

# JOINT STAFF GUIDE

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JS Guide 5711  
26 April 2013

## EDITORIAL GUIDANCE AND ACCEPTED USAGE FOR JOINT STAFF CORRESPONDENCE

References: See Enclosure M.

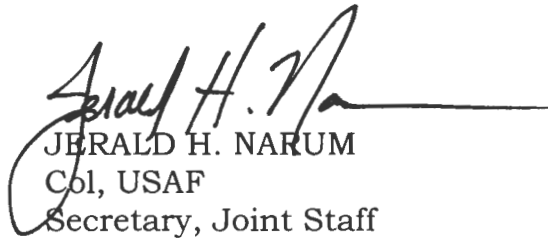
1. Purpose. This guide provides editorial guidance and accepted usage for correspondence prepared for the Chairman and Vice Chairman of the Joint Chiefs of Staff, the Assistant to the Chairman of the Joint Chiefs of Staff, the Senior Enlisted Advisor to the Chairman, and the Director and Vice Director, Joint Staff.
2. Superseded/Canceled. Joint Staff Guide (JSG) 5711, 1 June 2008, is hereby superseded. Joint Staff Manual (JSM) 5711.01D, 1 June 2008, and JSG 5702, 1 June 2008, are hereby canceled.
3. Applicability. This guide applies to all persons who prepare Joint Staff correspondence.
4. Responsibilities. The Editorial and Action Processing Branch (EAPB) in the Office of the Secretary, Joint Staff (SJS), Actions Division, has overall responsibility for the management and administration of correspondence preparation. For editorial guidance and questions on processing procedures, contact the Chief, EAPB; Room 2D931; 703-695-9193.
5. Summary of Changes. This revision of JSG 5711:
  - a. Amends Joint Staff style to conform to Office of the Secretary of Defense style.
  - b. Updates the guide in its entirety.

c. Incorporates Enclosure C, Revisions to Existing Documents Using the Line-Out, Line-In, and Matrix Format, and Enclosure D, Classification Markings, from JSM 5711.01D.

d. Incorporates many elements from Enclosures 6 through 11 (Volume 1) and Enclosures 1 through 4 (Volume 2) from 5110.04-M-V1 (reference a).

6. Releasability. This directive is not approved for electronic release on the Worldwide Web. Department of Defense Components (including the Combatant Commands) and other Federal Agencies may obtain copies of this guide through controlled Internet access only (limited to .mil and .gov users) from the CJCS Directives Electronic Library at [www.dtic.mil/cjcs\\_directives](http://www.dtic.mil/cjcs_directives) or through SIPRNET: [www.js.pentagon.smil.mil/masterfile/sjsimd/jel/index.htm](http://www.js.pentagon.smil.mil/masterfile/sjsimd/jel/index.htm). Approval from the office of primary responsibility is required for further release of this directive in electronic format.

7. Effective Date. This guide is effective upon receipt.



JERALD H. NARUM  
Col, USAF  
Secretary, Joint Staff

Enclosures:

- A -- General Guidance
- B -- Letterhead Stationery
- C -- Preparing a Joint Staff Action Package
- D -- Preparing a Joint Staff Form 136
- E -- Memorandums
- F -- Letters
- G -- Electronic Communications
- H -- Other Joint Staff Documents
- I -- Footnotes and Endnotes
- J -- Classification Markings
- K -- Forms of Address, Salutations, and Complimentary Close
- L -- Order of Precedence
- M -- References

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## ENCLOSURE A

### GENERAL GUIDANCE

1. General. This guide addresses editorial practices within the Joint Staff. It covers common areas of concern but is not an all-inclusive statement of standards and conventions to be followed in preparing Joint Staff actions. Specific usages of notation, punctuation, capitalization, and abbreviation have their origins in standard published authorities, as well as in military practice and senior leader preference. For editorial guidance and questions on processing procedures, contact the Chief, EAPB, at 703-695-9193. The EAPB SharePoint Portal (reference b) also provides information on Joint Staff editorial practices and resources.

2. Punctuation.

a. Use an em dash (—) without spaces before and after the dash to mark a sudden break or change in thought. For example: “It is possible—though still very uncertain at this time—that the campaign will end Saturday.”

b. Commas. Use a serial comma when listing three or more items in a sentence.

c. Spacing. Place two spaces between colons and periods and the text that immediately follows the punctuation.

d. Avoid extensive use of the semicolon. It diminishes readability. Semicolons are appropriate before a conjunctive adverb such as “therefore” or “however” connecting two independent clauses and before a transitional expression such as “namely” or “for example” that precedes a list. Semicolons may also be used for clarity in serial items that contain commas. For instance:

(1) “Joan is highly qualified for the job; however, she is unavailable for employment.”

(2) “Always use figures with abbreviations; for example, 9 ft., 10 in., 4 p.m.”

(3) “Under the purview of CDR, USCENTCOM; CDR, USEUCOM; and CDR, USAFRICOM.”

3. Capitalization. Reference a offers guidelines for capitalization. Supplementary guidance for terms specific to Joint Staff correspondence is provided in this section and in Appendix to Enclosure A.

a. Use title case in the subject line of a memorandum, but the word “SUBJECT” should be in all capitals.

b. Upper case titles of military operations (e.g., Operation ENDURING FREEDOM) and names of the Combatant Commands when abbreviated (e.g., USCENTCOM, USPACOM).

c. Capitalize “Nation,” “Union,” “Administration,” “Confederation,” “Commonwealth,” and “Members” only if used as part of a proper name. When referring to the United States, “Nation,” “Federal,” and “Government” are capitalized.

d. Military Services

(1) Capitalize “Service(s)” and “Military Service(s)” when they refer to the Army, Navy, Air Force, and Marine Corps (individually or collectively). For example:

(a) “The Services are submitting their FY 2013 budget requests.”

(b) “In a Service-oriented speech, the President cited the need for a cost-of-living pay increase for the Military Services.”

(c) “The medical services provided by the Military Services during the flood helped save many lives.”

(2) Service Activities

(a) Capitalize parts of a name that denote an organized military entity. For example: “The U.S. Army, ROK Navy, Canadian Air Force, and Peruvian Marine Corps participated in the exercise.”

(b) Capitalize references to military activities that refer to an existing military service of a specific country. For example: “The offensive capability of Timbuktu’s forces is negligible. However, its Air Force is capable of sustained air defense operation.”

(c) Do not capitalize military capabilities when referred to in a generic or abstract sense. For example: “The combined army, navy, air force, and marines of Ninja’s forces represent a formidable threat to Timbuktu.”

e. Budget Terms

(1) It is acceptable to use the abbreviation “FY” without first establishing it (i.e., placing the abbreviation in parentheses after writing the

complete term). When used, “FY” should be followed by a space and then a four-digit year; e.g., “FY 2012.” The term “quarter” is not capitalized in the fiscal year context. For example: “Funds for 3rd quarter FY 2012 will supplement the resources of the Ready Reserve and certain other Reserve Components.”

(2) Do not capitalize “fiscal year” without a specific year. For example: “The table shows costs by fiscal year.”

f. Phonetic Alphabet. Use capital letters in words from the phonetic alphabet. For example: “Detachments from ALPHA, BRAVO, and CHARLIE were deployed.”

g. Systems and Programs. Capitalize the names of well-established systems and programs in specific references. For example:

(1) “Do not discount the importance of the Ballistic Missile Early Warning System to the operation.”

(2) “The meeting on the annual review of the Ordnance Evaluation and Targeting (OET) Program was held from 12 to 14 April 2012. OET funding has been the subject of continuing attention by military planners.”

h. Specific Versus Nonspecific Reference. Capitalize a common noun or adjective forming an essential part of a proper name. However, do not capitalize the common noun used generically. For example:

(1) “For many years, the primary significance of the Isthmus of Panama was its relationship to the defense of the Panama Canal. Today, according to many authorities, the isthmus has achieved political and economic importance independent of its association with the canal.”

(2) “The CJCS Manpower Survey Team for Europe submitted its final report in the fall. The survey team had submitted an interim report during the summer. A CJCS manpower survey team is frequently confronted with unusual problems.”

i. Weapons and Exercises. Upper case the names of weapon systems, ships, and aircraft. For example:

(1) “Equipping the Navy with the NEPTUNE, the Army with the CANNONBALL, and the Air Force with the EAGLE CLAW strengthened and balanced the U.S. inventory of weapon systems.”

(2) “Fourteen TALONs were on the deck of the USS ENTERPRISE. Escort vessels included two SIRRUS-class destroyers, which sank a Z-class submarine.”

(3) “During Exercise LOW CEILING 11, additional transportation was required. The exercise was highly successful.”

j. Vehicle Designation System. A designation system is used to identify aircraft, guided missiles, rockets, boosters, satellites, and electronic equipment. Examples of the naming conventions are XX-.X and XXX-.X, where “X” indicates a letter and “.” indicates a number; e.g., SH-2F helicopter and AIM-9L guided missile.

k. Service Members. Capitalize “Soldier,” “Airman,” “Sailor,” “Marine,” “Coastguardsman,” and “Warfighter” when referring to U.S. Service members.

4. Compound (Multiplied) Units. Hyphenate the unit formed when quantities in two different units of measure are arithmetically multiplied. For example: “When 20 tons of cargo are transported 30 miles, the result is 600 ton-miles.”

5. Bolding and Underlining. Use bolding and underlining sparingly. You may underline text in paragraph leads and when using the line-out/line-in method of recommending revisions to documents.

6. Reference to Organizations and Countries. Use “its” instead of “their” in reference to organizations and countries. For example: “USCENTCOM updated its personnel procedures.” “Japan increased its defense force.”

7. Time-Period Statements.

a. Use an en dash (–) to link two figures that represent a continuous sequence. Examples include: “pages 18–28,” “during the week of 15–21 May,” “in Articles I–III,” and “during the years 2008–2010.”

b. Do not use an en dash if the sequence is introduced by the word “from” or “between.”

Acceptable

From 4 to 30 January

Between 4 and 30 January

Unacceptable

From 4–30 January

Between 4–30 January

8. Military or Civilian Dates.

a. The Joint Staff uses military dates in correspondence as distinct from civilian dates: 4 October 2012 rather than October 4, 2012. Use three letters

for the month and two digits for the year when writing military dates on a Joint Staff Form 136, as in 4 Oct 12. If only the current year is being referenced on the 136, the two-digit year abbreviation may be omitted. Other Joint Staff documents generally spell out the month and four-digit year: 4 October 2012.

b. The Office of the Secretary of Defense uses civilian dates, as in October 4, 2012.

c. The civilian date format must be followed by a comma unless it closes the sentence. For example, “Your October 19, 2012, memorandum clearly illustrates the policy.”

d. Do not use contracted dates. Use October 26 rather than the 26th of October.

## 9. Military Terms.

a. Armed Services, Uniformed Services. These terms are not synonymous. “Armed Services” refers collectively to the Army, Navy, Air Force, Marine Corps, and Coast Guard. The term “Uniformed Services” includes the preceding terms, as well as the Public Health Service and the National Oceanic and Atmospheric Administration.

b. Military Service, Military Department. In the Department of Defense structure, a civilian appointed by the President heads a Military Department, which includes the Military Services (the Department of the Navy includes two Services). The Air Force is a Service, not a Military Department. The civilian head of a Military Department issues program objective memorandums. By contrast, a uniformed member who reports to a civilian Secretary of a Military Department heads the Military Service. The Service-Department distinction should be observed in the address and text. For example: “Each Service is affected, but mostly the Air Force. The law requires annual reports showing progress relative to goals stated in the departmental program objective memorandums.”

c. Combatant Command (Command Authority) or COCOM. Nontransferable command authority established by title 10 (“Armed Forces”), U.S.C., section 164, exercised only by commanders of unified or specified Combatant Commands unless otherwise directed by the President or the Secretary of Defense (Source: JP 1-02). Use “COCOM” only when referring to the command authority. Write out Combatant Command when referring to a unified or specified Combatant Command.

d. Cyber. This term is used in the Department of Defense for anything related to the domain of cyberspace or operations therein (for example, cyber

attack, cyber capabilities, and cyber security). According to JP 1-02, cyberspace refers to “[a] global domain within the information environment consisting of the interdependent network of information technology infrastructures, including the Internet, telecommunications networks, computer systems, and embedded processors and controllers.”

e. Joint Chiefs of Staff. This term is used in correspondence to denote the Chiefs of the Military Services plus the Chairman and Vice Chairman of the Joint Chiefs of Staff.

f. Joint Staff. Members of the Joint Staff assist the Top 5 (VDJS, DJS, VCJCS, ACJCS, and CJCS) in carrying out their responsibilities. Except when tasked to approve or reply directly, an office of primary responsibility recommends a Joint Staff position to the Top 5 decision maker, who then approves or disapproves the recommendation.

g. Service Chiefs. “Chiefs” is used in correspondence to denote the four Chiefs of the Military Services. However, if there is a question about whether the reader would understand to whom “Chiefs” refers, use “Service Chiefs” instead.

h. Reserve Component Chiefs. This term refers collectively to the Chief of the National Guard Bureau; Directors of the Army and Air National Guard; Chiefs of the Air Force, Army, and Navy Reserve; Commander, Marine Forces Reserve; and the Director of Reserve and Training, U.S. Coast Guard.

10. Numbers. The general rule is to spell out numbers under 10. However, when 2 or more numbers appear in a sentence and 1 of them is 10 or greater, figures are used for both numbers. Use figures when referring to age, time, dates, and money. A figure is also used for a single number of 10 or more, except when used at the beginning of a sentence. NOTE: Ordinal numbers (2nd, 3rd, 4th) are not superscripted.

11. Memorandums and Letters. Use the Joint Staff Web-based templates to create memorandums and letters. The application automatically sets formats, fonts, and signature blocks. See table of Plain Language Concepts on page A-8.

a. Write concisely. Avoid sentences longer than 20 words and paragraphs of 8 lines or more. Limit memorandums and letters to one or two pages. If more than two pages are needed, consider placing additional information in an attachment or enclosure. Avoid using the same word more than once in a sentence, including articles, or beginning two sentences in a row with the same word. If the word “and” appears multiple times in a sentence, consider breaking it into two sentences.



b. Avoid writing in the passive voice. For example, write “The Vice Director signed the instruction” instead of “The instruction was signed by the Vice Director.”

c. Stay positive. If responding to a letter expressing a negative opinion, do not phrase a response that erroneously implies agreement by repeating it. Instead of thanking the writer for a “letter about our lack of ....,” thank the writer for a “letter regarding the adequacy of ....” In addition, beware of using a statement that could result in an unintended endorsement of a commercial product. When preparing a thank you letter for a book, do not provide a statement that could end up promoting the book or the author on the publisher’s Web site or the book’s cover.

d. Do not use slang or clichés.

e. Keep the subject close to verb.

f. Do not use contractions.

g. Avoid using gender-specific words if other words suffice.

h. Abbreviate the ranks of U.S. Service members and their Services in address lines, but spell out the rank in salutations. For example, use “Gen Lance Smith, USAF” in the address line and “General Smith” in the salutation. Ranks of foreign military service officers, however, are spelled out in the address and salutation lines of memorandums and letters.

i. In the address lines of official and personal letters, abbreviate states using the two-letter Postal Service abbreviations. For example, use “NJ” for New Jersey. Do not use periods in Washington, DC.

j. Do not date letters; dates are inserted after signature.

k. Use the official letter template to respond to an official letter; select the personal letter template when replying to a personal letter; and prepare a memorandum in response to a memorandum.

l. Department of Defense Instruction 5025.13, “DoD Plain Language Program,” promotes DoD use of clear, concise, and well-organized language in documents to effectively communicate with intended audiences (reference c).

**Table. Plain Language Concepts**

Be Clear	<ul style="list-style-type: none"><li>• Use plain language whenever possible; avoid jargon</li><li>• Avoid overuse of acronyms (if used, make certain they are established upon first use)</li><li>• Use the active voice</li><li>• Organize and filter information with readers' needs in mind</li><li>• Format your document so that it's easy to read and understand</li><li>• Use tables or figures if that's the best way to show information</li></ul>
Be Concise	<ul style="list-style-type: none"><li>• Remove unnecessary words</li><li>• Write sentences with 20 words or fewer and that contain a single thought, action, etc.</li><li>• Use seven sentences or fewer per paragraph</li></ul>
Be Specific	<ul style="list-style-type: none"><li>• Include only information that the reader must know</li><li>• Use words with precise meaning</li><li>• Include details that are directly relevant to the main point</li></ul>

APPENDIX A TO ENCLOSURE A  
ABBREVIATIONS AND ACRONYMS

1. Acronyms in Joint Staff Correspondence and Publications. The majority of abbreviations and acronyms used in Joint Staff actions must be established the first time they are used. A list of common names and associated acronyms and abbreviations are listed in Annex A to this appendix. Additional abbreviations that may be used in messages are listed in Annex B. Commonly used computer terms are listed in Annex C.

a. Establish an abbreviation by placing it in parentheses after writing the complete word or phrase for which it stands. Do not capitalize the word or phrase unless it is a proper noun or a word that the Department of Defense normally capitalizes.

(1) Use an abbreviation or acronym only if the term for which it stands is used at least twice in the text. Do not establish abbreviations in the subject line or in paragraph and subparagraph headings. Abbreviations may be established only in the text of memorandums, messages, or other documents. Abbreviations do not need to be reestablished in a document's attachment or enclosure unless either document will stand alone.

(2) The titles of addressees are not abbreviated in the addressee lines of memorandums or letters.

b. Spell out "United States" when used as a noun. When used as an adjective or when preceding the word "Government" or the name of a government organization, use "U.S." (no spaces). Always spell out "United States" when it appears in a sentence containing the name of another country.

c. Do not abbreviate or use acronyms in reference to the President, the Vice President, or the First Lady in Joint Staff correspondence.

d. The titles of Under, Assistant, Deputy Under, and Deputy Assistant Secretaries of Defense may be abbreviated as shown in Annex A. Titles of subordinate officials who are not as well-known should be established.

e. Insert commas between abbreviated organizations (i.e., CDR, USCENTCOM, provided... .")

f. See Enclosure K for military rank abbreviations by Service and pay grade.

g. Once established, abbreviations may be used as adjectives and nouns, with the following exceptions: U.S., DoD, SecDef, DepSecDef, CJCS, VCJCS,

ACJCS, CSA, CNO, CSAF, CMC, JCS, DJS, and VDJS. These abbreviations do not have to be established first and may be used as adjectives, but they must be written out when used as nouns in memorandums, letters, and other documents going to individuals or organizations outside the Joint Staff.

h. Abbreviations for the names of countries other than the United States may be established and then used as either nouns or adjectives.

i. Write out the names of states of the United States in most correspondence. However, use the two-letter Postal Service abbreviation in addresses on letters and envelopes, and in columnar or tabular materials. State abbreviations do not contain periods.

j. Avoid using well-known abbreviations for other terms, especially if the subject matter could create confusion. For example, using “FMS” to mean “force module subsystem” in a paper on foreign military sales could be confusing.

2. Acronyms and Abbreviations in OSD Correspondence. Use acronyms only when the term occurs more than once in the text. Write out terms as they first appear in the text and place the abbreviation or acronym in parentheses immediately after the term. For example, “The Director of Administration and Management (DA&M) will provide policy guidance.” If an action/info memo or attachment is more than three pages, an Acronym Tab must be created.

ANNEX A TO APPENDIX A TO ENCLOSURE A

ACCEPTED USAGE

1. This list shows capitalization, hyphenation, acronyms, abbreviations, spellings, and plural forms used in Joint Staff documents and correspondence. In the list, “n.” indicates a noun, “adj.” an adjective, and “v.” a verb. See reference d for usage not listed below.

2. Spell out an unabbreviated phrase the first time followed by the abbreviation or acronym in parentheses to establish it. A lengthy publication should contain an acronym glossary.

<b>Acronym, Abbreviation or Style</b>	<b>A</b>	<b>Notes</b>
AA	antiaircraft artillery	
AAR	after-action report	
AB	Ramstein Air Base	specific n. only
AB	airbase	generic
ABM	antiballistic missile	
ABN	airborne	
ABNCP	airborne command post	
A/C	aircraft	
AC	Active Component	
ACC	Air Combat Command	
ACE	Allied Command Europe	NATO
ACJCS	Assistant to the Chairman of the Joint Chiefs of Staff	adj. only
ACLANT	Allied Command Atlantic	NATO
ACR	armored cavalry regiment	
ACT	Allied Command Transformation	
ACTD	Advanced Concept Technology Demonstration	
act(s) – legislative	DoD Appropriations Act, 2012 DoD Authorization Act, 2012 National Defense Authorization Act for Fiscal Year 2012	

active duty		
active forces		but Active Forces when used with Reserve Forces
ADA	air defense artillery	
ADP	automated or automatic data processing	
advisor		generic
Advisor		when part of an established position's title
AE	aeromedical evacuation	
AEW	airborne early warning	
AFB	Air Force Base	if using with proper n. only (e.g., Andrews AFB)
AFIS	American Forces Information Services	
AFRTS	Armed Forces Radio and Television Service	
after-action		adj.
air-land		adj.
AirLand Battle		if referring to doctrine
airlanded		
Airman	Airman, Coastguardsman, Marine, Sailor, Soldier, Warfighter	
air mobile		
air power		
AIS	Automated Information System	
ALCM	air-launched cruise missile	
Alliance		if NATO; otherwise, "alliance"
allies		in all cases
all-source		adj.
all-weather aircraft		

AMHS	Automated Message Handling System	
among		refers to more than two items; see between
ANG	Air National Guard	
ANSF	Afghan National Security Forces	
antidrug		
anti-surface-ship missiles		
anti-surface-unit warfare		
antiterrorist		
ANZUS	Australia, New Zealand, and United States	
AO	action officer	
AOR	area of responsibility	
APS	afloat pre-positioned ship	
AQ	al-Qaeda	
AQN	al-Qaeda Network	
ARCENT	Army Forces Central Europe	NATO
Armed Forces	U.S.	otherwise armed forces
Army corps		
Army forces		
Army group		
Army Strategic Reserve		
ARNG	Army National Guard	
ASAT	antisatellite	adj. only
ASD	Assistant Secretary of Defense	DJS counterpart
ASD(HA)	Assistant Secretary of Defense (Health Affairs)	
ASD(HD&ASA)	Assistant Secretary of Defense (Homeland Defense and Americas' Security Affairs)	

ASD(ISA)	Assistant Secretary of Defense (International Security Affairs)
ASD(GSA)	Assistant Secretary of Defense (Global Strategic Affairs)
ASD(LA)	Assistant Secretary of Defense (Legislative Affairs)
ASD(L&MR)	Assistant Secretary of Defense (Logistics and Materiel Readiness)
ASD(NCB)	Assistant Secretary of Defense (Nuclear, Chemical, and Biological Defense Programs)
ASD(OEP&P)	Assistant Secretary of Defense (Operational Energy Plans and Programs)
ASD(PA)	Assistant Secretary of Defense (Public Affairs)
ASD(RA)	Assistant Secretary of Defense (Reserve Affairs)
ASD(R&E)	Assistant Secretary of Defense (Research and Engineering)
ASD(SO/LIC)	Assistant Secretary of Defense (Special Operations/Low-Intensity Conflict)
ASD(A&PSA)	Assistant Secretary of Defense (Asian and Pacific Security Affairs)
ASEAN	Association of Southeast Asian Nations
ASW	antisubmarine warfare
AT	antiterrorism
ATSD(IO)	Assistant to the Secretary of Defense (Intelligence Oversight)



AWACS Airborne Warning and  
Control System  
AWOL absent without leave

**B**

bandpass  
battle reserves  
battle staff

BCT Brigade Combat Team

bed down (v.) beddown (n., adj.)

