army. When referring to the Signal as an organization branch or the total Signal force, capitalize Signal.

B-10. Do not use hours in conjunction with military time. See AR 25-50.

B-11. Do not justify right margins.

B-12. Do not repeat congratulations/thanks in the first paragraph and then again in the last paragraph.

B-13. Do not show copies furnished to subordinate commanders on CG memorandums to higher headquarters.

B-14. Several words can be written as one word, two words, or hyphenated. If guidance is not given in AR 25-50, consult the U.S. Government Printing Office Style Manual. Table B-1, below, shows a list of words that are correctly written.

Table B-1. Some words written as one word, two words, or hyphenated

Army wide	midlevel
call sign	strongpoint
coworker	time span
cross walk (verb—two words;	videotape
noun—one word)	warfighting
decision making (noun—two words;	war game (noun--two
adjective—hyphenated)	words, verb--
downtime (noun)	hyphenated)
in-depth (adjective)	weak point
logbook	work force
long-range	work hours
hand receipt (noun—two words, verb	
hyphenated)	

B-15. Guidance concerning use of acronyms and abbreviations is in AR 310-50 and AR 25-50. Correspondence prepared for the Command Group must follow this guidance. However, for correspondence prepared for local distribution only, the following guidance is provided:

   a. Use the acronyms listed in table B-2, below, without first spelling them out.

Table B-2. Authorized Acronyms

All Army rank except General Officers			
ANCOC	DSN	NCOER	SAB
APFT	DTG	NLT	SOCOM
AR	FORSCOM	OCONUS	SCCC
BNCOC	FY	OCS	SOBC
CAC	HQ	OER	TDA
CMF	IAW	OSUT	TOE
CONUS	IET	PLDC	TRADOC
COB	MOS	POC	USASC&FG
DA	NCO	RC	WOAC
DOD	NCOA	ROTC	WOBC

b. Do not begin a sentence with an acronym, however, preceding the acronym with an indefinite (the) or definite article (a, an) will allow use of the acronym. The one exception is the acronym "POC", which may be used at the beginning of the sentence in the last paragraph of a memorandum.

c. Acronyms may also be used for directorates, special/personal staff activities and major units of this installation without first spelling them out on internal correspondence.

d. Use of acronyms in the "SUBJECT" line of memoranda is discouraged.

B-16. Remember that the sound of an acronym, not the spelling, determines whether it is preceded by "a" or "an" – use "a" before all consonant sounds and "an" before all vowel sounds. If the acronym begins with B, C, D, G, J, K, P, Q, T, U, V, W, Y, or Z, it should be preceded by "a". If the acronym begins with A, E, F, H, I, L, M, N, O, R, S, or X, it should be preceded by "an".

GLOSSARY

AIEP
Army Ideas for Excellence Program

AR
Army Regulation

CAC
Combat Arms Center

CECOM
Army Communications-Electronics Command

CG
Commanding General

CofS
Chief of Staff

DA
Department of the Army

DCG
Deputy Commanding General

DOIM
Directorate of Information Management

DPTMS
Directorate of Plans, Training, Mobilization and Security

DRM
Directorate of Resource Management

ES
Executive Specialist

FG
Fort Gordon

FOIA
Freedom of Information Act

FORSCOM

United States Armed Forces Command
GENSER
General Service

HQ, USASC&FG
Headquarters, United States Army Signal Center and Fort Gordon

HQDA
Headquarters, Department of the Army

IPR
In Process Review

MFR
Memorandum For Record

MI
Military Intelligence

MOI
Memorandum of Instruction

MWR
Morale, Welfare, and Recreation

NLT
Not Later Than

OCOS
Office Chief of Signal

OCS
Officer Candidate School

OF
Optional Form

OPTEC
Operation, Test and Evaluation Command

PAO
Public Affairs Office

PCOMS
Privacy Communications System

POC
Point Of Contact
RCWO
Regimental Chief Warrant Officer

RSOC
Regional Security Operations Center

SGS
Secretary General Staff

SIGCEN
Signal Center

TDY
Temporary Duty

TECO
Test Evaluation Coordination Office

TRADOC
Training and Doctrine Command

U.S.
United States

USA
United States Army

USAF
United States Air Force

USAR
United States Army Reserve

USASC&FG
United States Army Signal Center and Fort Gordon

USPS
United States Postal Service

VIP
Very Important Person

VTC
Video Teleconference

WWW
World Wide Web

(ATZH-CS)

FOR THE COMMANDER:

OFFICIAL: JACKIE J. BRYANT
                                               Colonel, GS
                                               Chief of Staff

/SIGNED/
LISA E. McCLEASE
Director
Information Management

DISTRIBUTION:
http://www.gordon.army.mil/doim/imc/Forms.htm