BENELUX Belgium, the Netherlands,  
and Luxembourg

between refers to two items,  
unless expressing  
the relationships of  
three or more items  
considered one pair  
at a time; see  
among

bits per second bps

BLT battalion landing team

BMEWS Ballistic Missile Early  
Warning System

BW biological warfare

**C**

C2 command and control

C3 command, control, and  
communications

C3I command, control,  
communications, and  
intelligence

C4 command, control,  
communications, and  
computers

C4I command, control,  
communications,  
computers, and intelligence

CAG carrier air group

call-up an order to report  
for military service

CAPCOM	campaign planning committee	
cancel, canceled, or cancellation		
CAPE	Cost Assessment and Program Evaluation	
Caribbean Basin		
carrierborne		
carrier strike force		
CAS	close air support	
case-by-case		adj.
CBIRF	Chemical and Biological Incident Response Force	
CBRN	chemical, biological, radiological, and nuclear	
CBRNE	chemical, biological, radiological, nuclear, and high-yield explosives	
CBRRT	Chemical and Biological Rapid Response Team	
CCDR	Combatant Commander	
CCIF	Combatant Commander Initiative Fund	
CD	counterdrug	
CDR, CFC	Commander, Combined Forces Command (CFC) – U.S. Republic of Korea	
CDR, UNC	Commander, United Nations Command	colocated with CFC
CDR, USAFRICOM	Commander, U.S. Africa Command	
CDR, USCENTCOM	Commander, U.S. Central Command	
CDR, USCYBERCOM	Commander, U.S. Cyber Command	
CDR, USELEMNORAD	Commander, U.S. Element, North American Aerospace Defense Command	
CDR, USEUCOM	Commander, U.S. European Command	

CDR, USFJ	Commander, U.S. Forces, Japan	
CDR, USFK	Commander, U.S. Forces Korea	
CDR, USNORTHCOM	Commander, U.S. Northern Command	
CDR, USPACOM	Commander, U.S. Pacific Command	
CDR, USSOCOM	Commander, U.S. Special Operations Command	
CDR, USSOUTHCOM	Commander, U.S. Southern Command	
CDR, USSTRATCOM	Commander, U.S. Strategic Command	
CDR, USTRANSCOM	Commander, U.S. Transportation Command	
C-E	communications-electronics	
CENTAG	Central Army Group	NATO (historical)
central Europe		
Central Region		NATO
century		21st century
CEP	circular error probable	CEPs (plural)
CFC-A	Combined Forces Command- Afghanistan	
CFLCC	Combined Forces Land Component Command	
Chiefs		when referring to the Service Chiefs
Chiefs of Staff		foreign
Chinese	use “PRC” as adj. when referring to governmental matters or components	adj., when referring to language or ethnicity
Chinese mainland	for geographic clarity when “PRC” might be ambiguous	
CHOD	Chief of Defense	
chokepoint		
CHOP	change of operational control	
CI	counterintelligence	
CIA	Central Intelligence Agency	

CID	combat identification	
CINC	Commander-in-Chief	refers to the President only
CJCS	Chairman of the Joint Chiefs of Staff	adj. only
CJCSI	CJCS instruction	
CJCSM	CJCS manual	
CJSOTF	Combined Joint Special Operations Task Force	
CJTF	combined joint task force	
close-hold		adj.
CMC	Commandant of the Marine Corps	adj. only
CN	counternarcotics	
CNO	Chief of Naval Operations	adj. only
CNT	counternarco-terrorism	
Coalition forces		when referring to the wars in Iraq and Afghanistan; otherwise coalition or coalition forces
Coastguardsman	Airman, Coastguardsman, Marine, Sailor, Soldier, Warfighter	
Co-Chair [Name]		co-chair generic
CO	commanding officer	
COA	course of action	
COC	Code of Conduct	
COCOM	Combatant Command (Command Authority)	do not use COCOM to mean Combatant Command
CODEL	congressional delegation	
code word		
colocate		not co-locate
combat readiness training		
Combatant Command	CCMD	
COMINT	communications intelligence	

COMISAF	Commander, International Security Assistance Force	
commandwide		
common-user		
communications		
communications chief, director, officer, etc.		
COMSEC	communications security	
concur with		as distinct from concur in not “the” Congress
Congress		
congressional		
CONOPS	concept of operations	
CONPLAN	operation plan in concept format	not contingency plan
container ship		
CONUS	continental United States	
CPA	Chairman’s Program Assessment	
CPR	Chairman’s Program Review	
CPX	command post exercise	
CRC	CONUS Replacement Center	
cost-effective		
cost-effectiveness (n.)		
counter-countermeasures		
Country Team		
CRAF	Civil Reserve Air Fleet	
CSA	Chief of Staff, U.S. Army	adj. only
CSAF	Chief of Staff, U.S. Air Force	adj. only
CSAR	combat search and rescue	
CSART	Combat Support Agency Review Team	
CS	combat support	
CSBMs	Confidence and Security-Building Measures	
CSCE	Conference on Security and Cooperation in Europe	

CSS	combat service support	
CT	counterterrorism	
CV	aircraft carrier	
CVBG	aircraft carrier battle group	
CVN	multipurpose aircraft carrier (nuclear propulsion)	
CW	chemical warfare	
CY 2012	calendar year 2012	
cyber	cyber security, cyber attack, cyberspace	
<b>D</b>		
DAO	Defense Attaché Office	
DARPA	Defense Advanced Research Projects Agency	
data link		
database		
DATT	Defense Attaché	
Db	decibel	
DCI	Director, Central Intelligence	
DCS	Defense Communications System	
D-day		
DEA	Drug Enforcement Administration	
decision maker (n.)		decision-making (adj.)
de-escalate		
DEFCON	defense readiness condition	
Defense Agency(ies)		
Defense Establishment		
DepOpsDep	Deputy Operations Deputy	
DepSecDef	Deputy Secretary of Defense	adj. only
DGZ	desired ground zero	
developing countries		not “less developed,” “underdeveloped”
dialogue		not dialog

DA&M	Director of Administration and Management	
D/CIA	Director, Central Intelligence Agency	
DFE	division force equivalent	
DHS	Department of Homeland Security	
DIA	Defense Intelligence Agency	
DIRLAUTH	direct liaison authorized	
DISA	Defense Information Systems Agency	
DISN	Defense Information Systems Network	
DJS	Director, Joint Staff	adj. only
DLA	Defense Logistics Agency	
DMS	Defense Message System	
DMZ	Demilitarized Zone	
DNI	Director of National Intelligence	
DoD	Department of Defense	as adj. spelled out as Department or Department of Defense if used as n.
DoD Appropriations Act, 2012		
DoD Authorization Act, 2012		
DoD CIO	Department of Defense Chief Information Officer	formerly ASD(NII)
DoD Component(s)		
DoDD	DoD directive	but DoDD 3100
DoDI	DoD instruction	but DoDI 3100
DOE	Department of Energy	
Doppler radar		
DOS	Department of State	
DOT	Department of Transportation	
DOT&E	Director of Operational Test and Evaluation	

DPG Defense Planning Guidance  
draw down (v.)  
DSCA Defense Security Cooperation  
Agency or defense support  
of civil authorities  
DSN Defense Switched Network  
DTG date-time group  
DTRA Defense Threat Reduction  
Agency  
dual-capable (adj.)  
dual-hatted (adj.)

**E**

EA executive assistant  
EAM emergency action message  
EAP emergency action procedure if in specific title,  
capitalize  
Eastern Europe  
EBP/EBO effects-based  
planning/effects-based  
operations  
EC electronic combat  
ECCM electronic counter-  
countermeasures  
ECM electronic countermeasures  
EDP electronic data processing  
EHF extremely high frequency  
ELF extremely low frequency  
ELINT electronic intelligence  
e-mail not email  
emergency war orders  
end-FY  
end-item (n., adj.)  
end state  
end-strength (adj.)  
endurant not endurable  
communications  
ensure guarantee; see  
insure



EOD	explosive ordnance disposal	
EEI	essential element of information	
EU	European Union	
EW	electronic warfare	
executive agent		but “DoD Executive Agent” (DoD EA)
E.O.	executive order	but “Executive Order 13224”
EXORD	execute order	
<b>F</b>		
FAA	Federal Aviation Administration	
FAD	force/activity designator	
fax	facsimile	
FBI	Federal Bureau of Investigation	
FCC	Federal Communications Commission	
FDA	Food and Drug Administration	
Federal Agency(ies)		
Federal Government		
FEMA	Federal Emergency Management Agency	
FIA	Future Imagery Architecture	
field army		
fire-control		adj.
FMF	Fleet Marine Force	
FMF	foreign military financing	
FMFLANT	Fleet Marine Force, Atlantic	
FMFPAC	Fleet Marine Force, Pacific	
FMS	foreign military sales	
FOB	forward operating base	
FOC	full operational capability	
follow-on		adj.
force(s)		generic

Forces For Unified Commands		n.
forums		
forward-scatter		adj.
Free World		
FSC	Forces Staff College or U.S. Air Force specialty code	
FSO	Foreign Service Officer	
FSU	former Soviet Union	
FTX	field training exercise	
FYDP	Future Years Defense Program	
FY 2012	fiscal year 2012	
<b>G</b>		
GATM	Global Air Traffic Management	
GBU	guided bomb unit	
GCC	Geographic Combatant Commander	
GCCS	Global Command and Control System	
GCTF	Global Counterterrorism Task Force	
GDP	gross domestic product	
geographic		not geographical
GLCM	ground-launched cruise missile	
GMFP	Global Military Force Policy	
GMT	Greenwich Mean Time	
GNP	gross national product	
GO/FO	general/flag officer	not G/FO
GPALS	Global Protection Against Limited Strikes	
GPS	Global Positioning System	
Greece	Hellenic Army, Hellenic Navy, Hellenic Air Force	
ground-based		adj.

ground-controlled intercept		
ground support units	ground units that have a support role	
ground-support units	units, such as aviation units, that support ground activities	
GTMO	Guantanamo Bay, Cuba	
<b>H</b>		
HASC	House Armed Services Committee	
HAZMAT	hazardous materials	
HD	homeland defense	
health care (n.)		health-care (adj.)
helicopter-borne		adj.
HF	high frequency	
HHD	headquarters and headquarters detachment	
H-hour	specific time an operation or exercise begins	
high-ranking (adj.)		
HIV	human immunodeficiency virus	
HLDG	High-Level Defense Group	
HLS	homeland security	
HMA	humanitarian mine action	
HMMWV	high mobility multipurpose wheeled vehicle	
HN	host nation (n.)	host-nation (adj.)
HNS	host-nation support	
HOA	Horn of Africa	
home base		
home port (n.)		
homeported (v., adj.)		
host-country (adj.)		
HQ	headquarters	singular and plural
HSC	Homeland Security Council	

HSPD	Homeland Security Presidential Directive	
HUMINT	human intelligence	
<b>I</b>		
IA	interagency	
IAW	in accordance with	
IC	Intelligence Community	
ICAF	Industrial College of the Armed Forces	
ICBM	intercontinental ballistic missile	
ICP	interface change proposal	
ICU	intensive care unit	
ICW	in coordination with	
IDA	Institute for Defense Analyses	
IED	improvised explosive device	
IER	information exchange requirement	
IFF	identification, friend or foe	
IFR	insert for the record	IFRs (plural)
IGO	intergovernmental organization	
IJSTO	integrated joint special technical operations	
IMET	international military education and training	
imply		suggest; see infer
in-book (adj.)		
in-country (adj.)		
indepth		
in-flight (adj.)		
in-theater (adj.)		
infer		draw a conclusion; see imply
insure		procure insurance; see ensure
Internet		
intertheater		

intratheater		
IO	information operations	
IOC	initial operational capability	
IPE	individual protective equipment	
IPR	in-progress review	
IR	infrared	
IRBM	intermediate-range ballistic missile	
ISAF	International Security Assistance Force	
ISF	Iraqi Security Forces	
ISN	internment serial number	
ISO	in support of	
ISR	intelligence, surveillance, and reconnaissance	
IWG	interagency working group	
<b>J</b>		
JAG	Judge Advocate General	
JCAT	joint crisis action team	
JCET	joint combined exercise for training	
JCS	Joint Chiefs of Staff	adj. only
JDA	joint duty assignment	
JDAL	Joint Duty Assignment List	
JFC-B	Allied Joint Force Command Brunssum	NATO
JFC Naples	Allied Joint Force Command Naples	NATO
JIADS	Joint Integrated Air Defense System	
JIB	joint information bureau	
JIOC	Joint Intelligence Operations Center	
JMET	joint mission-essential task	
JMETL	joint mission-essential task list	

JMNA	Joint Military Net Assessment	
JMP	Joint Manpower Program	
JOC	joint operations center	
JOPEs	Joint Operation Planning and Execution System	
JOPsC	joint operations concepts	
JP	joint publication	
JRB	Joint Review Board	
JROC	Joint Requirements Oversight Council	
J-SEAD	joint suppression of enemy air defenses	
JS	Joint Staff	use in internal correspondence only
JSAMS	Joint Staff Automated Message System	for Joint Staff only
JSAP	Joint Staff action processing	
JSCP	Joint Strategic Capabilities Plan (JSCP CY 2012)	
JSG	Joint Staff guide	but JSG 5711
JSI	Joint Staff instruction	but JSI 3170.01
JSM	Joint Staff manual	but JSM 5711.01D
JSPS	Joint Strategic Planning System	
JST	Joint Staff Talks	
JSTARS	Joint Surveillance Target Attack Radar System	
JTD	joint table of distribution	
JTF	joint task force in general reference; Joint Task Force if part of a name	
JWCA	Joint Warfighting Capabilities Assessment	
JWICS	Joint Worldwide Intelligence Communications System	

**K**

kHz	kilohertz
KIA	killed in action

Km	kilometer	
Kt	kiloton, knot (nautical)	
Kurdistan Workers Party	PKK	
kW	kilowatt	20 kW
<b>L</b>		
LANDCENT	Land Forces Central Europe	NATO
leadtime		
less than		rather than under when referring to amounts
LF	low frequency	
LIC	low-intensity conflict	
life cycle (n.)		life-cycle (adj.)
lift off (v.)		lift-off (n., adj.)
LNO	liaison officer	
LOA	letter of agreement	
LOC	line of communication	LOCs (plural)
local-hire (n., adj.)		
LOEs	list of experiments or exercises	
logistic (adj.)		
logistics (n., with singular v.)		
long-range (adj.)		
long-term (adj.)		
<b>M</b>		
MAAG	military assistance advisory group	
MAGTF	Marine air-ground task force	
main body		
Major Subordinate Commanders		NATO
MAP	Military Assistance Program	
Marine	Airman, Coastguardsman, Marine, Sailor, Soldier, Warfighter	

Marine air control group or squadron		
Marine air support squadron		but 25th Marine Air Support Squadron
Marine division/wing team		
MASCAL	mass casualty	
MASH	mobile Army surgical hospital	
MAW	Marine aircraft wing	but 25th Marine Aircraft Wing
MC/CS	Military Committee in Chiefs of Staff Session	
MCO	major combat operations	
MDA	Missile Defense Agency	
MDL	Military Demarcation Line	in Korea
MDW	Military District of Washington	
MEB	Marine expeditionary brigade	
MEDEVAC	medical evacuation	
MEDEVACed (v.)	use only if unavoidable	
MEF	Marine expeditionary force	
MEU	Marine expeditionary unit	
M-day	mobilization day	
Member of Congress		
memorandums		not memoranda
METL	mission-essential task list	
MIA	missing in action	
midrange (n., adj.)		
midterm (n., adj.)		
midyear (n., adj.)		
MiG		Soviet fighter jet
MILCON	military construction	
MILDEC	military deception	
MILGP	military group	
MILPERS	military personnel	
Military Committee		NATO
Military Departments		
Military Establishment		



military forces		
military service record (individual personnel record)		
Military Service support elements		
Military Services		
MilSec	Military Secretariat	internal only
MILSTAR	military strategic and tactical relay system	
minelaying		
mine warfare		
minimal (adj.)		
minimum (n.)		
MIRV	multiple independently targetable reentry vehicle	
MIRVed		use only if unavoidable
MK	Mark	e.g., MK-61
mm	millimeter	e.g., 155 mm
MNC-I	Multi-National Corps-Iraq	
MNCs	Major NATO Commanders	refers collectively to Allied Command Operations (ACO- SHAPE) and Supreme Allied Commander Europe (SACEUR) Allied Command Transformation (ACT) and SAC Transformation
MND-NW	Multi-National Division- Northwest	or any other geographic area
MNF-I	Multi-National Force-Iraq	
MNS	mission needs statement	
MNSTC-I	Multi-National Security Transition Command-Iraq	
MOA	memorandum of agreement	
MOBEZ	mobilization exercise	

mobilization reserves		
mobile support group		
modem	modulator/demodulator	
MOPP	mission-oriented protective posture	
more than		rather than over when referring to amounts
MOS	military occupational specialty	
MOU	memorandum of understanding	
MOUT	military operations in urban terrain	
MP	military police	
MPS	maritime pre-positioning ship	
Mt	megaton	e.g., 50 Mt
MTT	mobile training team	
MTW	major theater wars	
multinational		
multi-Service		
MWR	morale, welfare, and recreation	
<b>N</b>		
NAOC	National Airborne Operations Center	
narrowband		
Nation		when referring to United States
NATO	North Atlantic Treaty Organization	
NATO forces	3 categories	Assigned, Earmarked, and Other Forces
NATO National Military Authorities		
NATO National Military Commanders		

naval augmentation group		
naval construction forces		
Naval Reserve Fleet		
NBC	nuclear, biological, and chemical	
NC2-ESI	Nuclear Command and Control-Extremely Sensitive Information	previously SIOP-ESI or Single Integrated Operational Plan-Extremely Sensitive Information
NCO	noncommissioned officer	
NCOIC	noncommissioned officer in charge	
NDAA	National Defense Authorization Act	
NDRF	National Defense Reserve Fleet	
NDU	National Defense University	
NDU-P	President, National Defense University	
near-real-time (adj.)		
near-term (adj.)		
NEAsia	Northeast Asia	
NET	not earlier than	
next-to-last (adj.)		
NG	National Guard	
NGA	National Geospatial-Intelligence Agency	
NGB	National Guard Bureau	
NGO	nongovernmental organization	
NIPRNET	Nonsecure Internet Protocol Router Network	
NLT	not later than	
nm	nautical miles	50 nm; but hyphenate for adj. (10-nm radius)

NMCC	National Military Command Center	
NMCC Site R		
NMCS	National Military Command System	
NMS	National Military Strategy	
NOFORN	not releasable to foreign nationals	
non-air-transportable		
nondivisional		
non-NATO		
nonnuclear		
non-pre-positioning		
non-self-sustaining		
non-unit-related		
NORAD	North American Aerospace Defense Command	
NORTHAG	Northern Army Group	NATO (historical)
northwest Pacific		
NRO	National Reconnaissance Office	
NSA/CSS	National Security Agency/Central Security Service	Director, NSA/Chief, CSS
NSDD	National Security Decision Directive	
NSNF	nonstrategic nuclear forces	
NSPD	National Security Presidential Directive	
NSS	National Security Staff	previously National Security Council
NVG	night vision goggle	
NWC	Nuclear Weapons Council	
<b>O</b>		
OBE	overcome by events	internal documents
OCIO	Office of the Chief Information Office(r)	
OCO	Overseas Contingency Operations	replaced Global War on Terrorism

OCONUS	outside the continental United States	
OEF	Operation ENDURING FREEDOM	
off-base (adj.)		
offline		
off-load (v.)		
off-loading (v., adj.)		
OIC	officer in charge	
OIF	Operation IRAQI FREEDOM	historical use only
oilfield		
O&M	operation and maintenance	budgetary
OMB	Office of Management and Budget	
OND	Operation NEW DAWN	historical use only
ONE	Operation NOBLE EAGLE	
on-base (adj.)		
onboard (adj.)		
on-call (adj.)		
on-hand (adj.)		
online		
on-scene (adj.)		
onsite		
on-station (adj.)		
OPCON	operational control	
OPLAN	operation plan	OPLANs (plural)
OPORD	operation order	
OPREP	operational report	
OpsDep	Operations Deputy	
OPSEC	operations security	
OPTEMPO	operating tempo	
optimal (adj.)		
optimum (n.)		
ORD	operational requirements document	
OSD	Office of the Secretary of Defense	OSD

OSEAC Office of the Senior Enlisted  
Advisor to the Chairman of  
the Joint Chiefs of Staff

outyear  
oversize cargo

**P**

PA	public affairs	
PACAF	Pacific Air Forces	
PACC	Pakistan-Afghanistan Coordination Cell	
PACFLT	Pacific Fleet	
PAL	permissive action link	
PAO	public affairs office	
PBD	Program Budget Decision	
PBM	Program Budget Memorandum	
PBR	Program Budget/Review	
PfP	Partnership for Peace	NATO
PCS	permanent change of station	
PD	public diplomacy	
PDD	Presidential Decision Directive	
PDM	Program Decision Memorandum	
peacekeeping		
pen-and-ink (adj.)		
percent	spell out in text	
PERSTEMPO	personnel tempo	
PFOR	personal for	internal JS documents only
phasedown (n., adj.)		
phase-in (adj.)		
phaseout (n., adj.)		
phonecon	telephone conversation	
PIDs	plan identification numbers	
PLO	Palestine Liberation Organization	
PMCO	post-major combat operations	

POC	point of contact	internal Joint Staff documents only
POL	petroleum, oils, and lubricants	
policymaker politico-military		not political/military
POM	program objective memorandum	POMs (plural)
POMCUS	pre-positioning of materiel configured to unit sets	
port throughput capacity		
POW(s)	prisoner(s) of war (friendlies held by hostile forces)	enemies held by friendly forces are enemy prisoner(s) of war (EPW(s))
PPBE	Planning, Programming, Budgeting, and Execution	
PPBS	Planning, Programming, and Budgeting System	
PPD	Presidential Policy Directive	
PRC	People's Republic of China	
PRD	Presidential Review Directive	
PRT	provincial reconstruction team	
predeployment post		
pre-position		not preposition
President of the United States		"President" when referring to the President of the United States
presidential		
PSRC	Presidential Selected Reserve Call-up	
program decision		
PSI	proliferation security initiative	
PSYOP	psychological operations	

## Q

QDR	Quadrennial Defense Review
QFR	question for the record
QRF	quick reaction force

## R

R&D	research and development
R&E	research and engineering
RAF	Royal Air Force (United Kingdom)
RDF	rapid deployment force
RDT&E	research, development, test, and evaluation

real-time (adj.)

Regular Army

Regular enlisted personnel

Regular officers

Reserve

USAFR Air Force Reserve

USAR Army Reserve

battle reserves

USCGR Coast Guard Reserve

Fleet Reserve

general reserve

Inactive Reserve

inactive reserve fleet

IRR Individual Ready Reserve

initial reserves

joint mobilization reserve

USMCR Marine Corps Reserve

mobile reserve

USNR Navy Reserve

Navy Reserve forces

Ready Reserve

Ready Reserve units



Reserve aircraft		aircraft assigned to a Reserve Component
reserve aircraft		aircraft reserved for later employment
RC	Reserve Component(s)	
Reserve elements		
Reserve Forces		
Reserve member		
Reserve(s)		
Retired Reserve		
Selected Reserve		
Service Component		
Standby Active Reserve		
Standby Inactive Reserve		
Standby Reserve		
strategic reserve		
war reservist		but Army Reservist, Coast Guard Reservist, Selected Reservist
RFF	request for forces	
RFI	request for information	
RISOP	red integrated strategic offensive plan	
riverine operations		
ROE	rules of engagement	use plural verb
ROK	Republic of Korea	
RO/RO	roll-on/roll-off	
ROTC	Reserve Officer Training Corps	
RV	reentry vehicle	
<b>S</b>		
SACEUR	Supreme Allied Commander Europe	NATO

SACEUR Scheduled Programme		
SACEUR Strategic Reserve		
SACLANT	Supreme Allied Commander Atlantic	NATO
Sailor	Airman, Coastguardsman, Marine, Sailor, Soldier, Warfighter	
SAL	strategic arms limitation	
SALUTE	size, activity, location, unit, time, and equipment	
SAM	surface-to-air missile	
SAO	Security Assistance Office	
SASC	Senate Armed Services Committee	
SASD	Special Assistant to the Secretary of Defense	
SC	strategic communication	
SCI	sensitive compartmented information	
SCIF	sensitive compartmented information facility	
SDIO	Strategic Defense Initiative Organization	
SDOB	SecDef Operations Book	
SEA	Southeast Asia	
SEAC	Senior Enlisted Advisor to the Chairman of the Joint Chiefs of Staff	
SEAD	suppression of enemy air defenses	
SEAL	sea-air-land	usually associated with team or unit
SecDef	Secretary of Defense	adj. only
Secretaries of the Military Departments		when referring to dual-tasking, may use "Service Secretaries" on JS Form 136 only

SecState	Secretary of State	adj. only
SSS	Selective Service System	
SERE	survival, evasion, resistance, and escape	
Service member service support elements		not “Serviceman” but “Military Service support elements”
SFG	special forces group	
SF ODA	special forces operational detachment ALPHA	SOF team
SF ODB	special forces operational detachment BRAVO	SOF company HQ element
SF ODC	special forces operational detachment CHARLIE	SOF battalion HQ element
SHF	superhigh frequency	
SIGACTS	significant activities	
SIGINT	signals intelligence	
SIOP	Single Integrated Operational Plan	
SIPRNET	Secret Internet Protocol Router Network	
SITREP	situation report	
SJFHQ Pacific	Standing Joint Forces, HQ Pacific	
SLBM	submarine-launched ballistic missile	
SLCM	sea-launched cruise missile	
SME	subject matter expert	
SO	special operations	
SOCCENT	Special Operations Command Central, USCENTCOM	
SOCEUR	Special Operations Command, Europe	
SOCKOR	Special Operations Command, U.S. Forces, Korea	
SOCNORTH	Special Operations Command, USNORTHCOM	

SOC PAC	Special Operations Command, USPACOM	
SOC SOUTH	Special Operations Command, USSOUTHCOM	
SOF	special operations forces	
SOFA	status-of-forces agreement	
Soldier	Airman, Coastguardsman, Marine, Sailor, Soldier, Warfighter	
SOP	standing/standard operating procedure(s)	
SOTF	special operations task force	
Southern Region		NATO
SSBN	nuclear-powered fleet ballistic missile submarine	
SSC	small-scale contingency	replaced LRC (lesser regional contingency)
SSM	surface-to-surface missile	
SSN	nuclear-powered attack submarine	not “social security number”
SSO	Special Security Office(r)	
stand down (v.)		stand-down (adj.)
SROE	standing rules of engagement	
START	Strategic Arms Reduction Treaty	now known as New START
state of the art (n.); state-of-the-art (adj.)		
STE	secure telephone equipment	
STO	special technical operations	
STOL	short takeoff and landing	
STU II and III	secure telephone units	
sub-Saharan Africa		
supersede		
SVTC	secure video teleconference	
SWA	Southwest Asia	
SWAT	special weapons and tactics	

**T**

TACAMO	take charge and move out	EA-6B aircraft
TACON	tactical control	
TAD	temporary additional duty	
Taiwan (n., adj.)		not “Republic of China”
Taiwan people		not “Taiwanese”
TAMD	theater air and missile defense	
TDY	temporary duty	
test-bed (n., adj.)		
that		use to introduce a restrictive clause without commas; if deleted, the meaning would change; see which
The National War College		
The Netherlands		
theater-wide		
Third World		
third-country (adj.)		
throughput		
throw-weight		
TIAS	Treaties and Other International Acts Series	
time-critical (adj.)		
timeframe		
title	title 10	
TMD	theater missile defense	
TOE(s)	table(s) of organization and equipment	
TOR	terms of reference	use plural verb
Total Force		when referring to military personnel, civilians, and contractors as Warfighters

TOW	tube-launched, optically tracked, wire-guided missile	
toward		not “towards”
TPFDD	time-phased force and deployment data	not “TPFDD data,” but “TPFDD files”
TPFDL	time-phased force and deployment list	
trade-in (n., adj.)		
trade-off (n., adj.)		
TRIAD	U.S. strategic three-pronged defense system: bomber, ICBM, SLBM	
Trooplift		
TSC	Theater Security Cooperation	
TTPs	tactics, techniques, and procedures	
<b>U</b>		
U.S.	United States	adj. only
U.S. Ambassador		
U.S. Diplomatic Mission	Chief of the U.S. Diplomatic Mission	
U.S. Embassy		
U.S. Forces		
UAS	unmanned aircraft system(s)	
UAV	unmanned aerial vehicle	
UCMJ	Uniform Code of Military Justice	
UCP	Unified Command Plan	
UE	unit equipment	
UHF	ultrahigh frequency	
UIC	unit identification code	
UK	United Kingdom	adj. only
UN	United Nations	adj. only
underway (adj.); under way (adv.)		“The project is under way.” or “The device is an underway flotilla.”

unified command		also referred to as Combatant Command
Uniformed Services		
up link (n.)		uplink (v.)
USA	U.S. Army	adj. only
USAF	U.S. Air Force	adj. only
USAFE	U.S. Air Forces in Europe	
USAFRICOM	U.S. Africa Command	
USAID	U.S. Agency for International Development	
USAR	United States Army Reserve	
USAREUR	U.S. Army, Europe	
U.S.C.	United States Code	title 5, U.S.C., section 140 (5 U.S.C. 140)
USCENTCOM	U.S. Central Command	
USCG	United States Coast Guard	adj. only
USD	Under Secretary of Defense	
USD(AT&L)	Under Secretary of Defense for Acquisition, Technology and Logistics	
USD(C/CFO)	Under Secretary of Defense (Comptroller/Chief Financial Officer)	
USD(I)	Under Secretary of Defense for Intelligence	
USD(P&R)	Under Secretary of Defense for Personnel and Readiness	
USD(P)	Under Secretary of Defense for Policy	
USELEM	U.S. Element, NORAD	
USEUCOM	U.S. European Command	
USF-I	U.S. Forces-Iraq	
USFJ	U.S. Forces, Japan	
USFK	U.S. Forces, Korea	
USFOR-A	U.S. Forces-Afghanistan	
USG	U.S. Government	

USLO to SACLANT	U.S. Liaison Officer to SACLANT	
USMC	U.S. Marine Corps	adj. only
USMILREP	U.S. Military Representative	NATO
USN	U.S. Navy	adj. only
USNAVEUR	U.S. Naval Forces, Europe	
USNMR to SHAPE	U.S. National Military Representative to SHAPE	
USNORTHCOM	U.S. Northern Command	
USPACOM	U.S. Pacific Command	
USREPMC	U.S. Representative to the Military Committee	NATO
USSOCOM	U.S. Special Operations Command	
USSOUTHCOM	U.S. Southern Command	
USSTRATCOM	U.S. Strategic Command	
USTRANSCOM	U.S. Transportation Command	
UV	ultraviolet	
UW	unconventional warfare	

**V**

V/STOL	vertical/short takeoff and landing	
VBIED	vehicle-borne improvised explosive device	
VCJCS	Vice Chairman of the Joint Chiefs of Staff	adj. only
VDJS	Vice Director, Joint Staff	adj. only
VHF	very high frequency	
VLF	very low frequency	
VTC	video teleconference	
VTOL	vertical takeoff and landing	
Vu-Graph		

**W**

war game		n.
war plan		
War Powers Resolution		not "Act"



Warfighter	Airman, Coastguardsman, Marine, Sailor, Soldier, Warfighter	
warfighting		
wargamed, wargaming		
WARM	wartime reserve mode	
warmaking		
way ahead		
weapons system		
Web site		
well-being		n. only
well-known		adj. only
WESTPAC	Western Pacific	
which		use for a nonrestrictive clause with commas; if deleted, the meaning would not change; see that
wide-bodied		
WMD	weapons of mass destruction	
work years		
world-class		adj. only
worldwide		
WRM	war reserve materiel	

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ANNEX B TO APPENDIX A TO ENCLOSURE A

AUTHORIZED ONLY IN DMS MESSAGES

In addition to the widely understood abbreviations and names in Annex A, these abbreviations may be used in messages without first being established.

**A**

ADDEE	Addressee
ADVON	advanced echelon
ALCON	all concerned
AMEMB	or AMEMBASSY American Embassy
ALMILACT	all military activities
AMHS	Automated Message Handling System
ASAP	as soon as possible
AVN	aviation

**B**

BDE	brigade
BFT	blue force tracking
BN	battalion
BOM	by other means
BPT	be prepared to

**C**

CAT	crisis action team
CD	counterdrug
CN	counternarcotics
CNT	counternarco-terrorism
COMAIR	commercial air
COMM or CMCL	commercial telephone
CT	counterterrorism

**D**

DAB	Defense Acquisition Board
DAO	Defense Attaché Office
DATT	Defense Attaché
DEPLOYORD or DEPORD	deployment order
DEPSECDEF	Deputy Secretary of Defense
DET	detachment
DFT	deployment for training
DIRLAUTH	usually with ALCON direct liaison authorized
DJS	Director, Joint Staff
DLEA	drug law enforcement agency
DMS	Defense Message System

DoD Department of Defense  
DOM Directorate of Management  
DRB Defense Resources Board

**E**

EAD earliest arrival date  
EST Eastern Standard Time

**F**

FOB forward operating base

**G**

GCCS Global Command and Control System  
GMFP Global Military Force Policy  
GTN Global Transportation Network

**H**

HN host nation (n.), host-nation (adj.)

**I**

IAW in accordance with  
ICW in coordination with  
INTEL intelligence  
IRT in reply to  
ISO in support of  
ITV in-transit visibility

**J**

J-1 Director for Manpower and Personnel  
J-2 Director for Intelligence  
J-3 Director for Operations  
J-4 Director for Logistics  
J-5 Director for Strategic Plans and Policy  
J-7 Director for Joint Force Development  
J-8 Director for Force Structure, Resources, and  
Assessment  
JCS Joint Chiefs of Staff, use when referring to group of  
individuals that comprise the Joint Chiefs of Staff  
JSAMS Joint Staff Automated Message System  
JWICS Joint Worldwide Intelligence Communications System

**L**

LAD latest arrival date  
LATAM Latin America  
LEA law enforcement agency  
LOI letter of instruction  
LTR letter

**M**

MEMO	memorandum
Mil-to-Mil	military-to-military
MILAIR	military air
MOD	modification, Minister (Ministry) of Defense
MSG	message
MTT	mobile training team

**N**

NET	not earlier than
NLT	not later than
NOTAL	not to all
NTE	not to exceed

**O**

O/A	on or about
OCONUS	outside CONUS
OP3	overt psychological operations programs
OPCOM	operational command
OPCON	operational control
OPS or OPNS	operations
OPTEMPO	operating tempo
OTH	over the horizon

**P**

PA	public affairs
PAO	public affairs office
PARA	paragraph
PASEP	passed separately
PAX	passengers, personnel
PCC	Policy Coordinating Committee
PERSTEMPO	personnel tempo
PLA	plain language address
PR	personnel recovery
PTDO	prepare to deploy order

**R**

REF	reference
ROE	rules of engagement (plural verb)

**S**

SECDEF	Secretary of Defense
SECSTATE	Secretary of State
SJS	Secretary, Joint Staff
SJFHQ	standing joint force headquarters
SUBJ	subject
SUBPARA	subparagraph

**T**

TBD to be determined  
TEL telephone

**U**

UAV unmanned aerial vehicle  
URF unit request form  
U.S. United States  
USA U.S. Army  
USAF U.S. Air Force  
USDELMC U.S. Delegation to the Military Committee, NATO  
USMC U.S. Marine Corps  
USN U.S. Navy

**W**

WRT with regard to

ANNEX C TO APPENDIX A TO ENCLOSURE A

COMMONLY USED COMPUTER ACRONYMS AND TERMS

The Web site acronymfinder.com spells out many acronyms and definitions for communications and computer terms not found in this list. NOTE: Establish all computer acronyms in Joint Staff correspondence.

**A**

ACL	access control list
AEHF	advanced extremely high frequency
AES	advanced encryption standard
ALP	advanced logistics program
architecture	May refer to either hardware or software (or to a combination of hardware and software). The architecture of a system always defines its broad outlines and may define precise mechanisms as well.
ATO	air tasking order
atomic attack step	The lowest level of decomposition from the attack tree. Example atomic attack steps include exploit server vulnerability or exfiltrate via steganography.
attack	The exploitation of one or more vulnerabilities to achieve an adversary goal.
attack class	Categories of attack steps for the global information grid. Attack classes include computer network attack, signals intelligence, human intelligence, special operations, electronic warfare, lifecycle, and management and control.

**B**

BAT	batch file
BCS	battlefield command system
BIOS	basic input/output system
black core	Refers to the shared Internet protocol-based network infrastructure of the global information grid where all packets are encrypted by either a high-assurance Internet protocol encryption device or a commercial Internet protocol security device.

**C**

C&I	communications and information
CAB	collaboration and browse-down
CAC	common access card
cache	memory that contains parts of the main memory
CAMS	core automated maintenance system
CAOC	Combined Air Operations Center

CAPI	cryptographic application programming interface
CCEB	combined communications electronics board
CDS	cross domain solutions
CNA	computer network attack
CND	computer network defense
CNE	computer network exploitation
COI	community of interest
COTS	commercial off-the-shelf
CPU	central processing unit
CSS	combat support system
cyber terrorist	An adversary who is representative of the non-state transnational actor (e.g., al-Qaeda), organized crime, and NGOs and is motivated by personal, financial, political, or religious goals and seeks notoriety by causing wide-scale chaos and panic.

**D**

DAA	designated approving authority
DDN	defense data network
DES	data encryption standard
DII	defense information infrastructure
DMZ	demilitarized zone; a computer or small subnetwork that sits between a trusted internal network, such as a corporate private local area network, and an untrusted external network
DNS	domain name server

**E**

EAM	emergency action message
e-mail	electronic mail
EW	electronic warfare

**F**

FCS	future combat systems
FIS	foreign intelligence service
FW	firewall—a system designated to prevent unauthorized access to or from a private network

**G**

GANS	Global Access and Navigation System
GATM	Global Air Traffic Management
GB	gigabyte
Gbps	gigabits per second
GBps	gigabytes per second
GBR	ground-based radar
GCCS	Global Command and Control System
GHz	gigahertz



GIG global information grid  
GIG-BE global information grid - bandwidth expansion  
GOTS government off-the-shelf  
GPS Global Positioning System

### **H**

HAIPE high-assurance Internet protocol encryption  
HF high frequency  
HTML hypertext markup language  
HTTP hypertext transfer protocol

### **I**

IA information assurance  
IAVA information assurance vulnerability alert  
ICSIS Intelligence Community shared information space  
IDS intrusion detection system  
Internet A global network connecting millions of computers.  
IO information operations  
IP Internet protocol  
IP Address Internet protocol address—an identifier for a computer or device on a Transmission Control Protocol/IP network  
IPsec Internet protocol security  
ISSE information support server environment  
IT information technology

### **J**

JAMPS Joint Automated Message Processing System  
JIOTWG Joint Information Operations Threat Working Group  
JPEG joint photographic experts group  
JTRS Joint Tactical Radio System  
JWICS Joint Worldwide Intelligence Communications System

### **K**

KMI key management infrastructure

### **L**

LAN local area network  
LANTIRN low-altitude navigation and targeting infrared for night  
lifecycle All phases of the system and components' lives, including research, development, test and evaluation, production, deployment (inventory), operations and support, and disposal.

### **M**

M&C management and control  
MAC address media access control address. A hardware address

	that uniquely identifies each node of a network.
MANET	mobile, ad hoc network
MB	megabyte
MCE	modular control equipment
metadata	information about data
MILSATCOM	military satellite communications
MIMO	multiple-in, multiple-out
MIS	management information system
MLC	multi-level chat
MORDA	mission-oriented risk and design analysis
MSPP	multi-service provisioning platform
<b>N</b>	
NCES	net-centric enterprise services
NIPRNET	Nonsecure Internet Protocol Router Network
<b>O</b>	
OS	operating system
OSINT	open source intelligence
<b>P</b>	
PCF	policy control function
PDF	portable document format
phishing	high-tech scam that uses phony Web sites, spam, or pop-up messages to deceive individuals into disclosing personal information, including credit card numbers, bank account information, social security numbers, passwords, or other sensitive information
PKI	public key infrastructure
POR	program of record
<b>Q</b>	
QoP	quality of protection
QoS	quality of service
<b>R</b>	
RA	risk assessment
RAAdAC	risk adaptive access control
RCD	reference capabilities document
Red Network	unencrypted classified enclaves
RF	radio frequency
RTS	rapid targeting system
<b>S</b>	
S/MIME	single/multipurpose Internet mail extension
SA	situational awareness
SABI	SECRET-and-below interoperability
SAML	security assertion markup language

SATCOM	satellite communications
SIPRNET	Secure Internet Protocol Router Network
SNMP	simple network management protocol
SOAP	simple object access protocol
SSL	secure socket layer
STE	secure telephone equipment
STU	secure telephone unit
SYSCON	systems control
system attack	series of atomic attack steps executed to achieve an adversary's attack objective
<b>T</b>	
TAWG	threat analysis working group
TB	terabyte
TCM	transformational communications military satellite communications
TCP/IP	Transmission Control Protocol/Internet Protocol. The suite of communications protocols used to connect hosts on the Internet.
TEMPEST	telecommunications electronics material protected from emanating spurious transmissions
thin-client	In a client-server application, a client is designed to be especially small, so the bulk of the data processing is done on the server.
threat	An event described by a combination of adversary, attack objective, mission impact, and attack class that will adversely influence global information grid capabilities.
thumb drive	small portable data storage device
TLS	transport layer security
TOC	tactical operations center
TRANSEC	transmission security
TROPO	tropospheric scatter
TRP	topological reference point
TSAT	transformational satellite
TSSR	tropospheric scatter (TROPO)-satellite support radio
<b>U</b>	
UBS	UNCLASSIFIED but sensitive
UDDI	universal description discovery and integration
<b>V</b>	
VHF	very high frequency
VOIP	voice-over Internet Protocol
VPN	virtual private network—a network that is constructed by using public wires to connect nodes.

	<p>These systems use encryption and other security mechanisms to ensure that only authorized users can access the network and the data cannot be intercepted.</p>
vulnerability	<p>Weakness in an information system, system security procedures, internal controls, or implementation that could be exploited.</p>
	<p style="text-align: center;"><b>W</b></p>
WAN	wide area network
WCCS	wing command and control systems
WI-FI	wireless fidelity
WNW	wideband networking waveform
WSDL	web services description language
	<p style="text-align: center;"><b>X</b></p>
XML	extensible markup language

## ENCLOSURE B

### LETTERHEAD STATIONERY

1. General. This enclosure provides guidance concerning specifications for official and computer-generated letterhead stationery used within the Department of Defense.
  - a. Official Letterhead Stationery. Use official letterhead for correspondence prepared for signature by the Secretary of Defense, Deputy Secretary of Defense, and OSD Executive Secretary.
  - b. Computer-Generated Letterhead. When the Joint Staff Web-based template application is used to create correspondence, the appropriate letterhead is automatically selected.
2. Joint Staff Correspondence.
  - a. CJCS and VCJCS
    - (1) CJCS Letterhead. Use white 8½x11-inch paper for Chairman's memorandums (CMs) and official letters.
    - (2) CJCS Flag Stationery. Use ecru (off-white) 7¼x10½-inch paper for personal letters. Some space—an inch or slightly less—must remain between the signature block and the bottom of the page.
    - (3) VCJCS Letterhead and Flag Stationery. The same colors and sizes described for CJCS stationery apply to VCJCS.
  - b. ACJCS Letterhead. Use white 8½x11-inch ACJCS paper for memorandums (not CMs) and official letters.
  - c. Office of the Chairman. OCJCS stationery is used within internal CJCS offices and by ODJS when signing for the CJCS.
  - d. Joint Staff. Use Joint Staff letterhead for DJS, VDJS, SJS, and directorate correspondence.

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## ENCLOSURE C

### PREPARING A JOINT STAFF ACTION PACKAGE

1. This enclosure provides guidance on preparing documents for signature by the Top 5 (CJCS, VCJCS, ACJCS, DJS, and VDJS).

a. Action officers may use the Quick Search option on the JSAP system to find examples of previous correspondence and templates. This option allows users to search by keyword, name, title, or subject, among other choices. AOs may also use the “Ask a Researcher” service offered by DOM/SJS/IMD.

b. Action Officer’s Checklist. Before EAPB editors review final JSAP packages for conformity to Joint Staff style, AOs must ensure that:

(1) The 136 reflects all coordination required on the tasker or explains why a chop is missing.

(2) The 136 accurately cites all endnotes included in the JSAP package.

(3) The 136 clearly identifies any dates or events that indicate the package requires priority processing.

(4) All names, ranks, addresses, and phone numbers are accurate.

(5) A Joint Staff template with current signature blocks was used to create each TAB and the correspondence is similar in format to the incoming (e.g., message responds to a message, personal letter responds to a personal letter).

(6) The correspondence at TAB adequately responds to all questions in the tasker.

(7) Multiple one-page letters must be consolidated in one document. For example, 20 one-page CJCS congressional letters must be contained in one Word file with a page break separating each letter to retain formatting. For groups of identical one-page letters, separate files for each group should be presented. For example, there could be one file of 12 one-page letters stating one thing and another file of 15 one-page letters stating something else. When necessary, individual letters that must exceed one page should be submitted in separate files. Under the Mailings icon in Word, the tool Mail Merge can be used.

c. Pre-Edits. AOs may request a pre-edit or guidance by contacting the Chief, EAPB, at 703-695-9193 or stopping by Room 2D931.

d. Microsoft Word Track Changes. If EAPB returns a package to the AO for rework, please make all changes to the file in the JSAP system and retain all track changes in the document. It is essential that track changes are preserved as Top 5 reviewers may edit language while the package is being approved. Please do not replace the file that needs to be changed. If you do, all edits made by the editor and previous division approvers will be lost.



## ENCLOSURE D

### PREPARING A JOINT STAFF FORM 136

1. This enclosure explains how to prepare a Joint Staff Form 136, which must be included in all JSAP packages. Always create a new 136 for each JSAP. An example of a 136 may be found on the EAPB SharePoint Portal. Please ensure that the suspense dates on the 136 conform to corresponding dates on the Summary Page in the JSAP package. The internal suspense date on the 136 is the same as the staff suspense date in the JSAP system; this is the date AOs must submit the package to the Actions Division for editing. The SJS date is the date the package must leave the Actions Division, while the external date refers to the date that the package must be signed by the final approver.

a. Classification. Place the highest classification of any information in the package in this block and in the classification block on the bottom left of the form. The block at the bottom right of the form is used for classification/declassification instructions and to indicate if the 136 is UNCLASSIFIED or a lower classification when separated from the package's attachments.

b. Action Number. The action number is either a number assigned by a Joint directorate or a tasker number assigned by the Actions Division's Assignment and Control Branch.

c. TO and THRU. In these blocks, specify the official who will make a decision or receive information from the form and the officials through whom the form will pass to reach the ultimate addressee. The form will be processed through the offices of CJCS and DJS as indicated below:

(1) Except when conveying a personal letter, a JSAP going to CJCS, VCJCS, or ACJCS will go "THRU" DJS and VDJS.

(2) If the form is going to DJS, VDJS should be entered in the THRU block next to the DJS block.

d. Suspense Dates. A "staff" date appearing in an electronic JSAP package and "internal suspense" on the form 136 are the same.

e. Subject. Use a short, descriptive subject. Unclassified subjects are most desirable. For SJS-tasks actions, use the exact subject from the tasker. The subject on the 136, the JSAP tasker, and the Summary section in JSAP must match. However, please fix obvious spelling errors on the 136.

f. Executive Summary

(1) The Executive Summary provides the essential information for the Top 5 approvers. In this section, AOs highlight the specifics of the tasker in five sections. Each section must be filled out and the information tailored to the person(s) reviewing the tasker. Any package that does not include all of these sections will be returned to the AO for rework. If expedited action is required, alert the decision maker that timely action is necessary.

(2) The following sections typically fit on one page, but may be continued on a second page if necessary:

(a) Purpose. The purpose describes the intent of the action in a brief but clear statement that the implementer (or tasker) seeks to accomplish. For instance, a purpose may be “To respond to a request from CDR, USEUCOM.” If the form 136 is intended to convey Joint Staff coordination, the purpose statement might read: “To provide Joint Staff coordination to [name of organization], within [that organization’s highest level], on the subject document.”

(b) Issue. The issue puts the purpose in context. Use this paragraph to explain the important implications of the action that require a decision and why the information is needed. Provide only the main point(s); avoid a lengthy discussion of all ramifications of the subject.

(c) Bottom Line. This section succinctly captures—usually in one sentence—what the approval will accomplish. See item h(5) on page D-5 for acceptable language when Joint Staff coordination of a package is requested.

(d) Background. This section puts the bottom line in context. When more than one paragraph is needed, use alphabetized bullets to highlight various points. Put the most important bullet first followed by an explanation for the absence of any requested coordination, the date missing coordination was requested, and any event dates. This section may also include the position of each Service, the pros and cons of courses of action, and input from Combatant Commanders. If the package includes a report, a statement about the cost to prepare the report must be included in this section and on the cover of each report. For example, “Preparation of this report cost the Department of Defense a total of approximately \$102,421 for the fiscal year 2012.”

(e) Recommendation. Describes what the signer/approver is expected to do. Recommendations on the 136 range from: “XXX sign memorandum (or letter) at TAB.”; “None. For information only.”; to “XXX approve concurrence (or nonconcurrence) as stated in the bottom line” with an “approve, disapprove, or see me” approval box immediately below it. In this

case, the purpose would state “Provide Joint Staff coordination to [acronym of requesting organization, within (which USD) with the subject document.” The Bottom Line would then state, “The Joint Staff should concur (or nonconcur) with the subject document as written” (or with comments, which are briefly stated in the 136 or attached in a comment matrix). If the 136 seeks decision-maker approval, an electronic Approval Block will be included on the 136 and the Recommendation will read: Recommendation. XXX approve release of message/report/etc. with an “approve, disapprove, or see me” approval box immediately below it. To avoid confusion, the recommendation should not state, “concur with the subject document” or “nonconcur with the subject document.”

(3) If a more detailed explanation of the tasker is necessary, add a one-page information paper, position paper, or 5x8 as an endnote to the JSAP package. The following tips may help keep the 136 to a manageable length:

(a) Indent only the first line of subparagraphs. Return the following lines to the left margin.

(b) If paragraph 2, Issue, is broken into subparagraphs, an “a” cannot exist without a corresponding “b.”

(c) Do not clutter the text with details on references.

(d) Use a short version for dates. For the current year, provide the day and abbreviation for the month (for example, 2 Oct). For past or future years, use the day, abbreviated month, and last two digits of the year (for example, 24 Jul 99). Do not use short date versions in correspondence.

g. Endnotes

(1) Each endnote on a Form 136 must be defined in the order presented in the Executive Summary. Endnotes are listed after the Recommendation line. Endnotes may contain reference citations, excerpts, supporting rationale, or document e-mails and telephone conversations. For SJS-tasked actions, the first endnote is always the SJS tasker (JSAP) number, as in 12-04307.

(2) Endnotes in the 136 are created by selecting the References tab in Microsoft Word. Then click on Insert Endnote button. The Microsoft Word application will insert the Endnote marker at the bottom of the 136.

(3) References should follow this format: [Originator] [document type], [date], “[Subject].” For example: SecDef memorandum, 16 August 2012, “Department of Defense (DoD) Efficiency Initiatives.”

h. Coordination

(1) Use the top left of this block for the name and/or signature of the director or other official who is forwarding the action to the final reviewer.

(2) The coordination list may be continued on the second page of a 136.

(3) Requirements

(a) Coordination must be at the O-6/GS-15 level unless the 136 explains why that level would be inappropriate. Always note rank or civilian grade on the 136. When preparing a coordination page for the Secretary of Defense or Deputy Secretary of Defense, the coordination chop must be at a principal or principal deputy level (Under Secretary and Deputy Under Secretary level or equivalent) in OSD or Service Secretary or Under Service Secretary.

1. Exceptions to this requirement include offices such as OCJCS/LC (Legal Counsel) and OCJCS/LA (Legislative Affairs), where coordination may be granted by an Acting Chief or Promotable (must be noted on 136).

2. Nonconcurrency must come from GO/FO level or equivalent.

3. For Service coordination, concurrence from an authorized Service planner is required.

(b) For SJS-tasked actions, chops must match the coordination requirements in the tasker. The absence of a chop must be explained on the 136.

(c) Coordination with OCJCS/LC is required on all actions with legal implications, statutory matters, coordination of DoD directives, employment of forces, rules of engagement, and Department of State cables.

(d) If OSD has coordinated on an action addressed to the Secretary or Deputy Secretary of Defense, the concurrence or nonconcurrency must come from a principal or principal deputy level (usually at the Under Secretary or Deputy Under Secretary level). "Copy provided" is not considered a valid coordination.

(e) The action office should not request coordination from the Information Management Division (IMD) on Instructions/Manuals/Notices. The EAPB editor will obtain that coordination once edits are completed.

(4) Coordination dates that are more than 6 months old may not reflect a current position and are subject to verification and recoordination.

(5) Joint Staff Coordination. When the name of a coordinating official appears on a 136, it reflects concurrence unless “concur with comment” or “nonconcur” is stated beside it. The following narrative covers various scenarios:

(a) “Concur with document as written.”

(b) “Concur with the subject document and offer the attached administrative and/or substantive comments.” Please do not simply say “concur with comments.” That could be misconstrued as concurring with the comments, as distinct from the document being coordinated.

(c) “Nonconcur.” Nonconcurrence means that the Joint Staff does not concur with the document being coordinated. The DJS is the approval level for nonconcur responses. Any critical comment on a comment matrix must come from a GO/FO or SES. The word “nonconcur” must appear after that official’s name on the form 136 to indicate nonconcurrence with the document being coordinated as distinct from the recommendation on it for overall Joint Staff coordination. Not stating nonconcur next to the name would imply concurrence. When a Joint Staff nonconcurrence is based on a critical comment, the 136 must indicate that repeated attempts were made to resolve it. Remember that the name of a coordinating official on a 136 reflects concurrence unless otherwise indicated. To avoid confusion when the AO is recommending nonconcurrence, the 136 must state that the coordinating officials agree with the nonconcurrence. Otherwise, it could be misconstrued that they concur with the document despite the AO’s directorate’s recommendation of nonconcurrence.

(d) “Concur despite critical comment(s).” Use this narrative in a DJS memo only if a detailed explanation appears on the 136 regarding why a critical comment(s) could not be resolved.

(e) Avoid the following narrative when discussing Joint Staff coordination: “Concur and offer critical comments that have been accepted or resolved.” or “Concur subject to comments of any kind.” Either situation reflects a Joint Staff nonconcurrence and the comments must be adjudicated and incorporated in the draft document before it can be resubmitted for coordination approval. At this time, the Joint Staff may concur.

(6) Coordination on an OSD document can often be accomplished with just a 136 as a TAB. External actions going to the Secretary of Defense or Deputy Secretary of Defense for approval/signature require Joint Staff

coordination at the Top 5 level. Any deviation from this norm should be confirmed with the Actions Division's Assignment and Control Branch. The signer must be VCJCS, DJS, or VDJS. Coordination from CJCS must be in a memorandum.

i. Action Officer; Directorate/Division; Extension. List information for all AOs if more than one is appropriate. Name the principal AO first.

j. Classification. Same as the CLASSIFICATION block at the top of the form.

k. Classification/Declassification Instructions (E.O. 13526 Class/Declass Block). Enter the appropriate declassification information in accordance with reference e. If "multiple sources" is the authority, a separate list of sources must be included on the 136 immediately after the Recommendation line and before the ENDNOTE(S) section.

1. Legal Certification for Deployment and Similar Orders

(1) This certification paragraph is required for warning and alert orders: "(U) The legal counsel or designated deputy legal counsel to the Chairman of the Joint Chiefs of Staff has reviewed this (warning or alert) order and certifies that it complies with applicable law. It does not present significant legal issues requiring review by the Department of Defense General Counsel."

(2) This certification paragraph is required for deployment and execute orders: "(U) The legal counsel or designated deputy legal counsel to the Chairman of the Joint Chiefs of Staff has reviewed this (deployment or execute) order and certifies that it complies with applicable law. The DoD General Counsel concurs."

(3) Legal certifications to amendments to deployment, execute, warning, or alert orders will be determined by legal counsel.

(4) A Joint Combined Exchange Training is not a deployment order and the legal certification statement is not used in the 136.

m. Approval Lines. As required, add an approval line—after the Recommendation on the 136—with the name of the approver under the approval block. For example:

Approve \_\_\_\_\_ Disapprove \_\_\_\_\_ See Me \_\_\_\_\_  
N. W. Tyson  
RADM, USN  
Vice Director, Joint Staff

However, approval lines should not be used if the approval is conveyed in a memorandum. In that case, the Recommendation line should state, "XXX sign the memorandum at TAB."

n. Attachments to Form 136. When the 136 is used as a TAB, an attachment to it is an enclosure.

(1) TABs on Joint Staff correspondence are either implementers for review and/or signature (e.g., memorandums, messages, or letters) or for information only (e.g., talking points, position papers, or 5x8s).

(2) Endnotes contain background and reference material, often from outside the Joint Staff, used to supplement information in the 136. Endnotes can also be requests for action, documents supporting the action and written Service planner-level or higher positions, comments, or nonconcurrences. For SJS-tasks actions, the SJS tasker number will always be Endnote 1.

o. Labeling Attachments to the JS Form 136

(1) When creating a 136 package, TABs precede Endnotes.

(2) Label one TAB as "TAB." Multiple TABs are "TAB A," "TAB B," etc.

(3) TABs with documents for signature precede TABs with material for information.

(4) For bulky references, provide a reproduced copy of the cover or title page and add a note that the complete document is available from the AO on request.

(5) For especially sensitive references, use a plain sheet of paper stating that the document is available from the AO. In electronic folders, the notification will be a page in the master document.

(6) References are listed under the "ENDNOTE(S)" section of the 136 and labeled accordingly.

p. A "Statement of Lateness" appears on a separate line after the Recommendation and before the "ENDNOTE(S)" section. It must state when requests for each extension was made and if approved. This statement is a concise reason for why the JSAP is overdue. The overdue JSAP must be approved and signed off by the J-Directorate's Vice Director. In addition, this statement must include whether the AO requested and received an extension.

(INTENTIONALLY BLANK)



## ENCLOSURE E

### MEMORANDUMS

1. General. Memorandums are used to convey policy, direction, and other official military matters within the Department of Defense.

a. Always use the Joint Staff Web-based templates to create a memorandum. This ensures that the signature block of the signer is correct. The templates automatically set margins, indentations, and fonts, as well as electronic or hard copy signature blocks. Word documents that have been signed electronically cannot be signed electronically again. The first page of a memorandum has a 2-inch top margin and 1-inch bottom and side margins. Subsequent pages have a 1-inch margin on all sides. Each paragraph is indented 0.5 inch. Do not use automatic indentation, numbering, or bullets.

b. A memorandum with one paragraph of eight lines or less will be double spaced. If there is more than one paragraph, use single spacing regardless of length.

2. When to Use a Memorandum.

a. Memorandums are usually sent to addressees within the Department of Defense; however, memorandums involving routine government business are sometimes sent to other agencies. See sample classified memorandum in Figure 1.

(1) Use unclassified subjects unless classified ones are absolutely necessary for clarity or special requirements.

(2) If paragraph headings are used, all paragraphs must have headings.

(3) The first paragraph introduces the remaining paragraphs.

(4) The year in a date is omitted if referring to the current year, unless multiple years are mentioned in the memorandum.

(5) Avoid “widow/orphan” lines in multiple-page memorandums (no single line of text at the bottom or top of a page).

(6) Attachments to Memorandums. An attachment to a memorandum is referred to as “the attached memorandum, report, etc.”

(a) Attachments. Refer to attachments to a memorandum as “ATTACHMENT” or “ATTACHMENT A,” “ATTACHMENT B,” etc.

(b) Appendixes. Attachments to an attachment are appendixes and are labeled “APPENDIX” or “APPENDIX A,” “APPENDIX B,” etc.

(c) Annexes. Attachments to an appendix are annexes and are labeled “ANNEX” or “ANNEX A,” “ANNEX B,” etc.

(d) TABs. Attachments to an annex are TABs and are labeled “TAB” or “TAB A,” “TAB B,” etc.

(e) Exhibits. Attachments to a TAB are exhibits and are labeled “EXHIBIT” or “EXHIBIT A,” “EXHIBIT B,” etc.

(7) References in memorandums. Do not use references in CJCS or VCJCS memorandums, unless absolutely necessary.

(8) Address Line

(a) For single- and multiple-addressee memorandums, the addressees will be in all capitals on the address line with no colon or “THE” following “MEMORANDUM FOR.”

(b) When 15 or more addressees exist, the address line should read “MEMORANDUM FOR: SEE DISTRIBUTION.”

(9) SecDef direction requires that communication to the White House and Department of State regarding national security policy must be provided through the Secretary of Defense or an appropriate Under or Assistant Secretary of Defense. Therefore, in addition to a memorandum addressed to the National Security Staff (NSS) or Department of State, a cover memorandum must be addressed to the Secretary or Deputy Secretary of Defense or an Under or Assistant Secretary requesting the attached memorandum be forwarded to NSS or Department of State.

3. CJCS Memorandum (CM) and VCJCS Memorandum (VCM).

a. Use the memorandum template to create these documents.

b. The first paragraph introduces the subject matter and acknowledges references. It also should tell the reader why he or she is receiving the memorandum. When recommendations to the Secretary of Defense affect the Services, Combatant Commands, or Defense Agencies, the views of those organizations must be included if they differ from the Joint Staff position. If a reply must be received by a certain time, be sure to let the recipient know.

c. The ending paragraph or paragraphs wrap up the discussion and state specifically what the Chairman or Vice Chairman is proposing. Be sure to mention all attachments in the text of the CM or VCM. Attachments to CMs must be relevant and to the point. If items to be referenced are not held by addressees of the memorandum, they must be provided separately or made attachments. Describing attachments in great detail is not required.

4. DJS Memorandum (DJSM) and VDJS Memorandum (VDJSM). Regardless of signer, all memorandums are prepared from the same template.

a. DJSMs are the vehicle for the DJS and VDJS to forward a position. DJSMs go to the Under and Assistant Secretaries of Defense, Service Operations Deputies (DJS) and Deputy Operations Deputies (VDJS), Deputy Combatant Commanders, heads of Defense Agencies, and comparable level officials.

b. One-page DJSMs are the most desirable if all information fits.

c. When the memorandum is classified at a lower level than its attachment(s), place the statement “UNCLASSIFIED (CLASSIFICATION) When Separated From Classified Attachment(s)” in the footer directly above the classification on the first page.

d. DJS and VDJS memorandums require a point of contact line as the final paragraph of the memorandum. For example: “The Joint Staff point of contact is Lieutenant Colonel Joseph Brown, USA; J-3/NOD; 703-123-4567.”

e. Use the signature block provided in the template.

5. Action Memo.

a. Use the SecDef Action/Info Memo template and select Action. See sample Action Memo in Figure 2.

b. Address to the Secretary of Defense, Deputy Secretary of Defense, or the Executive Secretary of the Department of Defense. There will be only one addressee.

c. An Action Memo contains a recommendation for the Secretary of Defense, Deputy Secretary of Defense, or the Executive Secretary of the Department of Defense. If a recommendation does not exist, use an Info Memo to relay details.

d. Prepare short, concise, bulleted information on one page. If substantive or lengthy information is required, summarize it in the memorandum and

include the details in an information paper as a TAB. Do not number paragraphs. The font is Times New Roman 12 with one blank line between paragraphs. Page numbers are located at the bottom center of the page.

e. The “From” line is normally the CJCS or Acting CJCS (the Vice Chairman can write the Secretary and the Deputy Secretary); however, DJS may sign MCMs to the Secretary of Defense. If DJS is signing, use OCJCS letterhead.

f. The Subject should be brief and concise. An acronym may be used after it is first established in the text. Do not establish an acronym in the Subject line.

g. Begin with the bottom line up front, one line below the subject line and flush with the left margin. Include a reference to any attachment for SecDef/DepSecDef signature (e.g., “The memorandum at TAB A ...”). Remember that the word TAB refers to enclosures in SecDef/DepSecDef correspondence, including action or information memos.

h. In the Recommendation, state what the Secretary or Deputy Secretary should do.

i. Action Memos almost always require some amount of external coordination to ensure all equity stakeholders are aware of the issue and pending recommendation/decision.

j. When preparing an Action Memo to the Secretary of Defense, Deputy Secretary of Defense, or Executive Secretary, the 136 must reflect coordination from an OSD principal or principal’s deputy (usually at the Under Secretary level). Service coordination must come from a Service Secretary or Service Under Secretary. Generally, Combatant Commanders are not listed on the coordination page if the Action or Info Memo is from the Chairman. There may be unique exceptions to this policy.

k. Refer to attachments to Action or Info Memos as TABs even though the electronic folder identifies them as “enclosures” to the “implementer.” For example, in the Boots on the Ground (BOG) monthly report, the Action Memo is the implementer, the multiple congressional letters are TAB A, the BOG report is TAB B, and the coordination page is TAB C.

## 6. Info Memo.

a. Use SecDef Action/Info Memo template and select Info. See sample Info Memo in Figure 3.

b. Address to the Secretary of Defense, Deputy Secretary of Defense, or Executive Secretary of the Department of Defense. There will be only one addressee.

c. The “From” line is normally the CJCS or Acting CJCS; however, DJS may sign MCMs to the Secretary of Defense. DJS or VDJS also may sign Action/Info Memos to the Executive Secretary.

d. The subject should be brief and concise. Below the subject, provide bulleted essential elements of information. Avoid redundancy.

e. An acronym may be used after it is first established in the text. Do not establish an acronym in the Subject line.

f. If there is no coordination, write: “NONE.” If OSD requested coordination, list it on one page and place as the last TAB in the package.

#### 7. Memorandums to and from the Secretary or Deputy Secretary of Defense.

a. The Secretary and Deputy Secretary of Defense use memorandums for correspondence within the Department of Defense, with the President and White House staff, and to send routine material to other Federal Agencies.

b. Memorandum types are determined by purpose.

(1) Memorandum. Used for routine correspondence within the Department of Defense and to other Federal Agencies.

(2) Action or Info Memo. An Action or Info Memo is the only means of correspondence from the Top 5 to the Secretary and Deputy Secretary of Defense and the Executive Secretary of the Department of Defense. Action Memos have recommendations; info memos do not. Examples of Action/Info Memos include:

(a) Forwarding material that requires SecDef or DepSecDef approval or signature.

(b) Describing a problem and recommending a solution.

(3) Info Memo. An info memo is the primary means of communicating information to the Secretary and Deputy Secretary of Defense on important developments that do not require an action or a recommendation at the time (e.g., for background and issue papers). See reference a for information on talking and point papers.

(4) Multiple-Addressee Memorandum. Used to convey information to several addressees. When there are more than 15 addressees, a memorandum is addressed to “SEE DISTRIBUTION” (see guidance for multiple addressees herein) and the addressees appear in order of precedence (Enclosure L).

8. Memorandum.

a. Margins. Use a 2-inch top margin and 1-inch side and bottom margins on the first page. The top margin may be adjusted up to 1.75 inches and, if not printed on letterhead (memorandums with multiple co-signers, memorandums of agreement), up to 1 inch. For succeeding pages, use a 1-inch margin on all sides. If memorandums contain less than 11 lines, side margins may be increased to 2 inches. Do not justify right margins.

b. Font. Use Times New Roman 12.

c. Spacing. Single space within a paragraph for all memorandums of two or more paragraphs. Always double space between paragraphs and bullets and between lines in memorandums of a single paragraph of 8 lines or less.

d. Indentation. Indent paragraphs 0.5 inch from the left margin and subparagraphs an additional 0.5 inch.

e. Paragraphing. Use bullets, numbers, or lowercase letters for subparagraphs. Do not begin a paragraph near the end of a page or carry a paragraph over to the next page unless there is room for at least two lines on each page. Do not use one-sentence paragraphs.

f. Page Numbering. Do not number the first page. For succeeding pages, insert the page number at the bottom center of the page at least one blank line below the last line of text and 1 inch from the bottom of the page.

g. Date. Use month, day, year, showing day and year in numerals. Do not date memorandums before they are signed.

h. Address Line

(1) For single addressees:

(a) Insert “MEMORANDUM FOR” a double space below the seal. Include the addressee’s title and the name or office symbol of the organization if needed, providing enough information to ensure the memorandum will be delivered appropriately.

(b) If more than one line is required for an addressee, indent the second line an additional two spaces so that the first character of the indented line begins beneath the third character of the line above.

(2) For multiple addressees:

(a) Type each addressee on a single line in block format and to the right of “MEMORANDUM FOR.” See sample multiple-addressee memorandum in Figure 4.

(b) If there are more than 15 addressees:

1. Enter “MEMORANDUM FOR: SEE DISTRIBUTION” a double space below the seal.

2. Enter “DISTRIBUTION:” a double space below the last line of the signature block or attachment notation, aligned with the left margin.

a. List the addressees single spaced below the caption, beginning at the left margin. Use title case.

b. For DoD internal distribution list recipients, place recipients in the order they would appear in a DoD standard multiple-addressee memorandum.

c. When the distribution list recipient name or title extends to succeeding lines, indent the second line an additional two spaces so that the first character of the indented line begins beneath the third character of the line above. Align third and subsequent lines for a given recipient below the first character of the second line; do not indent third and subsequent lines further.

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

(3) See Enclosure L for the order of precedence and correct titles to use in addressing memorandums within the Department of Defense.

j. Subject Line. Type “SUBJECT:” a double space below the last line of the address line. Two spaces after the colon, briefly describe the memorandum’s content, capitalizing the first word and all principal words. If more than one line is required, begin succeeding lines aligned below the first word in the subject line.

k. References. Avoid using references in memorandums for SecDef, DepSecDef, or ExecSec signature. If references are necessary, provide the needed information in the body of the text.

1. Salutation. Do not use a salutation in a memorandum.

m. Body. Begin the body two lines below the subject line. Convey the message in complete but succinct paragraphs; try to restrict them to 10 or 15 lines. Organize the information by presenting the most important facts first, unless background is necessary for the reader to understand the main point. Supporting details should follow.

n. Complimentary Close. Do not use a complimentary close in a memorandum.

o. Signature Block

(1) For a Top 5 Joint Staff memorandum, use the signature block exactly as it appears in the template.

(2) SecDef and DepSecDef memorandums do not have signature blocks.

(3) For memorandums requiring dual signature and multiple signatures:

(a) When the Secretary or Deputy Secretary and the head of another agency sign, place the signature blocks side by side, leaving four blank lines below the last line of text.

1. Type the names in upper and lower case with that of the non-DoD official aligned at the left margin and the Secretary or Deputy Secretary beginning at the center of the page.

2. Type titles of both officials in upper and lower case aligned under their names.

(b) When officials from two or more offices sign, place the signature block of the more senior official on the right. When additional signature blocks appear below that, the more senior appear on the left in each line.

p. Attachments. Use attachments to provide additional information. Type "Attachment:" or "Attachments:" double spaced below the signature block or last line of text and at the left margin as shown in Figure 3. Identify attachments in the text and type "As stated" at the left margin on the next line.



Note: Regarding externally classified attachments, the attachments must contain complete classification details. If the classification information is missing, the JSAP will be returned to the AO.

q. Material Under Separate Cover. When referring to material sent under separate cover, type "Separate cover:" aligned at the left margin and double spaced below the last line (e.g., text, signature block, or attachments). On the next line, list the items even though they are identified in the text. Always send a copy of the memorandum with the material sent under separate cover.

r. Courtesy Copies. When the memorandum is sent to persons other than the addressee:

(1) Type "cc:" aligned at the left margin and double spaced below the signature block or any other notation.

(2) Below "cc:" list the recipients, one below the other, single spaced and beginning at the left margin. Use title case.

(3) For DoD internal courtesy copy recipients, place recipients in the order they would appear in a DoD standard multiple-addressee memorandum. Alphabetical listings may also be used.

(4) When the courtesy copy recipient name or title extends to succeeding lines, indent the second line an additional two spaces so that the first character of the second line begins beneath the third character of the line above. Align third and subsequent lines for a given recipient below the first character of the second line; do not indent third and subsequent lines further.

(5) Use official position titles rather than personal names whenever possible.

s. Security Classification Markings. Mark classification in the header and footer in Times New Roman 12 bold. Place classification and declassification statements flush left in the footer on the front page of any classified document. Subsequent pages in the same document do not need this statement. See references d, e, and f for detailed classification instructions.

**CLASSIFICATION**

MEMORANDUM FOR SECRETARY OF STATE

SUBJECT: (U) Sample Classified Memo Signed by the Secretary of Defense

(U) Use a memorandum for correspondence within the Department of Defense (DoD), to the President and the White House staff, and to send routine material to other Federal Agencies. Use a memorandum, formatted similar to this sample, to forward information, direction, or a request from the Secretary of Defense, Deputy Secretary of Defense, or Executive Secretary to an addressee(s) within DoD or other Federal Agencies.

(U) Use letterhead stationery appropriate to the signee; use bond paper for succeeding pages. Single space paragraphs and do not justify right margins. Double space between paragraphs and bullets and between lines in memorandums of a single paragraph of eight lines or less. Do not use a complimentary close for memorandums.

(U) Margins should be 2 inches from the top and 1 inch side and bottom margins on the first page. For succeeding pages, use 1-inch margins on all sides. Use Times New Roman 12 pitch font. Indent paragraphs 0.5 inch from the left margin.

(U) When a subparagraph is needed, use bullets, numbers, or lower case letters.

- (U) Do not begin a paragraph near the end of a page unless there is room for at least two lines on that page. Do not carry a paragraph over to the next page unless there are at least two lines on that page.
- (U) Avoid using references.
- (U) Try to refrain from using one-sentence paragraphs.

(U) For second and succeeding pages, place the page number at the bottom center of the page at least one double space below the last line of text and 1 inch from the bottom of the page.

(U) Insert MEMORANDUM FOR 2 inches from the top margin, using a title in lieu of an individual's name. If more than one line is required for an addressee, indent the second line and additional two spaces so that the first character of the indented line is below the third character of the addressee title on the line immediately above.

(U) Type SUBJECT: one double space below the last line of the address line. Include two spaces after the colon. Briefly describe the memorandums, content, capitalizing the first word and all principal words. If more than one line is required, begin succeeding lines aligned below the first word in the subject line.

Classified By: XYZ  
Reason: 1.4(a)  
Declassify On: November 25, 2021

**CLASSIFICATION**

Figure 1. Sample SecDef Classified Memorandum

**CLASSIFICATION**

(U) Begin the body one double space below the subject line. Speak directly to the reader. Use the active voice and clear conversational language. Keep the tone polite and professional, even if the message is bad news. Convey the message in complete, but succinct paragraphs; try to restrict them to no more than 15 lines. Organize the information by presenting the most important first, unless background is necessary for the reader to understand the main point.

(U) Use attachments to provide additional information. Insert Attachment(s): six lines below the last line of text and flush left. The next line will indicate if the attachment is "As stated" or state the title of the attachment. The courtesy copy line (cc:) is placed one double space below the attachment line.

Attachment:  
As stated

cc:  
The Vice President  
USD(Policy)

**CLASSIFICATION**

Figure 1. Sample SecDef Classified Memorandum, continued

**CLASSIFICATION**

ACTION MEMO

FOR: SECRETARY OF DEFENSE

DepSec Action \_\_\_\_\_

FROM: General Martin E. Dempsey, CJCS

SUBJECT: (U) Sample Unclassified Action Memo with Classified Attachments (if subject continues onto second line, align as in this example)

(U) State the bottom line up front. State what the addressee should do using succinct bulleted paragraphs. Organize key points first. Explain why it is advisable for the recipient to take the recommended action. Memorandum at TAB A addresses Commander, USCENTCOM, concerns (TAB B).

- (U) Double space between bullets. Set a 2-inch margin on top and a 1-inch side and bottom margins on the first page. For succeeding pages, use 1-inch margins on all sides. The classification should be written .25 inch from the top and bottom center of each page. Use Times New Roman 12 pitch font. Attach signature item at TAB A, incoming correspondence at TAB B, background or supplemental information at TAB C, and continue sequentially as needed. The last TAB in the package is reserved for the coordination page. Do not include bulky supplemental information; instead summarize key points on a separate page.
- (U) If the Action Memo is “Unclassified Upon Removal of Attachment(s),” center the phrase in 10 pitch font above the classification on the memo’s first page. If the memo is classified, write declassification instructions in the footer flush left on the first page.
  - (U) If additional details are needed under a bulleted section, please use hyphens and align as in this example.
  - (U) Add more details here.

RECOMMENDATION: (U) Sign memo at TAB A.

COORDINATION: TAB D

Attachments:  
As stated

Prepared By: Author’s Name, Rank, Title, Division, and 10-digit phone number (if details continue onto second line, align as in this example)

UNCLASSIFIED When Separated From Classified Attachments  
**CLASSIFICATION**

Figure 2. Sample Chairman’s Action Memo

**CLASSIFICATION**

INFO MEMO

FOR: DEPUTY SECRETARY OF DEFENSE

FROM: General Martin E. Dempsey, CJCS

SUBJECT: (U) Sample Classified Info Memo

(U) State the bottom line up front. Use succinct bulleted paragraphs to detail what the addressee needs to know. Organize key points starting with the most important. Double space between bullets. Set a 2-inch margin on top and a 1-inch side and bottom margins for the first page. For succeeding pages, use 1-inch margins on all sides.

- (U) Insert appropriate portion markings in the subject line and at the beginning of each paragraph and subparagraph as indicated in this sample. Overall classification markings should be centered 0.25 inch from the top and bottom of each page in the header and footer in bold Times New Roman 12 pitch font. Mark the top and bottom of each page with the highest overall classification of the contents of the total package, including any attachments.
- (U) Explain why it is important for the recipient to have this information. Info memos do not have a recommendation or decision.
- (U) Attach background or supplemental information at TABs as needed. If a report is submitted, include an executive summary.
- (U) Apply classification authority and declassification instructions to classified material.
  - a. (U) The Secretary of Defense and Deputy Secretary of Defense are rarely listed as classifying authorities. The classification is typically derived from another source. A source document or an original classification authority in the originating office is usually listed as the classifying authority.
  - b. (U) Place the classification and declassification instructions in the lower left corner of the footer on the front page of a classified document. Use Times New Roman 10 pitch font.

COORDINATION: TAB B (or the last TAB in package) or NONE

Attachments:  
As stated

Prepared By: Author's Name (usually J-Dir level), Rank, Title, Division, and 10-digit phone number

Classified By:                      Derived From:  
Reason:                              **OR**                      Declassify On:  
Declassify On:

**CLASSIFICATION**

Figure 3. Sample Chairman's Info Memo

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

SUBJECT: Standard Department of Defense Multiple-Addressee Memorandum

The Department of Defense (DoD) multiple-addressee memorandum is a variation of the standard memorandum. It is used to forward information, direction, or a request from the Secretary of Defense, Deputy Secretary of Defense, or the DoD Executive Secretary. The addressee list can be adjusted based on the content and intended audience.

Forward a multiple-addressee memorandum to the Secretary, Deputy Secretary of Defense, or the Executive Secretary for signature under the cover of an Action Memo. If it is classified, or unclassified upon removal of attachments, apply the appropriate header, footer, portion markings, and classification and declassification instructions.

- The Secretary signs on Secretary of Defense letterhead, the Deputy Secretary signs on Deputy Secretary of Defense letterhead, and the Executive Secretary on Office of the Secretary of Defense letterhead. Do not use a signature block for the Secretary or Deputy Secretary of Defense. The Executive Secretary uses a signature block on memorandums and letters. Tab to center of the page and type the full name and below the name, the title of Executive Secretary.
- Do not date the proposed memorandum. It will be dated by the Correspondence Management Division once the document has been signed.

Figure 4. Sample Multiple-Addressee Memorandum

Use the standard Times New Roman, 12 pitch font with a 2-inch top margin and 1-inch side and bottom margins on all memorandums. There is no complimentary close. For memorandums with more than 15 addressees, use MEMORANDUM FOR: SEE DISTRIBUTION line and place all addressees under a heading of Distribution flush with the left margin at the bottom of the memorandum if they will fit or on a separate page.

The following three addressees can be added in a multi-addressee memorandum: the Commanders of the Combatant Commands, Chiefs of the Military Services, and the Chief, National Guard Bureau. The Commanders of the Combatant Commands and/or Chiefs of the Military Services are placed after the Deputy Chief Management Officer and the Chief, National Guard Bureau is placed before the Assistant Secretaries of the Defense.

Figure 4. Sample Multiple-Addressee Memorandum, continued

MEMORANDUM FOR ASSISTANT TO THE PRESIDENT FOR NATIONAL SECURITY  
AFFAIRS

SUBJECT: Standard Chairman Memorandum

1. Use a memorandum for correspondence within the Department of Defense (DoD), to the President and the White House staff, and to send routine material to other Federal Agencies. Use a memorandum, formatted similar to this sample, to forward information, direction, or a request from the Secretary of Defense, Deputy Secretary of Defense, or Executive Secretary to an addressee(s) within DoD or other Federal Agencies.
2. Use letterhead stationery appropriate to the signee. Single space paragraphs and do not justify right margins. Double space between paragraphs and bullets and between lines in memorandums of a single paragraph of eight lines or less. Do not use a complimentary close for memorandums.

MARTIN E. DEMPSEY  
General, U.S. Army

Figure 5. Sample Chairman's Memo for Assistant to the President for National Security Affairs



MEMORANDUM FOR ASSISTANT TO THE PRESIDENT FOR NATIONAL SECURITY  
ADVISOR

SUBJECT: Standard Chairman Memorandum

1. Use a memorandum for correspondence within the Department of Defense (DoD), to the President and the White House staff, and to send routine material to other Federal Agencies. Use a memorandum, formatted similar to this sample, to forward information, direction, or a request from the Secretary of Defense, Deputy Secretary of Defense, or Executive Secretary to an addressee(s) within DoD or other Federal Agencies.
2. Use letterhead stationery appropriate to the signee. Single space paragraphs and do not justify right margins. Double space between paragraphs and bullets and between lines in memorandums of a single paragraph of eight lines or less. Do not use a complimentary close for memorandums.

MARTIN E. DEMPSEY  
General, U.S. Army

Figure 6. Sample Chairman's Memo for Assistant to the President for National Security Advisor

MEMORANDUM FOR ASSISTANT TO THE PRESIDENT FOR HOMELAND SECURITY  
AND COUNTERTERRORISM

SUBJECT: Standard Vice Chairman Memorandum

1. Use a memorandum for correspondence within the Department of Defense (DoD), to the President and the White House staff, and to send routine material to other Federal Agencies. Use a memorandum, formatted similar to this sample, to forward information, direction, or a request from the Secretary of Defense, Deputy Secretary of Defense, or Executive Secretary to an addressee(s) within DoD or other Federal Agencies.
2. Use letterhead stationery appropriate to the signee; use bond paper for succeeding pages. Single space paragraphs and do not justify right margins. Double space between paragraphs and bullets and between lines in memorandums of a single paragraph of eight lines or less. Do not use a complimentary close for memorandums.

JAMES A. WINNEFELD, JR.  
Admiral, U.S. Navy

Figure 7. Sample Vice Chairman's Memo for Assistant to the President for Homeland Security and Counterterrorism

## ENCLOSURE F

### LETTERS

1. General. Official letters are used to convey policy, direction, and other military matters to addressees outside the Department of Defense. Personal letters are used for communication between senior-level officials or to respond to the public. For CJCS and VCJCS flag letters going to a counterpart in another country, the Action Officer provides a label addressed to that country's Defense Attaché. Defense Attaché addresses may be found in the Defense Attaché Service Roster (reference h). If there is no resident Defense Attaché, address the label to the diplomatically accredited attaché.

#### 2. Enclosures to Letters.

(1) Enclosures. Refer to enclosures to a letter as "ENCLOSURE" or "ENCLOSURE A," "ENCLOSURE B," etc.

(2) Appendixes. Enclosures to an enclosure are appendixes and are labeled "APPENDIX" or "APPENDIX A," "APPENDIX B," etc.

(3) Annexes. Enclosures to an appendix are annexes and are labeled "ANNEX" or "ANNEX A," "ANNEX B," etc.

(4) TABs. Enclosures to an annex are TABs and are labeled "TAB" or "TAB A," "TAB B," etc.

(5) Exhibits. Enclosures to a TAB are exhibits and are labeled "EXHIBIT" or "EXHIBIT A," "EXHIBIT B," etc.

#### 3. CJCS and VCJCS Official Letters.

a. Official letters are used to convey policy, direction, and other military matters to addressees outside the Department, such as NATO officials. When writing within the Department of Defense, the Chairman normally uses memorandums (CMs). However, incoming official letters are ordinarily answered with official letters. See Sample Official Letter/Letter to Congress in Figure 8.

b. Please pay careful attention to obtaining proper addresses. If a letter is returned with an incorrect or incomplete address, valuable time will be lost in getting the correspondence to its intended destination.

c. Use four soft returns between the complimentary closing and the CJCS or VCJCS signature block.

4. DJS and VDJS Official Letters. Use the designated template for official letters to ensure that margins, spaces, and signature blocks are correct.

5. Secretary of Defense Letters.

a. Use official letters for correspondence with individuals outside the U.S. Government and for formal correspondence with officials of other Federal Agencies.

b. Use personal letters for SecDef and DepSecDef communication that require a personal touch (thanks, congratulations, condolences, and acknowledgments).

c. SecDef and DepSecDef communication with foreign government officials require both a letter and a DMS message for electronic transmission.

6. Preparing Official Letters.

a. Stationery. Prepare official letters on 8½x11-inch letterhead. Use bond paper for succeeding pages. When preparing for the signature of the:

(1) Secretary of Defense: use SecDef letterhead.

(2) Deputy Secretary of Defense: use DepSecDef letterhead.

(3) ExecSec or Special Assistant(s) to the Secretary or Deputy Secretary of Defense: use OSD letterhead.

(4) OSD and DoD Component Heads: use the appropriate component letterhead.

b. Margins. Use a 2-inch top margin and 1-inch side and bottom margins on the first page. The top margin may be adjusted up to 1.75 inches and, if not printed on letterhead (letters with multiple co-signers), up to 1 inch. For succeeding pages, use 1-inch margins on all sides. If letters contain less than 11 lines, side margins may be increased to 2 inches. Do not right justify margins.

c. Font. Use Times New Roman 12. Use the same font style and size for classification markings at the top and bottom of the page, but place the markings in bold capital letters.

d. Spacing. Single space within a paragraph for correspondence having two or more paragraphs. Always double space between paragraphs and bullets and between lines in correspondence of a single paragraph of 8 lines or less.

e. Indentation. Indent paragraphs 0.5 inch from the left margin and subparagraphs an additional 0.5 inch.

f. Paragraphing. Use bullets, numbers, or lower case letters for subparagraphs. Do not begin a paragraph near the end of a page or carry a paragraph over to the next page unless there is room for at least two lines on each page. Do not use one-sentence paragraphs.

g. Page Numbering. Do not number the first page. For succeeding pages, place the page number at the bottom center of the page at least one blank line below the last line of text and 1 inch from the bottom of the page.

h. Date. Use month, day, year, showing day and year in numerals. Do not date letters before they are signed.

i. Address. Place the recipient's address a double space below the date and aligned with the left margin.

(1) State Names. Use the two-letter abbreviations with no punctuation for states. See Enclosure 2 of Volume 2 of reference a for a list of state abbreviations.

(2) ZIP Code. Use ZIP+4 codes when available. Place ZIP+4 codes two spaces after the two-letter state abbreviation. See Enclosure 1 of Volume 2 of reference a for a list of ZIP+4 codes for OSD addresses.

(3) Envelope Address. Type the mailing address aligned left and centered on the envelope. A rubber stamp may be used for the return address; do NOT handprint or use a rubber stamp for the recipient's address on envelopes for outgoing official mail. Use the standard two-letter state abbreviation with the ZIP+4 Code.

j. Attention Line. When an attention line is appropriate, type "Attention:" on the line above the street or box number.

k. Quotations

(a) Short Quotations. Run direct quotations of less than two lines into the text, using both double and single quotation marks as necessary. For example: The regulation clearly states ". . . ambiguous references such as 'herein,' 'above,' 'below,' and the like shall not be used."

(b) Long Quotations. Block quotations of more than two lines 0.5 inch from the left and right margins of the text, omitting quotation marks.

l. Complimentary Close. Use the complimentary closings that appear in the templates.

m. Signature Block

(1) For a Top 5 Joint Staff letter, use the signature block exactly as it appears in the template.

(2) SecDef and DepSecDef letters do not have signature blocks.

(3) For letters requiring dual signature and multiple signatures:

(a) When the Secretary or Deputy Secretary and the head of another agency sign, place the signature blocks side by side, leaving four blank lines below the last line of text.

(b) The signer from the originating agency goes on the right when the officials are of an equivalent level. Otherwise, place the signature block of the more senior official on the right. When additional signature blocks appear below that, the more senior appears on the left in each line.

(c) Type the names in upper and lower case with that of the non-DoD official aligned at the left margin and the Secretary or Deputy Secretary beginning at the center of the page.

(d) Type titles of both officials in upper and lower case aligned under their names.

n. Enclosures. Use enclosures to provide additional information. Type “Enclosure:” or “Enclosures:” double spaced below the signature block and at the left margin. Identify enclosures in the text. Type “As stated” at the left margin on the next line. Note: For externally classified enclosures, the enclosures must contain complete classification details. If the classification information is missing, the package will be returned to the AO.

o. Material Under Separate Cover. When referring to material sent under separate cover, type “Separate cover:” aligned at the left margin and double spaced below the last line (e.g., signature block or enclosures). On the next line, list the items even though they are identified in the text. Always send a copy of the letter with the material sent under separate cover.

p. Courtesy Copies. When a letter is sent to people other than the addressee:

(1) Type “cc:” flush with the left margin and double spaced below the signature block or any other notation.

(2) Below “cc:” list the recipients, one below the other, single spaced and beginning at the left margin. Use title case.

(3) For DoD-internal courtesy copy recipients, place recipients in the order they would appear in a DoD standard multiple-addressee memorandum listing. Alphabetical listings may also be used.

(4) When the courtesy copy recipient name or title extends to succeeding lines, indent the second line an additional two spaces so that the first character of the second line begins beneath the third character of the line above. Align third and subsequent lines for a given recipient below the first character of the second line; do not indent third and subsequent lines further.

q. Security Classification Markings

(1) Mark classification in the header and footer in Times New Roman 12 bold.

(2) Place the classification and declassification statements flush left in the lower left corner of the front page of any classified document.

7. Personal Letters.

a. Official Designations for Countries and Capitals. Use the long-form country and capital names in personal letters for SecDef and DepSecDef signature. An official list of short- and long-form country and capital names may be found on the Department of State’s Web site (reference i).

b. For SecDef and DepSecDef personal letters going to a counterpart or other dignitary in a foreign country that will be hand delivered by the U.S. Defense Attaché, prepare an additional SecDef or DepSecDef envelope addressed to the U.S. Defense Attaché for that country. If there is no resident Defense Attaché, address the envelope to the diplomatically accredited attaché.

c. Signature Block. A typed signature block is not used on personal letters for SecDef and DepSecDef signature.

d. Courtesy Copies. A cc: line is not appropriate on a personal letter.

e. Special Handling Instructions. When submitting proposed personal letters for SecDef or DepSecDef signature, provide any special handling or mailing instructions to expedite out-processing by the Correspondence

Management Division, such as: “Mail letter unfolded as the recipient will frame the letter.”

8. Letters to Congress.

a. The OCJCS LA letter template is used for official letters to the United States Senate and U.S. House of Representatives for the Chairman and Vice Chairman. For Director and Vice Director letters to Congress, use the ODJS LA letter template and Office of the Chairman letterhead. See Sample Official Letter/Letter to Congress in Figure 8.

b. LA letters are always signed in hard copy.

c. If a senator is being addressed in correspondence as a committee or subcommittee chairman or chairwoman, the salutation is “Dear Mr. Chairman:” or “Dear Madam Chairwoman:” For members of the House, the salutation is “Dear Mr. Chairman:” when writing to them as a committee chairman and “Dear Representative (name):” as a subcommittee chairman. When a Senator or House member is corresponding not as chairman of a committee or subcommittee, the salutation is “Dear Senator (name):” or “Dear Representative (name):.”

d. The complimentary closing for all letters is “Sincerely.”



The Honorable John Smith  
Chairman  
Subcommittee on Defense  
Committee on Appropriations  
U.S. House of Representatives  
Washington, DC 20515

Dear Mr. Chairman:

Use letters for correspondence to individuals outside the U.S. Government and for non-routine correspondence with other Federal Agency officials. Prepare letters on letterhead stationery appropriate to the signing official. Use plain paper for succeeding pages. Set a 2-inch top margin and 1-inch side and bottom margins for the first page. For succeeding pages, use 1-inch margins on all sides. Use Times New Roman, 12 pitch font.

Begin the addressee line two spaces below the seal. Single space and indent paragraphs 0.5 inch from the left margin. Double space paragraphs and do not justify right margins.

- Use bullets, numbers, or lower case letters for subparagraphs.
- Double space between subparagraphs and indent 0.5 inch. The second line of a bullet should be indented under the first letter of the first line.

Refrain from writing a one-sentence paragraph. Begin a paragraph near the end of a page only if you have room for at least two lines on that page and only carry a paragraph over to the next page if you have at least two lines on that page. Use "enclosure" when attaching material and identify that material in the text of the letter. Align complimentary close 3.25 inches from left margin and ensure there are four blank lines between the close and name.

Sincerely,

MARTIN E. DEMPSEY  
General, U.S. Army

Enclosure(s):  
As stated

cc:  
The Honorable Jane M. Doe  
Ranking Member

Figure 8. Sample Official Letter/Letter to Congress

(INTENTIONALLY BLANK)

## ENCLOSURE G

### ELECTRONIC COMMUNICATIONS

1. General. SecDef and DepSecDef communications with foreign government officials require a letter and a message for electronic transmission. Certain other communications are sent by cable message only. This guidance applies to any controlled SecDef or DepSecDef correspondence that must be delivered through the Automated Message Handling System (AMHS). While the AMHS and the Defense Message System (DMS) are different systems, they work together to distribute information to various entities.
2. Preparing and Submitting Electronic Communications. The responsible office shall:
  - a. Prepare and include a copy of the message as it appears in AMHS with the submission of an Action Memo containing SecDef or DepSecDef correspondence addressed to foreign officials.
  - b. Ensure that electronic addresses for intended primary and secondary recipients are current and valid.
3. CJCS GENADMIN Message.
  - a. Use the JSAMS DMS Message Body Template. Message file should be named eight characters or less for ease of opening; files with longer names may become corrupt.
  - b. "JOINT STAFF(sc)" must be in the "Copy to:" line.
  - c. Be sure to create message with the CAPS LOCK key on. Even though the text may appear upper case, it may actually be lower case and the message will not verify during final processing.
  - d. Once the message is completed in AMHS, cut and paste the message onto JSAMS DMS Message Body Template.
  - e. (MC), (SC), and (e-mail) addresses may be used. DO NOT use (UC) addresses.
  - f. Classification appears at the end of the subject line text (different from all other fields).
  - g. "//" should only appear at the end of fields. If it appears within a field (for instance, in classifications (S//NF) or Web site addresses), the United

States Message Text Format will stop at the first “//” and will not pick up the rest of the text in that field.

h. Lines should not be more than 69 characters in length. If your subject line is more than one line, place a “/” at the beginning of the second and subsequent lines.

i. When message composition is complete, be sure to hit the “SEND TO RELEASER” button in AMHS before sending your JSAP forward for approval. SEND TO RELEASER allows the Message Center to access and release your message upon approval.

4. Preparation Notes for CJCS Personal for Message.

a. Use JSAMS Message Body Template. Message file should be named eight characters or less for ease of opening; files with longer names may become corrupt.

b. “JOINT STAFF(sc)” must be in the “Copy to:” line.

c. DISTRO/TO: line is for recipient only. Info recipients must be listed in the “INFO:” field.

d. Be sure to create message with CAPS LOCK key on. Even though text may appear upper case, it may be lower case, and the message will not verify during final processing.

e. Once message is completed in AMHS, cut and paste message onto JSAMS DMS Message Body Template.

f. When message composition is complete, be sure to hit the “SEND TO RELEASER” button in AMHS before sending your JSAP forward for approval. SEND TO RELEASER allows the Message Center to access and release your message upon approval.

## ENCLOSURE H

### OTHER JOINT STAFF DOCUMENTS

1. Information Papers. Information papers are used to respond to Requests for Information (RFIs) or to present additional information to a decision maker. They follow a set format and are typically no longer than one page.

2. Format.

a. Purpose. The first paragraph is a one-sentence explanation of the purpose of the information paper.

b. Key Points. Include the key points of information that the decision maker needs to understand, using the “bullet-and-tick” format.

- (X) This is the “bullet” portion of the “bullet-and-tick” format. Use automatic bullets and BulletPara Style.
- (X) This is the “tick” portion of the “bullet-and-tick” format. Type ‘-’, TAB, and your text. Use TickPara style.

c. Prepared By Line. The name, rank, Service, division, directorate, and phone number of the AO who prepared the information paper.

3. Comment Matrix. Joint Staff actions may require review of a draft publication or directive, or existing memorandum, letter, plan, or study. To submit comments on draft publications and directives, AOs should use the Joint Staff Comment Matrix template. If a document requires changes, the action must impart to the requester exactly what the recommended changes entail. The Joint Staff uses a process referred to as the line-out, line-in method for indicating changes, where a solid line is drawn through text to be deleted and text to be inserted is underlined. The AO consolidates responses into the comment matrix, ordering the comments by the page number of the document being reviewed rather than grouped by coordinating organizations. The AO must resolve any comments that would conflict if both were implemented. If any critical comments cannot be resolved, the AO must explain why on the Form 136. Only under rare circumstances does a concurrence convey critical comments. Ordinarily, critical comments accompany a nonconcurrence with DJS signature. See Enclosure D on how an AO should deal with critical comments when seeking coordination.

4. Line-Out, Line-In Method. The line-out, line-in method may not be possible in all situations (e.g., originator requests a specific format), but it is designed to accomplish a critical goal—informing the originator of the action of changes

necessary to a publication under review. A key requirement is that the originator must be able to easily and quickly find the desired text to be changed. A persuasive and practical reason must be provided to justify each change.

5. Other Methods of Recommending Changes to a Document. Identify the portion of the document, page, paragraph, subparagraph, and line or lines that should be deleted or in which revisions are recommended. Indicate comments or recommended changes in the following ways:

a. “General Comments” when the comments apply to the entire document. No “REASON” is required.

b. “Comment” when no specific change is suggested and the comment applies to a specific section, paragraph, subparagraph, table, figure, etc. No “REASON” is required.

c. “Change as follows” when revisions can be accommodated using line-out, line-in format. When making this kind of change, deleted matter is lined through first; added matter is inserted and underlined following the deletion.

d. “Delete” when a word, entire paragraph, subparagraph, or sentence is deleted.

e. “Replace” when the entire paragraph, subparagraph, or sentence on a page must be rewritten because the revision is too extensive to be amenable to line-out, line-in changes. Do not underline any text.

f. “Add the following” when inserting or adding information to a page, paragraph, or sentence in a document.

6. Examples of Comments on and Changes to a Document. The following are examples of line-out, line-in formats for providing general comments, comments made to specific places in the document, and recommended changes (change as follows, delete, delete and substitute, and add the following):

a. General Comments. These are general statements about the entire document. These comments are always listed first.

b. Page 2, line 1. Comment: These types of comments address a specific portion (paragraph, line, etc.) and do not need a separate REASON paragraph.

c. Line-Out, Line-In Formats for Recommended Changes

(1) Page 9, subparagraph 1a(2), lines 3 and 4. Change as follows: "...as stated in MJCS 22 81, MCM-45-98, to... ."

REASON: Note: Line numbers are addressed when the document is printed on line-numbered paper. An ellipsis is used at the beginning of "line 3" to reflect omitted material on that line. Also, note that the ellipsis and a period are placed inside the quotation marks. This punctuation is used because text was omitted at the end of the line and the sentence being revised ended on "line 4."

(2) Page 5, paragraph 8, 4th line. Change as follows: "... the ~~responsibilities~~ obligations of ... ."

REASON: Note the use of the ordinal number "4th." If the document is not printed on line-numbered paper, refer to lines being changed as "4th line," "2nd to 5th lines." Also "first sentence" or "last sentence" may be used.

(3) Page C-1, subparagraph 2b, last sentence. Change as follows: "... and these to component commanders' forces, which are in support ... of forces assigned."

REASON: Note that the material has been omitted at the beginning of and within the last sentence, not at the end of the sentence.

(4) Page E-5, subparagraph 3h(4). Change as follows: "Upon Aarriving at the scene, ... ."

REASON: Note that the omitted material extends to the end of the subparagraph.

(5) Page E-6, subparagraph 1c(1), 2nd line. Change as follows: "department or Government Defense agency is in".

REASON: Note that the period goes outside quotation marks because "in" is the last word in the line but not the last word in the sentence.

(6) Page M-1, subparagraph 1b, lines 6 and 7. Change as follows: "... availability and adequacy of the data and related material ... plan."

REASON: Note the following:

- a. There is omitted material at the beginning of line 6.

b. Ellipses represent material that is omitted.

c. The word “plan” is the last word on line 7 and the last word in the sentence; therefore, the period goes inside the quotation marks.

(7) Page M-2, subparagraph 1c(3). Delete and renumber subsequent paragraphs.

REASON: Note the text does not need to be shown and lined through when deleting an entire paragraph.

(8) Page M-3, “POLITICAL ASSUMPTIONS,” paragraph 1. Replace with the following:

“1. Area governments generally support space programs and most will consent to astronaut or capsule recovery.”

REASON: Note format of the new paragraph and quotation marks.

(9) Page O-1, paragraph 2. Add the following new subparagraphs 2a and b and reletter subsequent subparagraphs accordingly:

“a. Assumptions. List the assumptions and state expected conditions.

“b. Logistic Requirements. Identify the logistic matters or functions for which support arrangements are appropriate.”

REASON: Note punctuation. Quotation marks are placed at the beginning of each paragraph, but closing quotation marks are placed only at the end of the last paragraph.

7. Summary. The main rule when using line-out, line-in format is to make sure the reader can quickly and easily find the place in the document where the change is to be made. Use the method of change (change as follows, delete and substitute, add, etc.) that is easiest for the reader to understand.



## ENCLOSURE I

### FOOTNOTES AND ENDNOTES

1. Introduction. Footnotes are references in memorandums and other documents, while endnotes are references in the 136. Each endnote must be discussed in the 136. Both further identify or explain documents and actions referred to in the text.
2. Designating Footnotes or Endnotes. Superscripted numbers are used for footnotes and endnotes.
3. General Instructions.
  - a. Footnotes
    - (1) In each component (e.g., memorandum, enclosure, appendix), footnote numbers are not bolded.
    - (2) In a Joint Staff action, each component is footnoted independently; e.g., memorandum, enclosure, or appendix.
    - (3) In document text, a footnote number is usually inserted after a noun (e.g., “The Chairman of the Joint Chiefs of Staff approved the memorandum.<sup>1</sup>”). The footnote number follows all punctuation except a dash.
    - (4) In memorandums, footnotes are mostly reference citations. Do not use the footnote capability of Microsoft Word to insert references in memorandums.
    - (5) In attachments to memorandums, footnotes are placed at the bottom of each page of the document. Microsoft Word automatically numbers and places footnotes at the bottom of the page. However, when automatically repaginating, ensure all footnotes are on the same pages as indicated.
    - (6) The text of footnotes is single spaced and should end with a period, with the exception of footnotes that are document citations.
    - (7) Parenthetical inserts in text normally should not be used in lieu of footnotes.
    - (8) When a footnote has two or more entries, the entries are labeled “(a),” “(b),” etc., following the footnote number. For example, a footnote for “...comments<sup>1</sup> of the Combatant Commands have been considered...” would be:

Reference:

- 1 (a) USA memorandum, "OPLAN Procedures," 26 March 2012
- (b) USCENTCOM 041546ZMAR2012

(9) Letters normally do not have footnotes. The introductory paragraph should identify relevant references.

b. Endnotes

(1) Endnotes indicate supporting information such as the tasking reference in the 136.

(2) If the document cited in the text of the 136 is an SJS-tasked action, the endnote will be identified by the SJS number; e.g., 12-01234.

(3) Close-hold documents cited in the 136 but not included in a JSAP folder are footnoted as: "1 On file in J-X; available upon request."

4. Referencing Memorandums, Messages, and Other Documents.

a. Use references only when the text of the correspondence cannot adequately describe the sources cited.

b. The reference should list the memorandum or document number or originator, subject, and date. Examples:

References:

- 1 DJSM-76-99, "Coordination Actions," 26 January 2012
- 2 CM-103-99, "European Communications," 3 July 2012
- 3 CJCSI 3250.01, "Policy Guidance for Sensitive Airborne and Maritime Surface Reconnaissance Operations (U)," 6 May 2012
- 4 DoD Instruction 5230.22, "Control of Dissemination of Foreign Intelligence," 1 April 2012
- 5 House of Representatives Report 99-824, "Goldwater-Nichols Department of Defense Reorganization Act of 1986," 12 September 1986
- 6 USEUCOM 121330ZJUN2010
- 7 SecState 112530ZMAY2011

Note: For messages, list the organization that sent the message first, followed by the date-time group in this format: "day sent/time sent/Z/first three letters of month in all CAPS/entire four-digit year."

Example: CJCS 240900ZSEP2011

c. Not all referenced memorandums and documents have a document number, and most letters do not have subjects. In these cases, the reference should contain enough information to identify the document cited. For example:

References:

- 1 SecDef memorandum, "F-94s for Australia (U)," 1 March 2011
- 2 AmEmb London 101520ZJAN2012
- 3 Letter from Mr. Al Brown, President, Local Veterans Group, to the Vice Chairman of the Joint Chiefs of Staff, 21 February 2012
- 4 Deputy Assistant SecState for Politico-Military Affairs letter, undated, on underground testing
- 5 USPACOM 131220ZAUG2011; available through SSO channels

Note: Do not include the overall classification of the reference at the end of its citation. However, if the title or subject of the reference contains a classification, include the classification marking. For example: "Operations in USEUCOM (U)."

d. When referencing a document in a memorandum, write "1. (U) Thank you for the opportunity to review subject memorandum ... ."

e. Other references, normally not more than three, that have a substantive bearing on the subject addressed may be listed at the end of the memorandum. These references are also keyed in the text of the memorandum by consecutive numbers.

f. As an exception, a message action reference may be identified only in the text if this will not appreciably lengthen or complicate the reply's introductory paragraph. Example:

"1. (U) Per your 071355ZAUG2005 request,..." (No footnote needed because there is enough data provided to identify the reference).

5. Citing References in Messages. See reference a for instructions for citing references in messages.

6. International Documents. NATO and similarly controlled documents must be filed separately. The Joint Secretariat and the Services (among others) maintain subregistries for these documents. Each subregistry document footnoted in a Joint Staff action is identified by its short title (e.g., SHAPE letter, 1220.16/18-3/03, "New Peace Process," 3 January 2005, available through subregistries).

7. Citing Documents Available Through SSO Channels. Sensitive compartmented documents may be footnoted in Joint Staff actions, but these documents will not be distributed or filed in JSAP electronic folders. For example:

“1 USPACOM 091235ZAPR2003; available through SSO channels; cite TCS 122345/03”

8. NSDDs, NSPDs, PDDs, PPDs, and PRDs. Do not footnote these documents in Joint Staff actions.

9. Limitations on Footnoting. Joint Staff release policy generally prohibits distribution of Joint Staff actions to organizations not responsive to the Chairman or Vice Chairman of the Joint Chiefs of Staff. Therefore, Joint Staff actions will not be referred to in implementing communications (or their enclosures) unless the following conditions are met:

- a. The addressees are known to possess the referenced action.
- b. The addressees do not require copies of the reference.
- c. The Joint Staff action is identified accurately, including memorandum number, date, and subject. Do not use the internal Joint Staff action number to identify a Joint Staff reference.

## ENCLOSURE J

### CLASSIFICATION MARKINGS

1. General Information. References d, e, f, and i are the source references for marking classified documents and the basis for document security markings used on Joint Staff actions. All classified information must be clearly identified with markings that:

- a. Alert holders to the presence of classified information.
- b. Identify, as specifically as possible, the exact information needing protection and the level of protection required.
- c. Give information on the source(s) of and reasons for classification of the information.
- d. Identify the office of origin and document originator applying the classification markings.
- e. Provide guidance on information sharing and warn holders of special access, dissemination control, or safeguarding requirements.
- f. Provide guidance on downgrading and declassification for classified information.

2. Classification Levels. Information may be classified at one of three levels:

- a. TOP SECRET shall be applied to information the unauthorized disclosure of which reasonably could be expected to cause exceptionally grave damage to the national security that the original classification authority is able to identify or describe.
- b. SECRET shall be applied to information the unauthorized disclosure of which reasonably could be expected to cause serious damage to the national security that the original classification authority is able to identify or describe.
- c. CONFIDENTIAL shall be applied to information the unauthorized disclosure of which reasonably could be expected to cause damage to the national security that the original classification authority is able to identify or describe.

3. Required Markings on Classified Documents. Classified documents will have overall classification; identification of the specific classified information in the document and its level of classification; component, office of origin, and

date of origin; identification of the basis for classification of the information contained in the document and of the Original Classification Authority (OCA) or derivative classifier; declassification instructions and any downgrading instructions that apply; identification of special access, dissemination control, and handling or safeguarding requirements that apply; and page and portion markings.

a. General Overall Marking. The highest classification of the document will be indicated at the top and bottom center of each page of the front and back covers and the title page. This marking is referred to as the “banner line.” For documents where there is no back cover and the last page of the section does not reflect the overall classification of the document, a blank page will be added with the banner line on it. The banner line will include any other control markings that apply to the document (e.g., dissemination control markings).

b. Page. The Joint Staff produces a high volume of classified documents. In the interest of production efficiency, the overall banner line of each document component—tabs, enclosures, and annexes—must be indicated on each page of the component.

(1) For example, all pages of a three-page memorandum with SECRET information will be marked with a banner line that shows SECRET at the top and bottom even though all pages may not have SECRET information.

(2) Overall page marking in components is permitted because paragraph classifications show at what level the information is classified.

c. Portion or Paragraph Markings. All information in a classified document must be clearly marked to show at what level the information is classified.

(1) The level of classification of a subject line or paragraph is shown by inserting the appropriate classification level in parentheses at the beginning of the text. Subject lines and paragraphs will be marked with the following parenthetical symbols:

(U) for UNCLASSIFIED  
(C) for CONFIDENTIAL  
(S) for SECRET  
(TS) for TOP SECRET

(2) Placement of the classification symbols in paragraphs is shown in the example below:

“1. (C) Two spaces after the paragraph designator followed by one space before the text.”

(3) For paragraphs with subparagraphs, the lead-in is classified according to its content—standing alone. For example, a paragraph heading that simply says “Discussion” would be portion marked “(U)” because the word “Discussion” is not classified, even if subparagraphs are classified. Individual subparagraphs and bullet points are classified according to specific content.

(4) Additional markings may be required for Restricted Data and Formerly Restricted Data, warning notices, and releasability statements. When warning or dissemination notices are added to a paragraph, they are separated from the classification marking with a double slash (/ /).

(5) NATO and SENSITIVE COMPARTMENTED INFORMATION (SCI) documents should be marked in accordance with reference h.

4. Joint Staff Document Templates. The Joint Staff templates prompt users to input classification information, such as overall, portion, paragraph, classified by, and declassify on markings.

a. The 136 will bear the highest classification and the most restrictive caveats of any component or reference document attached, as well as any warning notices that apply to any part of the action.

b. If the 136 contains classified material, the form will indicate the declassification information. If the 136 is UNCLASSIFIED, but the package contains classified TABs or Endnotes, write “UNCLASSIFIED When Separated From Classified Attachments” in the declassification block.

c. If a document classification is “Derived From: Multiple Sources,” a list of the multiple sources must be included on the 136.

5. Components of Joint Staff Actions. Each component of a classified Joint Staff action package (136, TAB, enclosure, appendix, etc.) is treated as a separate document for the purpose of security classification/declassification. Each component bears its own overall security markings, declassification information, and warning notices, as appropriate.

6. Document Markings.

a. The classification of memorandums and letters will be conspicuously shown in the banner line at the top and bottom center of each page.

b. The banner line of all pages of an enclosure or appendix must be marked with the highest classification of any page in that component. If the component is not a memorandum or letter, the classification appears in the same format as the banner line—0.25 inch from the top and bottom center of

each page. If some components are classified and some are not, UNCLASSIFIED is typed at the top and bottom of each page of a component that contains no classified information. Paragraph markings are not required for unclassified components. However, if the entire action is unclassified, the UNCLASSIFIED marking is not used. Always use the template as a guide.

c. Caveats or additional protective marking information must accompany the basic classifications of UNCLASSIFIED, CONFIDENTIAL, SECRET, and TOP SECRET. Paragraphs 8 through 13 contain additional information on these markings.

d. Only senior officials from the Intelligence Community (including the Joint Staff J-2 directorate) may classify a document as SECRET//NOFORN, unless the document is derivative classified from a source that is already marked this way. NOFORN does not need to be spelled out—NOT RELEASABLE TO FOREIGN NATIONALS—on the 136 or the document. Documents classified as SECRET//NOFORN must use a derivative classifier (Derived From) and source documentation must be provided as prescribed in subparagraph 8.a.(2).

e. Mark the banner line at the top and bottom of each page of a Joint Staff or OSD document using Times New Roman 12 bold. All markings must be in black.

## 7. Combination of Classified and Unclassified Components.

a. An unclassified memorandum or letter that transmits one or more classified attachments or enclosures is marked with the highest level of classification assigned to any of its attachments or enclosures. Above the classification marking on the footer, write “UNCLASSIFIED When Separated From Classified Attachment(s)/Enclosure(s).” When the memorandum or letter is classified, but at a lower level than its attachment(s) or enclosure(s), write “(lower classification) When Separated From Attachment(s)/Enclosure(s).”

b. Unclassified transmittal documents do not carry declassification statements applicable to their enclosure(s). Unclassified transmittal documents do not have each paragraph labeled “(U).”

## 8. Classified By/Derived From Markings. Each classified component (enclosure, appendix, annex, etc.) must have a declassification statement.

a. Derivative Classification. Use of derivative classification methods are authorized for persons who only reproduce, extract, or summarize classified information, or who only apply classification markings derived from source material or as directed by a classification guide. These persons need not



possess OCA. For example, the Joint Staff (with the exception of the DJ-2) does not have authority to classify a document as SECRET//NOFORN. It must be derived from another document or multiple sources.

(1) Classified By. The “Classified By:” line will identify the individual who applied classification to the document. Typically, this will be the document’s author.

(2) For components that are derivatively classified (i.e., you derived the classified information from other classified source documents), the declassification instructions will identify the source document or classification guide by agency, document type, date, and title, and will carry forward the date from the “Declassify On” line from the source document. If no date is specified, specify a date for declassification that is 25 years from the date of the document you create.

(3) Multiple Sources. If the classification is derived from more than one source, the “Derived From” line will read “Multiple Sources.” The “Declassify On” line will carry forward the most restrictive declassification instructions from the source documents. The source documents must be listed on the 136 and on the derivatively classified document. For example:

#### Multiple Sources List

Source 1: OSD(A&M) memorandum, OSD 01278-04, “Listing of Addressees and Addressing DoD Memorandum,” 5 October 2011

Source 2: DJS memorandum, DJSM-0922-03, “Written Communications,” 3 October 2003

(4) OADR, X1-X8. When a source document contains the declassification instruction “Originating Agency’s Determination Required (OADR)” or the exemption “X1” through “X8,” the document originator shall specify a date that is 25 years from the date of the source document or 25 years from the current date if the source document is not marked.

b. Original Classification. For components that are originally classified by a Joint Staff OCA, the declassification instructions will identify the OCA by name, rank, and title; the reason for classification (from section 1.4 of E.O. 13526); and the date or event for declassification that is no more than 25 years.

9. Caveats and Warning Notices. Some classified information warrants additional protective markings besides the classification designation. The use of additional authorized page and paragraph markings should be guided by

documents from which information is drawn in preparing a derivative document. The paragraphs below illustrate the use of special caveats and warning notices.

10. For Official Use Only (FOUO). Per reference f: “Documents shall be marked ‘FOR OFFICIAL USE ONLY’ at the bottom of the outside of the front cover (if there is one), the title page, the first page, and the outside of the back cover (if there is one). Optionally, for consistency with classified systems, the document may be marked ‘UNCLASSIFIED//FOR OFFICIAL USE ONLY.’ Internal pages of the document that contain FOUO information shall be marked ‘FOR OFFICIAL USE ONLY’ at the bottom. Optionally, for consistency with classified systems, internal pages may be marked ‘UNCLASSIFIED//FOR OFFICIAL USE ONLY’ or ‘UNCLASSIFIED//FOUO’; in such case internal pages shall be marked at both the top and bottom. Subjects, titles, and each section, part, paragraph, or similar portion of an FOUO document shall be marked to show that they contain information requiring protection. Use the parenthetical notation ‘(FOUO)’ (or optionally ‘U//FOUO’) to identify information as FOUO for this purpose. Place this notation immediately before the text.”

11. NATO Information in U.S. Documents. Joint Staff classified documents that contain extracts of NATO classified information must have the following notice on the cover or first page:

THIS DOCUMENT CONTAINS NATO (CLASSIFICATION) INFORMATION.

When NATO information is used in a U.S. document, banner lines must include the presence of foreign government information (FGI). NATO is identified as “FGI NATO” in the banner line. For example, a paragraph with NATO-SECRET information will be marked as “(//NS).”

12. Other Foreign Government Information. Other classified FGI in Joint Staff documents must have the following markings:

a. Banner lines must be marked: (highest classification//FGI (Country Trigraph)//other applicable markings.

b. Paragraphs containing FGI must also be marked accordingly. For example, an Australian SECRET paragraph would be marked (//AUS S).

13. Release of Classified Information to Foreign Governments and International Organizations. When releasing classified information to foreign governments and international organizations, the documents must be marked with the proper release markings. Before using the REL TO marking in the banner line, be sure the entire document is releasable to the countries listed. If source material is not marked as releasable to a specific country, the

document may not be marked derived material for release unless it has undergone a foreign disclosure review in accordance with reference k. Specific markings include:

a. The banner line at the top and bottom of the document or slide must be marked as follows: SECRET//REL TO USA (see reference g for Country Codes). The REL TO marking may only be used with TOP SECRET, SECRET, and CONFIDENTIAL classifications. USA must always be listed first. After USA, list the trigraphs in alphabetical order for each country the information will be released to. For example, SECRET//REL TO USA, CAN, GBR means the document is releasable only to the United States, Canada, and Great Britain. The word “and” is no longer used before the final trigraph.

b. Information marked REL TO may not be disclosed or released to foreign governments not stipulated in the marking without originator approval.

c. Each paragraph or portion must be marked appropriately. Use the basic classification and (classification)//REL by itself as a portion marking if the marked paragraph is releasable to the exact same countries as indicated by the trigraphs in the banner line for the overall document. Otherwise, use (classification)//REL TO and list the appropriate trigraphs for the individual paragraph. For example, if the overall document will be released to several countries, but certain paragraphs may not be released to two countries, that portion/paragraph must be marked with only the country codes to which the information may be released.

14. FOIA Documents. Documents that contain FOIA information should be marked in accordance with reference f, Volume 4.

15. Documents Marked NOFORN. With the exception of the DJ-2, the Joint Staff does not have the authority to assign the intelligence control marking NOT RELEASABLE TO FOREIGN NATIONALS or NOFORN to documents. Individuals who derivatively classify information from previously classified NOFORN source material must carry forth this marking to newly created derivatively classified materials and adhere to the guidance in reference f, Volume 2. When any part in a document is marked NOFORN, the banner line must be marked NOFORN. Although a document may contain both REL TO and NOFORN paragraph markings, NOFORN and REL TO are not compatible in the banner line.

16. Marking SecDef and DepSecDef Correspondence. Reference a includes detailed instructions for the proper formatting of security markings on SecDef and DepSecDef correspondence.

a. The SecDef and DepSecDef are rarely listed as classifying authorities. The classification is normally derived from another source. A source document or an OCA in the originating office is normally listed as the classifying authority.

b. Place the basic classification and declassification statements in the lower left corner of the front page of any classified document.

17. Preparing a PowerPoint Slide Presentation. Use the PowerPoint slide masters located on the same link as the Joint Staff Web-based templates to prepare slide presentations. These slides are configured so that all classification markings are added when preparing a briefing. AOs are reminded to use caution when cutting and pasting information/slides between differently classified briefings—as the overall classification marking may be changed in the process. See reference j for guidance on how to effectively use visual aids.

18. Tables, Figures, and Other Illustrative Material. Tables, figures, and other illustrative material—maps, drawings, photographs, charts—in classified documents must be clearly marked to show the classification or unclassified status of their content. All captions and other text associated with this material must also be marked to show the classification of the caption. Caption markings may be abbreviated and enclosed in parentheses.

a. Markings on illustrative material will be written out (TOP SECRET, SECRET, CONFIDENTIAL, UNCLASSIFIED) and placed within or close to the illustration.

b. Titles of illustrative material will be marked by classification symbol—(TS), (S), (C), (U)—based on their content alone. Titles are centered.

19. Manual Marking. Material that cannot be marked via automation mechanisms may be stamped or handwritten. An example is when using photographs.

20. Quality Control. A good quality stamp or large, bolded computer-generated lettering available in Microsoft Word should be used for conspicuous classification markings. A stamp with solid letters is preferred over a stamp with “outline” letters. Black ink is preferable to red because red fades when reproduced.

21. Cover Sheets. All classified documents require front and back cover sheets.

ENCLOSURE K

FORMS OF ADDRESS, SALUTATIONS, AND COMPLIMENTARY CLOSE

1. When preparing tasking correspondence to agencies responsive to the Chairman of the Joint Chiefs of Staff, only activities tasked should be addressed. However, information copies may be provided to agencies not tasked.
  
2. Addressees of a memorandum are addressed by long title, e.g., Director, Defense Intelligence Agency. Tables 1 through 23 provide specific formats on how to address various types of Joint Staff correspondence (Source: reference a). In salutation to persons in formal positions such as President, Vice President, Chairman (or Chairwoman at the preference of the incumbent), Secretary, Ambassador, and Minister that may be held by men or women, use the title Mr. or Madam. Ms., Miss, or Mrs. may be used at the preference of the incumbent.

**Table 1. The White House**

<b>Addressee</b>	<b>Address on Letter and Envelope</b>	<b>Salutation and Complimentary Close</b>
The President	The President (Full Name) The White House 1600 Pennsylvania Avenue, NW Washington, DC 20500	Dear Mr./Madam President:  Respectfully yours,
Spouse of the President	Mr./Mrs. (full name) The White House 1600 Pennsylvania Avenue, NW Washington, DC 20500	Dear Mr./Mrs. (last name):  Sincerely,
Assistant or Special Assistant to the President	The Honorable (full name) Assistant (Special Assistant) to the President for (title) The White House 1600 Pennsylvania Avenue, NW Washington, DC 20500	Dear Mr./Ms. (last name):  Sincerely,
The Vice President	The Vice President 276 Eisenhower Executive Office Building Washington, DC 20501	Dear Mr./Madam Vice President:  Sincerely,
The Vice President As President of the Senate	The Honorable (full name) President of the Senate United States Senate S-212 Capitol Building Washington, DC 20510	Dear Mr. President:  Sincerely,
Director, Office of Management and Budget	The Honorable (full name) Director, Office of Management and Budget Washington, DC 20503	Dear Mr./Ms. (last name):  Sincerely,

**Table 2. The Federal Judiciary**

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

**Table 3. Congress**

<b>Addressee</b>	<b>Address on Letter and Envelope</b> Use ZIP+4 if available. See <a href="http://www.senate.gov">www.senate.gov</a> and <a href="http://www.house.gov">www.house.gov</a> .	<b>Salutation and Complimentary Close</b>
President pro tempore of the Senate	The Honorable (full name) President pro tempore United States Senate Washington, DC 20510-(+4 Code)	Dear Senator (last name):  Sincerely,
Majority Leader, Senate	The Honorable (full name) Majority Leader United States Senate Washington, DC 20510-(+4 Code)	Dear Mr./Madam Majority Leader:  Sincerely,
Committee Chairman, Senate	The Honorable (full name) Chairman Committee on (name of committee) United States Senate Washington, DC 20510-(+4 Code)	Dear Mr./Madam Chairman:  Sincerely,
Committee Ranking Member, Senate	The Honorable (full name) Ranking Member Committee on (name of committee) United States Senate Washington, DC 20510-(+4 Code)	Dear Senator (last name):  Sincerely,
Subcommittee Chairman, Senate	The Honorable (full name) Chairman Subcommittee on (name of committee) Committee on (name of full committee) United States Senate Washington, DC 20510-(+4 Code)	Dear Mr./Madam Chairman:  Sincerely,
Senator (Washington office)	The Honorable (full name) United States Senate Washington, DC 20510-(+4 Code)	Dear Senator (last name):  Sincerely,

<b>Addressee</b>	<b>Address on Letter and Envelope</b> Use ZIP+4 if available. See www.senate.gov and www.house.gov.	<b>Salutation and Complimentary Close</b>
Senator (home state office)	The Honorable (full name) United States Senator (address)	Dear Senator (last name):  Sincerely,
Senator-elect	Senator-elect (full name)  or if applicable*  The Honorable (full name) Senator-elect (address) *A Senator-elect may be referred to as "The Honorable" if applicable to the individual's prior or current position.	Dear Senator-elect (last name):  Sincerely,
Office of a deceased senator	Office of Senator (full name) United States Senate Washington, DC 20510-(+4 Code)	Sirs: or Dear Mr./Ms. (name of contact):  Sincerely,
Speaker of the House of Representatives	The Honorable (full name) Speaker of the House U.S. House of Representatives Washington, DC 20515-(+4 Code)	Dear Mr./Madam Speaker:  Sincerely,
Majority Leader, House	The Honorable (full name) Majority Leader U.S. House of Representatives Washington, DC 20515-(+4 Code)	Dear Mr./Madam Majority Leader:  Sincerely,
Committee Chairman, House of Representatives	The Honorable (full name) Chairman Committee on (name of committee) U.S. House of Representatives Washington, DC 20515-(+4 Code)	Dear Mr./Madam Chairman:  Sincerely,
Committee Ranking Member, House of Representatives	The Honorable (full name) Ranking Member Committee on (name of committee) U.S. House of Representatives Washington, DC 20515-(+4 Code)	Dear Representative (last name):  Sincerely,
Subcommittee Chairman, House of Representatives	The Honorable (full name) Chairman Subcommittee on (name of committee) Committee on (name of full committee) U.S. House of Representatives Washington, DC 20515-(+4 Code)	Dear Mr./Madam Chairman:  Sincerely,
Representative (Washington office)	The Honorable (full name) U.S. House of Representatives Washington, DC 20515-(+4 Code)	Dear Representative (last name):  Sincerely,
Representative (home state office)	The Honorable (full name) U.S. Representative (address)	Dear Representative (last name):  Sincerely,

<b>Addressee</b>	<b>Address on Letter and Envelope</b> Use ZIP+4 if available. See www.senate.gov and www.house.gov.	<b>Salutation and Complimentary Close</b>
Representative-elect	Representative-elect (full name)  or if applicable*  The Honorable (full name) Representative-elect (address)  *A Representative-elect may be referred to as "The Honorable" if applicable to the individual's prior or current position.	Dear Representative-elect (last name):  Sincerely,
Office of a deceased representative	Office of the late Honorable (full name)  or  Office of the (number of) District of (name of state) U.S. House of Representatives Washington, DC 20515-(+4 Code)	Dear Mr./Ms. (name of contact):  Sincerely,
Resident Commissioner	The Honorable (full name) Resident Commissioner from Puerto Rico U.S. House of Representatives Washington, DC 20515-(+4 Code)	Dear Mr./Ms. (last name):  Sincerely,
Delegate	The Honorable (full name) Delegate from (location) U.S. House of Representatives Washington, DC 20515-(+4 Code)	Dear Mr./Ms. (last name):  Sincerely,

**Table 4. Legislative Agencies**

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



**Table 5. The Executive Departments**

<b>Addressee</b>	<b>Address on Letter and Envelope (for Executive Department Zip+4 Codes, see Federal Yellow Book)</b>	<b>Salutation and Complimentary Close</b>
Members of the Cabinet addressed as Secretary	The Honorable (full name) Secretary of (name of Department) <sup>1</sup> Washington, DC (ZIP+4 Code)	Dear Mr./Madam Secretary:  Sincerely,
Attorney General	The Honorable (full name) Attorney General Washington, DC 20530	Dear Mr./Madam Attorney General:  Sincerely,
Deputy Secretary of a Department	The Honorable (full name) Deputy Secretary of (name of Department) Washington, DC (ZIP+4 Code)	Dear Mr./Ms. (last name):  Sincerely,
Under Secretary of a Department	The Honorable (full name) Under Secretary of (name of Department) Washington, DC (ZIP+4 Code)	Dear Mr./Ms. (last name):  Sincerely,
Assistant Secretary of a Department	The Honorable (full name) Assistant Secretary of (name of Department) Washington, DC (ZIP+4 Code)	Dear Mr./Ms. (last name):  Sincerely,
Deputy Under Secretary of a Department who is Senate-confirmed	The Honorable (full name) Deputy Under Secretary of (name of Department) Washington, DC (ZIP+4 Code)	Dear Mr./Ms. (last name):  Sincerely,
<sup>1</sup> Titles for Cabinet Secretaries are: Secretary of Agriculture, Secretary of Commerce, Secretary of Defense, Secretary of Education, Secretary of Energy, Secretary of Health and Human Services, Secretary of Homeland Security, Secretary of Housing and Urban Development, Secretary of the Interior, Attorney General (Department of Justice), Secretary of Labor, Secretary of State, Secretary of Transportation, Secretary of the Treasury, and Secretary of Veteran Affairs.		

**Table 6. The Military Departments**

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

**Table 7. Army, Air Force, and Marine Corps Officers**

<b>Addressee</b>	<b>Address on Letter and Envelope</b>	<b>Salutation and Complimentary Close</b>
General, Lieutenant General, Major General, Brigadier General	(full rank) (full name), (Service abbreviation) (address)	Dear General (last name):  Sincerely,

<b>Addressee</b>	<b>Address on Letter and Envelope</b>	<b>Salutation and Complimentary Close</b>
Colonel, Lieutenant Colonel	(same as above)	Dear Colonel (last name):  Sincerely,
Major	(same as above)	Dear Major (last name):  Sincerely,
Captain	(same as above)	Dear Captain (last name):  Sincerely,
First Lieutenant, Second Lieutenant	(same as above)	Dear Lieutenant (last name):  Sincerely,
Chief Warrant Officer	(same as above)	Dear Mr./Miss/Ms./Mrs. (last name):  Sincerely,

**Table 8. Navy Officers**

<b>Addressee</b>	<b>Address on Letter and Envelope</b>	<b>Salutation and Complimentary Close</b>
Admiral; Vice Admiral; Rear Admiral; Rear Admiral (lower half)	(full rank) (full name), (Service abbreviation) (address)	Dear Admiral (last name):  Sincerely,
Captain	(same as above)	Dear Captain (last name):  Sincerely,
Commander, Lieutenant Commander	(same as above)	Dear Commander (last name):  Sincerely,
Lieutenant, Lieutenant (Junior Grade)	(same as above)	Dear Lieutenant (last name):  Sincerely,
Ensign	(same as above)	Dear Ensign (last name):  Sincerely,
Chief Warrant Officer (Number)	(same as above)	Dear Chief Warrant Officer (last name):  Sincerely,
Warrant Officer	(same as above)	Dear Warrant Officer (last name):  Sincerely,

**Table 9. Army Enlisted Personnel**

<b>Addressee</b>	<b>Address on Letter and Envelope</b>	<b>Salutation and Complimentary Close</b>
Sergeant Major of the Army, Command Sergeant Major, Sergeant Major	SMA (full name), USA (address)	Dear Sergeant Major (last name):  Sincerely,
Command Sergeant Major	CSM (full name), USA (address)	Dear Sergeant Major (last name):  Sincerely,
Sergeant Major	SGM (full name), USA (address)	Dear Sergeant Major (last name):  Sincerely,
First Sergeant	1SG (full name), USA (address)	Dear First Sergeant (last name):  Sincerely,
Master Sergeant	MSG (full name), USA (address)	Dear Sergeant (last name):  Sincerely,
Sergeant First Class	SFC (full name), USA (address)	Dear Sergeant (last name):  Sincerely,
Staff Sergeant	SSG (full name), USA (address)	Dear Sergeant (last name):  Sincerely,
Sergeant	SGT (full name), USA (address)	Dear Sergeant (last name):  Sincerely,
Corporal	CPL (full name), USA (address)	Dear Corporal (last name):  Sincerely,
Specialists (all grades)	SPC (full name), USA (address)	Dear Specialist (last name):  Sincerely,
Private First Class	PFC (full name), USA (address)	Dear Private (last name):  Sincerely,
Private	PVT (full name), USA (address)	Dear Private (last name):  Sincerely,

**Table 10. Navy Enlisted Personnel**

<b>Addressee</b>	<b>Address on Letter and Envelope</b>	<b>Salutation and Complimentary Close</b>
Master Chief Petty Officer of the Navy	MCPON (full name), USN (address)	Dear Master Chief (last name):  Sincerely,

<b>Addressee</b>	<b>Address on Letter and Envelope</b>	<b>Salutation and Complimentary Close</b>
Master Chief Petty Officer	MCPO (full name), USN (address)	Dear Master Chief (last name):  Sincerely,
Senior Chief Petty Officer	SCPO (full name), USN (address)	Dear Senior Chief (last name):  Sincerely,
Chief Petty Officer	CPO (full name), USN (address)	Dear Chief (last name):  Sincerely,
Petty Officer First Class	PO1 (full name), USN (address)	Dear Petty Officer (last name):  Sincerely,
Petty Officer Second Class	PO2 (full name), USN (address)	Dear Petty Officer (last name):  Sincerely,
Petty Officer Third Class	PO3 (full name), USN (address)	Dear Petty Officer (last name):  Sincerely,
Airman (includes Apprentice and Recruit)	AN or AN or AR (full name), USN (address)	Dear Airman (last name):  Sincerely,
Constructionman (includes Apprentice and Recruit)	CN or CA or CR (full name), USN (address)	Dear Constructionman (last name):  Sincerely,
Dentalman (includes Apprentice and Recruit)	DN or DA or DR (full name), USN (address)	Dear Dentalman (last name):  Sincerely,
Fireman (includes Apprentice and Recruit)	FN or FA or FR (full name), USN (address)	Dear Fireman (last name):  Sincerely,
Hospital Corpsman (includes Apprentice and Recruit)	HN or HA or HR (full name), USN (address)	Dear Hospital Corpsman (last name):  Sincerely,
Seaman (includes Apprentice and Recruit)	SN or SA or SR (full name), USN (address)	Dear Seaman (last name):  Sincerely,

**Table 11. Marine Corps Enlisted Personnel**

<b>Addressee</b>	<b>Address on Letter and Envelope</b>	<b>Salutation and Complimentary Close</b>
Sergeant Major of the Marine Corps	SgtMajMC (full name), USMC (address)	Dear Sergeant Major (last name):  Sincerely,

<b>Addressee</b>	<b>Address on Letter and Envelope</b>	<b>Salutation and Complimentary Close</b>
Sergeant Major	SgtMaj (full name), USMC (address)	Dear Sergeant Major (last name):  Sincerely,
Master Gunnery Sergeant	MGySgt (full name), USMC (address)	Dear Master Gunnery Sergeant (last name):  Sincerely,
First Sergeant	1stSgt (full name), USMC (address)	Dear First Sergeant (last name):  Sincerely,
Master Sergeant	MSgt (full name), USMC (address)	Dear Master Sergeant (last name):  Sincerely,
Gunnery Sergeant	GySgt (full name), USMC (address)	Dear Gunnery Sergeant (last name):  Sincerely,
Staff Sergeant	SSgt (full name), USMC (address)	Dear Staff Sergeant (last name):  Sincerely,
Sergeant	Sgt (full name), USMC (address)	Dear Sergeant (last name):  Sincerely,
Corporal	Cpl (full name), USMC (address)	Dear Corporal (last name):  Sincerely,
Lance Corporal	LCpl (full name), USMC (address)	Dear Corporal (last name):  Sincerely,
Private First Class	Pfc (full name), USMC (address)	Dear Private First Class (last name):  Sincerely,
Private	Pvt (full name), USMC (address)	Dear Private (last name):  Sincerely,

**Table 12. Air Force Enlisted Personnel**

<b>Addressee</b>	<b>Address on Letter and Envelope</b>	<b>Salutation and Complimentary Close</b>
Chief Master Sergeant of the Air Force	CMSAF (full name), USAF (address)	Dear Chief (last name):  Sincerely,
Chief Master Sergeant	CMSgt (full name), USAF (address)	Dear Chief (last name):  Sincerely,

<b>Addressee</b>	<b>Address on Letter and Envelope</b>	<b>Salutation and Complimentary Close</b>
Senior Master Sergeant	SMSgt (full name), USAF (address)	Dear Sergeant (last name):  Sincerely,
Master Sergeant	MSgt (full name), USAF (address)	Dear Sergeant (last name):  Sincerely,
Technical Sergeant	TSgt (full name), USAF (address)	Dear Sergeant (last name):  Sincerely,
Staff Sergeant	SSgt (full name), USAF (address)	Dear Sergeant (last name):  Sincerely,
Senior Airman	SrA (full name), USAF (address)	Dear Airman (last name):  Sincerely,
Airman First Class	A1C (full name), USAF (address)	Dear Airman (last name):  Sincerely,
Airman	Amn (full name), USAF (address)	Dear Airman (last name):  Sincerely,
Airman Basic	AB (full name), USAF (address)	Dear Airman (last name):  Sincerely,

**Table 13. Other Military Personnel**

<b>Addressee</b>	<b>Address on Letter and Envelope</b>	<b>Salutation and Complimentary Close</b>
All retired military personnel	(rank) (full name), (Service abbreviation) (Ret) (address)	Dear (rank) (last name):  Sincerely,
Cadet	Cadet (full name) (address)	Dear Cadet (last name):  Sincerely,
Midshipman	Midshipman (full name) (address)	Dear Midshipman (last name):  Sincerely,
Air Cadet	Air Cadet (full name) (address)	Dear Air Cadet (last name):  Sincerely,

**Table 14. Military Ranks and Abbreviations by Service and Pay Grade**

<b>Pay Grade</b>	<b>Army</b>		<b>Navy</b>		<b>Marine Corps</b>		<b>Air Force</b>	
O-10	General	GEN	Admiral	ADM	General	Gen	General	Gen
O-9	Lieutenant General	LTG	Vice Admiral	VADM	Lieutenant General	LtGen	Lieutenant General	Lt Gen

<b>Pay Grade</b>	<b>Army</b>		<b>Navy</b>		<b>Marine Corps</b>		<b>Air Force</b>	
O-8	Major General	MG	Rear Admiral	RADM	Major General	MajGen	Major General	Maj Gen
O-7	Brigadier General	BG	Rear Admiral	RDML <sup>2</sup>	Brigadier General	BGen	Brigadier General	Brig Gen
O-6	Colonel	COL	Captain	CAPT	Colonel	Col	Colonel	Col
O-5	Lieutenant Colonel	LTC	Commander	CDR	Lieutenant Colonel	LtCol	Lieutenant Colonel	Lt Col
O-4	Major	MAJ	Lieutenant Commander	LCDR	Major	Maj	Major	Maj
O-3	Captain	CPT	Lieutenant	LT	Captain	Capt	Captain	Capt
O-2	First Lieutenant	1LT	Lieutenant Junior Grade	LTJG	First Lieutenant	1st Lt	First Lieutenant	1st Lt
O-1	Second Lieutenant	2LT	Ensign	ENS	Second Lieutenant	2nd Lt	Second Lieutenant	2d Lt
W-5	Chief Warrant Officer	CW5 <sup>1</sup>			Chief Warrant Officer 5	CWO-5		
W-4	Chief Warrant Officer 4	CW4	Chief Warrant Officer 4	CWO4	Chief Warrant Officer 4	CWO-4		
W-3	Chief Warrant Officer 3	CW3	Chief Warrant Officer 3	CWO3	Chief Warrant Officer 3	CWO-3		
W-2	Chief Warrant Officer 2	CW2	Chief Warrant Officer 2	CWO2	Chief Warrant Officer 2	CWO-2		
W-1	Warrant Officer 1	WO1	Warrant Officer	WO1	Chief Warrant Officer 1	CWO-1		

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

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

<b>Pay Grade</b>	<b>Army</b>		<b>Navy</b>		<b>Marine Corps</b>		<b>Air Force</b>	
E-9	Sergeant Major of the Army	SMA	Master Chief Petty Officer of the Navy	MCPON	Sergeant Major of the Marine Corps	SgtMajMC	Chief Master Sergeant of the Air Force	CMSAF
	Command Sergeant Major	CSM	Master Chief Petty Officer	MCPO	Sergeant Major	Sgt Maj	Chief Master Sergeant	CMSgt
	Sergeant Major	SGM	Master Gunnery Sergeant	MGySgt				
E-8	First Sergeant	1SG	Senior Chief Petty Officer	SCPO	First Sergeant	1stSgt	Senior Master Sergeant	SMSgt
	Master Sergeant	MSG	Master Sergeant	MSgt	Master Sergeant	MSgt		
E-7	Sergeant First Class	SFC	Chief Petty Officer	CPO	Gunnery Sergeant	GySgt		

<b>Pay Grade</b>	<b>Army</b>		<b>Navy</b>		<b>Marine Corps</b>		<b>Air Force</b>	
E-6	Staff Sergeant	SSG	Petty Officer 1	PO1	Staff Sergeant	SSgt	Technical Sergeant	TSgt
E-5	Sergeant	SGT	Petty Officer 2	PO2	Sergeant	Sgt	Staff Sergeant	SSgt
E-4	Corporal	CPL	Petty Officer 3	PO3	Corporal	Cpl	Senior Airman	SrA
	Specialist	SPC						
E-3	Private First Class	PFC	Seaman	SN	Lance Corporal	LCpl	Airman First Class	A1C
E-2	Private	PV2	Seaman Apprentice	SA	Private First Class	PFC	Airman	Amn
E-1	Private	PVT	Seaman Recruit	SR	Private	Pvt	Airman Basic	AB

**Table 15. Independent Agencies**

<b>Addressee</b>	<b>Address on Letter and Envelope</b>	<b>Salutation and Complimentary Close</b>
Head of a Federal Agency, Authority, or Board <sup>1</sup>	The Honorable (full name) (title) (agency) Washington, DC (ZIP+4 Code)	Dear Mr./Ms. (last name):  Sincerely,
President of a Commission or Board	The Honorable (full name) President, (name of commission) Washington, DC (ZIP+4 Code)	Dear Mr./Ms. (last name):  Sincerely,
Chairman of a Commission or Board	The Honorable (full name) Chairman, (name of commission) Washington, DC (ZIP+4 Code)	Dear Mr./Madam Chairman:  Sincerely,
Postmaster General	The Honorable (full name) Postmaster General 475 L'Enfant Plaza West, SW Washington, DC 20260	Dear Mr./Madam Postmaster General:  Sincerely,

<sup>1</sup> A Military head of a Federal Agency, authority, or board shall be addressed by military rank.

**Table 16. American Missions**

<b>Addressee</b>	<b>Address on Letter and Envelope</b>	<b>Salutation and Complimentary Close</b>
American Ambassador	The Honorable (full name) American Ambassador (city) (city), (country)	Dear Mr./Madam Ambassador:  Sincerely,
American Ambassador (with military rank)	(Full rank) (full name) American Ambassador (city) (city), (country)	Dear (rank) (last name):  Sincerely,



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

**Table 17. Foreign Diplomatic Missions to the United States**

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

**Table 18. International Organizations**

<b>Addressee</b>	<b>Address on Letter and Envelope</b>	<b>Salutation and Complimentary Close</b>
Organization with no U.S. Representative <sup>1</sup>	The (title of officer) of the (organization name) (address)	Dear Sir/Madam:  Sincerely,

<b>Addressee</b>	<b>Address on Letter and Envelope</b>	<b>Salutation and Complimentary Close</b>
Secretary General of the Organization of American States	The Honorable (full name) <sup>2</sup> Secretary General of the Organization of American States Washington, DC 20006	Dear Mr./Madam Secretary General:  Sincerely,
Assistant Secretary General of the Organization of American States	The Honorable (full name) Assistant Secretary General of the Organization of American States Washington, DC 20006	Dear Mr./Ms. (last name):  Sincerely,
United States Representative on the Council of the Organization of American States	The Honorable (full name), U.S. Representative on the Council of the Organization of American States Washington, DC 20520	Dear Mr./Ms. (last name):  Sincerely,
<sup>1</sup> Address communications to the ranking officer of an international organization that has no full-time U.S. representative. <sup>2</sup> Address officials as "The Honorable" unless otherwise entitled to "His [or] Her Excellency."		

**Table 19. United Nations**

<b>Addressee</b>	<b>Address on Letter and Envelope</b>	<b>Salutation and Complimentary Close</b>
Address communications for the United Nations to the U.S. Representative to the United Nations, through the Department of State. Direct communication with the United Nations is inappropriate. Send all notes for the United Nations through the U.S. Representative with a cover note with appropriate instruction. Address officials as "The Honorable" unless otherwise entitled to "His [or] Her Excellency."		
Secretary General of the United Nations	The Honorable (full name) Secretary General of the United Nations New York, NY 10017	Dear Mr./Madam Secretary General:  Sincerely,
U.S. Representative to the United Nations	The Honorable (full name) United States Representative to the United Nations New York, NY 10017	Dear Mr./Ms. Ambassador (last name):  Sincerely,
Chairman, U.S. Delegation to the U.N. Military Staff Committee	The Honorable (full name) Chairman, United States Delegation United Nations Military Staff Committee United States Mission to the United Nations New York, NY 10017	Dear Mr./Ms. (last name):  Sincerely,
U.S. Senior Representative to the U.N. General Assembly	The Honorable (full name) Senior Representative of the United States to the General Assembly of the United Nations New York, NY 10017	Dear Mr./Ms. (last name):  Sincerely,

<b>Addressee</b>	<b>Address on Letter and Envelope</b>	<b>Salutation and Complimentary Close</b>
Senior Military Adviser to the U.S. Delegation to the U.N. General Assembly	(Full rank) (full name) Senior Military Adviser to the United States Delegation to the United Nations General Assembly New York, NY 10017	Dear (rank) (last name):  Sincerely,
U.S. Representative on the U.N. Economic and Social Council	The Honorable (full name) United States Representative to the Economic and Social Council of the United Nations New York, NY 10017	Dear Mr./Ms. (last name):  Sincerely,
U.S. Representative on the U.N. Disarmament Commission	The Honorable (full name) United States Representative on the Disarmament Commission of the United Nations New York, NY 10017	Dear Mr./Ms. (last name):  Sincerely,
U.S. Representative to the U.N. Trusteeship Council	The Honorable (full name) United States Representative on the Trusteeship Council of the United Nations New York, NY 10017	Dear Mr./Ms. (last name):  Sincerely,

**Table 20. State and Local Government**

<b>Addressee</b>	<b>Address on Letter and Envelope</b>	<b>Salutation and Complimentary Close</b>
State Governor	The Honorable (full name) Governor of (State) (City), (State) (ZIP Code)	Dear Governor (last name):  Sincerely,
Acting State Governor	The Honorable (full name) Acting Governor of (State) (City), (State) (ZIP Code)	Dear Mr./Ms. (last name):  Sincerely,
State Lieutenant Governor	The Honorable (full name) Lieutenant Governor of (State) (City), (State) (ZIP Code)	Dear Mr./Ms. (last name):  Sincerely,
State Secretary of State	The Honorable (full name) Secretary of State of (State) (City), (State) (ZIP Code)	Dear Mr./Madam (last name):  Sincerely,
Chief Justice of a State Supreme Court	The Honorable (full name) Chief Justice Supreme Court of the State of (State) (City), (State) (ZIP Code)	Dear Mr./Madam Chief Justice:  Sincerely,
State Attorney General	The Honorable (full name) Attorney General State of (State) (City), (State) (ZIP Code)	Dear Mr./Madam Attorney General:  Sincerely,

<b>Addressee</b>	<b>Address on Letter and Envelope</b>	<b>Salutation and Complimentary Close</b>
State Treasurer, Comptroller, or Auditor	The Honorable (full name) State Treasurer (Comptroller) (Auditor) State of (State) (City), (State) (ZIP Code)	Dear Mr./Ms. (last name):  Sincerely,
President, State Senate	The Honorable (full name) President of the Senate of the State of (State) (City), (State) (ZIP Code)	Dear Mr./Ms. (last name):  Sincerely,
State Senator	The Honorable (full name) (State) Senate (City), (State) (ZIP Code)	Dear Mr./Ms. (last name):  Sincerely,
Speaker, State House of Representatives, Assembly or House of Delegates <sup>1</sup>	The Honorable (full name) Speaker of the House of Representatives (Assembly) (House of Delegates) of the State of (State) (City), (State) (ZIP Code)	Dear Mr./Ms. (last name):  Sincerely,
State Representative, Assemblyman, or Delegate	The Honorable (full name) (State) House of Representatives (Assembly) (House of Delegates) (City), (State) (ZIP Code)	Dear Mr./Ms. (last name):  Sincerely,
Mayor	The Honorable (full name) Mayor of (City) (City), (State) (ZIP Code)	Dear Mayor (last name):  Sincerely,
President of a Board of Commissioners	The Honorable (full name) President, Board of Commissioners of (City) (City), (State) (ZIP Code)	Dear Mr./Ms. (last name):  Sincerely,
<sup>1</sup> In most States, the lower branch of the legislature is the House of Representatives. In some States, such as California and New York, the lower house is known as the Assembly. In others, such as Maryland, Virginia, and West Virginia, it is known as the House of Delegates. Nebraska has a one-house legislature; its members are classed as senators.		

**Table 21. Ecclesiastical Organizations**

<b>Addressee</b>	<b>Address on Letter and Envelope</b>	<b>Salutation and Complimentary Close</b>
Catholic Cardinal	His Eminence (first name) Cardinal (last name) (address)	Dear Cardinal (last name):  Sincerely,
Catholic Archbishop	The Most Reverend (full name) Archbishop of (archdiocese) (address)	Dear Archbishop (last name):  Sincerely,
Catholic Bishop	The Most Reverend (full name) Bishop of (place) (address)	Dear Bishop (last name):  Sincerely,
Catholic Monsignor	The Reverend Monsignor (full name) (address)	Dear Monsignor (last name):  Sincerely,

<b>Addressee</b>	<b>Address on Letter and Envelope</b>	<b>Salutation and Complimentary Close</b>
Catholic Mother Superior of an Institution	Reverend Mother (full name), (initials of order) (name of institution) (address)	Dear Reverend Mother:  Sincerely,
Catholic Sister	Sister (full name), (initials of order) (name of organization) (address)	Dear Sister (first name):  Sincerely,
Catholic Brother	Brother (full name), (initials of order) (organization) (address)	Dear Brother (first name):  Sincerely,
Episcopal Archdeacon	The Venerable (full name) Archdeacon of (place) (address)	Dear Archdeacon (last name):  Sincerely,
Episcopal Dean	The Very Reverend (full name), (initials of degree) Dean of (place) (address)	Dear Dean (last name):  Sincerely,
Methodist Bishop	The Reverend (full name) Bishop of (place) (address)	Dear Bishop (last name):  Sincerely,
Mormon Bishop	Mr. (full name) The Church of Jesus Christ of Latter-Day Saints (address)	Dear Mr. (last name):  Sincerely,
Army Chaplain	Chaplain (rank) (full name), USA	Dear Chaplain (last name):  Sincerely,
Navy Chaplain	Rank (full name) CHC, USN	Dear Chaplain (last name):  Sincerely,
Air Force Chaplain	Chaplain (rank) (full name), USAF	Dear Chaplain (last name):  Sincerely,
Marine Corps Chaplain	Chaplain (rank) (full name), USMC	Dear Chaplain (last name):  Sincerely,
Minister, Pastor, or Rector (with doctoral degree)	The Reverend Dr. (full name) (address)	Dear Dr. (last name):  Sincerely,
Minster, Pastor, or Rector (without doctoral degree)	The Reverend (full name) (address)	Dear Rev. (last name):  Sincerely,
Rabbi (with doctoral degree)	Rabbi (full name), (initials of degree) (address)	Dear Dr. (last name):  Sincerely,
Rabbi (without doctoral degree)	Rabbi (full name) (address)	Dear Dr. (last name):  Sincerely,

**Table 22. Private Citizens**

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

<b>Addressee</b>	<b>Address on Letter and Envelope</b>	<b>Salutation and Complimentary Close</b>
	Mrs. (full name) and Miss (full name) (address)	Dear Mrs. (last name) and Miss (last name):  Sincerely,
	Ms. (full name) and Mr. (full name) (address)	Dear Ms. (last name) and Mr. (last name):  Sincerely,
	Ms. (full name) and Ms. (full name) (address)	Dear Ms. (last name) and Ms. (last name):  Sincerely,
Two or more individuals: Men	Messrs. (full name) and (full name) (address)	Dear Messrs. (last name) and (last name):  Sincerely,
Two or more individuals: Married Women	Mmes. (full name) and (full name) (address)	Dear Mmes. (last name) and (last name):  Sincerely,
Two or more individuals: Unmarried Women	Mlles. (full name) and (full name) (address)	Dear Mlles. (last name) and (last name):  Sincerely,
Two or more individuals: Same Surname	Messrs./Mmes./Mlles. (given name) and (full name) (address)	Dear Messrs./Mmes./Mlles. (last name):  Sincerely,
Married couple with same last name -- husband has special title	Dr. and Mrs. (husband's full name) (address)	Dear Dr. and Mrs. (husband's last name):  Sincerely,
Married couple with same last name -- wife has special title	Senator (wife's full name) Mr. (husband's full name) (address)	Dear Senator and Mr. (last name):  Sincerely,
Married couple with same last name -- both have special titles	Captain (husband's full name) Professor (wife's full name) (address)	Dear Captain and Professor (last name):  Sincerely,
Married couple with different last names	Ms. (wife's full name) Mr. (husband's full name) (address)	Dear Ms. (wife's last name) and Mr. (husband's last name):  Sincerely,
Married couple with hyphenated last name	Mr. and Mrs. (husband's first name and middle initial, plus wife's original last name followed by hyphen and husband's last name) (address)	Dear Mr. and Mrs. (wife's original last name followed by hyphen and husband's last name):  Sincerely,

<b>Addressee</b>	<b>Address on Letter and Envelope</b>	<b>Salutation and Complimentary Close</b>
Organizations	Members (organization name) (address)	Dear Members:  Sincerely,
Informal Groups	Mr. (full name) First Grade Jefferson Elementary School (address)	Dear Students:  Sincerely,

**Table 23. Former Government Officials**



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



ENCLOSURE L

ORDER OF PRECEDENCE

This list reflects the latest Department of Defense Order of Precedence.

	<b>OFFICE OF THE SECRETARY OF DEFENSE</b> 1950 DEFENSE PENTAGON WASHINGTON, DC 20301-1950	<b>MAY 24 2011</b>
ADMINISTRATION AND MANAGEMENT	<b>MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS CHAIRMAN OF THE JOINT CHIEFS OF STAFF UNDER SECRETARIES OF DEFENSE DEPUTY CHIEF MANAGEMENT OFFICER DIRECTOR, COST ASSESSMENT AND PROGRAM EVALUATION DIRECTOR, OPERATIONAL TEST AND EVALUATION GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE INSPECTOR GENERAL OF THE DEPARTMENT OF DEFENSE ASSISTANT SECRETARIES OF DEFENSE ASSISTANTS TO THE SECRETARY OF DEFENSE DIRECTOR, ADMINISTRATION AND MANAGEMENT DIRECTOR, NET ASSESSMENT DIRECTORS OF THE DEFENSE AGENCIES DIRECTORS OF THE DOD FIELD ACTIVITIES</b>	
<b>SUBJECT: Listing of Addressees and Addressing DoD Memorandums</b>		
<p>The addressee section of this memorandum incorporates organizational changes resulting from the Ike Skelton National Defense Authorization Act for Fiscal Year 2011, Public Law No. 111-383, and shows the correct format for organizational titles and the complete order of listing for multiple-addressee memorandums. Normally, a complete listing will not be necessary, but the titles should be used in the order shown for any memorandum directed to two or more addressees.</p>		
<p>For multiple-addressee and distribution purposes, the following officials are included within the title indicated above:</p>		
<p>(1) Under Secretaries of Defense include: Under Secretary of Defense for Acquisition, Technology and Logistics; Under Secretary of Defense for Policy; Under Secretary of Defense (Comptroller)/Chief Financial Officer, DoD; Under Secretary of Defense for Personnel and Readiness; and Under Secretary of Defense for Intelligence.</p>		
<p>(2) Assistant Secretaries of Defense include the Assistant Secretaries of Defense for: Acquisition; Asian and Pacific Security Affairs; Global Strategic Affairs; Health Affairs; Homeland Defense and Americas' Security Affairs; International Security Affairs; Legislative Affairs; Logistics and Materiel Readiness; Networks and Information Integration/DoD Chief Information Officer; Nuclear, Chemical, and Biological Defense Programs; Operational Energy Plans and Programs; Public Affairs; Research and Engineering; Reserve Affairs; Readiness and Force Management; and Special Operations and Low-Intensity Conflict and Interdependent Capabilities.</p>		
<b>OSD 06376-11</b>		

(3) Assistants to the Secretary of Defense include: Special Assistants to the Secretary and Deputy Secretary of Defense; the Executive Secretary of the Department of Defense; the Assistant to the Secretary of Defense (Intelligence Oversight); the Defense Advisor, U.S. Mission to NATO; Director, Joint Improvised Explosive Device Defeat Organization; and other assistants as may be designated from time to time by the Secretary or Deputy Secretary of Defense.

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

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

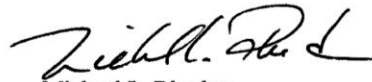
When addressing memorandums to only two of the Secretaries of the Military Departments, list the individual Secretaries in the following order: (1) Secretary of the Army; (2) Secretary of the Navy; and (3) Secretary of the Air Force.

When addressing memorandums to two or more but not all Under Secretaries of Defense, list the individual Under Secretaries in the following order: (1) Under Secretary of Defense for Acquisition, Technology and Logistics; (2) Under Secretary of Defense for Policy; (3) Under Secretary of Defense (Comptroller)/Chief Financial Officer, DoD; (4) Under Secretary of Defense for Personnel and Readiness; and (5) Under Secretary of Defense for Intelligence.

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

When appropriate, the Commanders of the Combatant Commands will be listed after the Deputy Chief Management Officer and before the Director, Cost Assessment and Program Evaluation.

This supersedes the Director of Administration and Management memorandum, subject as above, dated March 22, 2010.



Michael L. Rhodes  
Director

**MULTI-MEMO ADDRESS DISTRIBUTION (58)**

**(As of 25 May 2011)**

**Secretaries of the Military Departments (3)**

ARMY - SA  
NAVY - SN  
AIR FORCE - SAF

**Chairman of the Joint Chiefs of Staff (1)**

JCS

**Under Secretaries of Defense (5)**

USD(AT&L) - USA  
USD(P) - USP  
USD(C) - USC  
USD(P&R) - UPR  
USD(I) - USI

**Deputy Chief Management Officer (1)**

CMO

**Combatant Commands (11)**

AFRICOM SOCOM  
CENTCOM SOUTHCOM  
EUCOM STRATCOM  
JFCOM TRANSCOM  
NORTHCOM UNC/CFC/USFK  
PACOM

**Director, Cost Assessment & Program**

**Evaluation (1)**

CAP

**Director, Operational Test & Evaluation (1)**

OT&E

**DoD General Counsel (1)**

GC

**DoD Inspector General (1)**

IG

**Service Chiefs**

\* CSA - (SA)  
\* CNO - (SN)  
\* CSAF - (SAF)

**Assistant Secretaries of Defense (3)**

\*A&PSA (USP)  
\*GSA (USP)  
\*HA (UPR)  
\*HD&ASA (USP)  
\*ISA (USP)  
\*NCB (USA)  
\*OEP&P (USA)  
\*R&E (USA)  
\*RA (UPR)  
\*SOLIC (USP)

LA

NII

PA

**Assistants to the Secretary of Defense (2)**

\*TSA (2)  
\*ES  
\*DA NATO (US Mission NATO PSC  
81, APO AE 09724)  
\*JIAPG (JCS)  
\*JIEDDO (SA)  
\*PROTOCOL (PRO)  
\*SDBU (USA)  
IO  
WHL

**Director, Administration & Management (1)**

ADM

**Director, Net Assessment (1)**

NA

**Directors of Defense Agencies (17)**

DARPA (USA)  
BTA (DCMO)  
DCM (UPR)  
DCAA (USC)  
DCMA (USA)  
DFAS (USC)  
DISA (NII)  
DIA (USI)  
DLSA (GC)  
DLA (USA)  
DSCA (USP) (formerly DSAA)  
DSS (USI)  
DTRA (USA)  
MDA (USA)  
NGA (USI) (formerly NIMA)  
\*NRO  
NSA/CCS (USI)  
PFPA (ADM)

**Defense Field Activities (9)**

DMA (PA)  
\*DPOW/MIA (USP)  
DTIC (USA)  
DTSA (USP)  
DOD Education Activity (UPR)  
Human Resources Activity (UPR)  
Test Resource Management Center. (USA)  
Office of Economic Adjustment (USA)  
TMA - TRICARE - (UPR/HA)  
WHS (ADM)

\*Excluded from distribution

\*\*Not formally established



ADMINISTRATION AND  
MANAGEMENT

OFFICE OF THE SECRETARY OF DEFENSE  
1950 DEFENSE PENTAGON  
WASHINGTON, DC 20301-1950

FEB 19 2010

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

SUBJECT: Revised Department of Defense (DoD) Order of Precedence

This memorandum updates the Order of Precedence list published September 26, 2008. This update reflects organizational changes resulting from the Duncan Hunter National Defense Authorization Act for Fiscal Year 2009, Public Law No. 110-417, and the Weapon Systems Acquisition Reform Act of 2009, Public Law No. 111-23, as well as other recommended and approved changes, that have occurred since September 2008. This update also includes changes resulting from the National Defense Authorization Act for Fiscal Year 2010, Public Law 111-84. Further, this update will be the baseline for a subsequent version of the Order of Precedence which will reflect the Department's implementation of Section 906(a)(2) of the National Defense Authorization Act for Fiscal Year 2010.

This Order of Precedence list is used to determine the order of precedence for the following:

- (1) official visit activities;
- (2) assignment of government quarters;
- (3) seating arrangements and similar requirements at official functions, aboard government aircraft, and other activities requiring precedence decisions; and
- (4) for other administrative matters as prescribed in DoD issuances.



OSD 01922-10



Requests for changes to this list should include detailed justification and forwarded through the organizational chain of command to: Director, Washington Headquarters Services, ATTN: Director, Executive Services, 1155 Defense Pentagon, Room 3C842, Washington, DC 20301-1155, phone (703) 693-7965.

The Director, Administration and Management is the final approval authority for all changes to the list.



Michael L. Rhodes  
Acting Director

Attachment:  
As stated

ORDER OF PRECEDENCE  
DEPARTMENT OF DEFENSE (as of 19 Feb 10)

CODE 2

Secretary of Defense  
Deputy Secretary of Defense  
Secretary of the Army  
Secretary of the Navy  
Secretary of the Air Force  
Chairman of the Joint Chiefs of Staff  
Under Secretary of Defense for Acquisition, Technology, and Logistics (precedes Service Secretaries on acquisition matters)  
Under Secretary of Defense for Policy  
Under Secretary of Defense (Comptroller)/Chief Financial Officer  
Under Secretary of Defense for Personnel and Readiness  
Under Secretary of Defense for Intelligence  
Deputy Chief Management Officer (see note 1)  
Retired Chairmen of the Joint Chiefs of Staff  
Vice Chairman of the Joint Chiefs of Staff  
Retired Vice Chairmen of the Joint Chiefs of Staff  
Chief of Staff, Army, Commandant of the Marine Corps, Chief of Naval Operations, and Chief of Staff, Air Force (see note 2)  
Commandant of the Coast Guard  
Retired Chiefs of Staff, Army, Commandants of the Marine Corps, Chiefs of Naval Operations, Chiefs of Staff, Air Force, and Commandants of the Coast Guard (see note 2)  
Combatant Commanders (see note 3)  
Retired Combatant Commanders (see note 3)  
Chief, National Guard Bureau (see note 22)  
Commander, U.S. Forces-Iraq (see note 24)

CODE 3

Under Secretaries of the Army, Navy, and Air Force (see note 4)  
Principal Deputy Under Secretary of Defense for Acquisition, Technology, and Logistics (see note 11)  
Principal Deputy Under Secretary of Defense for Policy  
Principal Deputy Under Secretary of Defense for Personnel and Readiness  
Principal Deputy Under Secretary of Defense (Comptroller) (see note 11)  
Principal Deputy Under Secretary of Defense for Intelligence (see note 11)  
Director of Defense Research and Engineering

**CODE 3 (continued)**

Assistant Secretaries of Defense (see list in note 5) and Assistant to the Secretary of Defense for Nuclear and Chemical and Biological Defense Programs (ATSD(NCB)) (see note 19), General Counsel of the Department of Defense, Director of Operational Test and Evaluation, and Director of Cost Assessment and Program Evaluation (see note 21); (note 4 applies overall to this grouping)

Inspector General of the Department of Defense

Chief Judges and Judges of the U.S. Court of Appeals of the Armed Forces

Vice Chief of Staff, Army, Assistant Commandant of the Marine Corps, Vice Chief of Naval Operations, and Vice Chief of Staff, Air Force (see note 2)

Vice Commandant of the Coast Guard

Generals and Admirals (4-star) (see note 6)

Assistant Service Secretaries and General Counsels of the Army, Navy, and Air Force (see note 4)

Director of Operational Energy Plans and Programs (see note 20)

Retired Generals and Admirals (4-star)

Special Inspector General for Afghanistan Reconstruction

Special Inspector General for Iraq Reconstruction

Director of Developmental Test and Evaluation and Director of Systems Engineering (see notes 7 and 21)

The Special Assistant to the Secretary of Defense and Deputy Secretary of Defense

The Special Assistant to the Deputy Secretary of Defense

Assistants to the Secretary of Defense (includes Special Assistants to the Secretary of Defense and Deputy Secretary of Defense, Assistant to the Secretary of Defense for Intelligence Oversight, and other Assistants as may be designated from time to time by the Secretary or Deputy Secretary of Defense; but does not include the ATSD(NCB) (see note 7)

Director, Administration and Management

Director, Net Assessment

Assistant Deputy Chief Management Officer

Defense Advisor U.S. Mission NATO, Secretary of Defense Representative to Europe

Chairmen of the Defense Policy Board Advisory Committee, Defense Science Board, Reserve Forces Policy Board, and the Defense Business Board (see note 7)

National Chairman, National Committee for Employer Support of the Guard and Reserve

**CODE 4 (see note 8)**

Deputy Under Secretaries of Defense (see note 7)

Directors of Defense Agencies (see note 9)

Directors of DoD Field Activities (see note 10)

Deputy Director of Defense Research and Engineering

Principal Assistant Deputy Under Secretaries of Defense (see note 7)

**CODE 4 (continued)**

Principal Deputy Assistant Secretaries of Defense, Principal Deputy Assistant to the Secretary of Defense for Nuclear and Chemical and Biological Defense Programs (see note 19), Principal Deputy General Counsel of the Department of Defense, and Principal Deputy Director of Operational Test and Evaluation (see note 7)  
Deputy Director for Cost Assessment and Deputy Director for Program Evaluation (see notes 7 and 21)  
Principal Deputy Inspector General of the Department of Defense  
The Special Assistant to the Secretary of the Army, to the Secretary of the Navy, and to the Secretary of the Air Force (see note 7)  
Administrative Assistants to Secretaries of the Army and Air Force, and Assistant for Administration to the Under Secretary of the Navy (see note 7)  
Deputy Under Secretaries of the Army, Navy, and Air Force (see note 7)  
Senior Enlisted Advisors (Senior Enlisted Advisor to the Chairman, Joint Chiefs of Staff, Sergeant Major of the Army, Sergeant Major of the Marine Corps, Master Chief Petty Officer of the Navy, Chief Master Sergeant of the Air Force, and Master Chief Petty Officer of the Coast Guard) (see note 12)  
Lieutenant Generals and Vice Admirals (3-star) (see note 6)  
Retired Lieutenant Generals and Vice Admirals (3-star)  
Chairman, U.S. Section of the Permanent Joint Board of Defense, U.S.-Canada  
Principal Deputy Assistant Service Secretaries and Principal Deputy General Counsels of the Army, Navy, and Air Force (see note 7)  
Deputy Assistant Secretaries of Defense, Deputy Assistants to the Secretary of Defense for Nuclear and Chemical and Biological Defense Programs, Deputy General Counsels of the Department of Defense, and Deputy Directors of Operational Test and Evaluation (see note 7)  
Deputy Inspectors General of the Department of Defense (see note 7)  
Deputy Comptrollers of the Department of Defense (see note 7)  
Assistant Inspectors General of the Department of Defense (see note 7)  
Assistant Inspectors General for Afghanistan Reconstruction (see note 7)  
Assistant Inspectors General for Iraq Reconstruction (see note 7)  
Deputy Defense Advisor, U.S. Mission NATO  
Secretary of Defense Representatives to International Negotiations (e.g., The SECDEF Representative to Post-START (Strategic Arms Reduction Treaty))  
Members of Secretary of Defense Boards (Defense Policy Board Advisory Committee, Defense Science Board, Reserve Forces Policy Board, Defense Business Board, and Defense Advisory Committee on Women in the Services)  
The Auditors General of the Army, Navy, and Air Force (see note 7)  
Other Members of the Senior Executive Service in Tier 3 positions (see note 16)  
Executive Director, National Committee for Employer Support of the Guard and Reserve



CODE 5 (see note 8)

Assistant Deputy Under Secretaries and Principal Directors (see note 7)  
Major Generals and Rear Admirals (2-star) (see note 6)  
Deputy Assistant Service Secretaries and Deputy General Counsels of the Army, Navy,  
and Air Force (see note 7)  
Deputy Director, Net Assessment  
Other Members of the Senior Executive Service in Tier 2 positions (see note 16)

CODE 6 (see note 8)

Brigadier Generals and Rear Admirals (Lower Half) (1-star) (see note 6)  
Members of the Senior Executive Service in Tier 1 positions (see note 16)  
Personnel in Senior Level (SL), Scientific and Professional (ST), and Defense  
Intelligence Senior Level (DISL) positions (see notes 14 and 16)  
Appointees as Highly Qualified Experts (HQE) (see notes 15 and 16)

**NOTES:**

1. Precedence for the Deputy Chief Management Officer (DCMO) position is informed by Section 904 of the National Defense Authorization Act for Fiscal Year 2008, Public Law No. 110-181.
2. Precedence is established by the date of appointment to the position.
3. Precedence is established by the date of appointment as a Combatant Commander. However, if a Combatant Commander was previously appointed to one of these positions, Chairman of the Joint Chiefs of Staff, Vice Chairman of the Joint Chiefs of Staff, Service Chief, or a previous Combatant Commander position, then the initial date of appointment to the previously held position will be used.
4. Within a group listed on a line under a code, precedence for Senate confirmed civilian positions is established by date of appointment.
5. The current designations of the twelve Assistant Secretaries of Defense are (listed alphabetically): Acquisition (see note 11), Asian and Pacific Security Affairs, Global Strategic Affairs, Health Affairs, Homeland Defense and Americas' Security Affairs, International Security Affairs, Legislative Affairs, Logistics and Materiel Readiness (see note 11), Networks and Information Integration, Public Affairs, Reserve Affairs, and Special Operations/Low Intensity Conflict and Interdependent Capabilities.
6. Precedence is by date of rank in the serving grade.

7. For statutory positions within the same group relative precedence among individuals is determined by the date that each of them were appointed to their positions. Similarly, for non-statutory positions within the same group, relative precedence is also determined by the date that an individual was appointed to their position.
8. Based on USD (P&R) memorandum dated April 28, 2008, subject: Directive-Type Memorandum (DTM) – Senior Executive Service Tier Policy for Career and Non-Career Senior Executive Service Members, a common 3-tier structure was implemented for members of the DoD Senior Executive Service (SES). The Military Departments, the OSD, and some Defense Agencies and DoD Field Activities have identified the positions that fall into each tier, although tiering determinations across the entire Department using a common architecture has not been completely implemented. The applicability of the policy in referenced DTM may be administratively extended to the Defense Intelligence Senior Executive Service (DISES) by the Under Secretary of Defense for Intelligence.

In general, precedence for members of the SES is established by the tier in which the position is categorized. SL, ST, DISL professional positions are not included in the SES Tier structure. It is not possible to identify and list the title for each SES and DISES position within the Department on this order of precedence list. To the extent possible, this update reflects the principal positions held by members of the SES. The principal factors for determining the precedence for SES/DISES whose positions are not specified on the order of precedence are where their positions are in their organization's hierarchy and the tier level assigned to each of those positions (SES only). In general, the following is the equivalency of SES positions in relation to order of precedence code and General/Flag Officer (GFO):

- a. Tier 3 positions in Code 4 are considered 3-star equivalents;
- b. Tier 2 positions are in either Code 4 or 5; GFO equivalency is 2 or 3-stars (Tier 2 positions listed in Code 4 are to be considered 3-star equivalents while those in Code 5 are to be considered 2-star equivalents);
- c. Tier 1 positions are in Code 6 and are considered 1-star equivalents.

If an SES's position is within the same code as that of the SES's supervisor, whether that supervisor is a military officer or civilian, the supervisor always takes precedence over the subordinate.

SES tiering information for their respective positions will be maintained by and available from each Military Department and the DA&M for the OSD, Defense Agencies, and DoD Field Activities. For DISES members, that information can be obtained from the Office of the Under Secretary of Defense for Intelligence.

9. Precedence for Directors and the Principal Deputy Directors of Defense Agencies is determined by the establishment date of the organization. Questions regarding the rationale for the methodology and historical data may be addressed to the Directorate for Organizational and Management Planning within the Office of the Director of Administration and Management.
  - a. The Defense Agencies are listed alphabetically as follows: Defense Advanced Research Projects Agency (DARPA), 1958; Defense Business Transformation Agency (BTA) 2005; Defense Commissary Agency (DeCA), 1990; Defense Contract Audit Agency (DCAA), 1965; Defense Contract Management Agency (DCMA), 2000; Defense Finance and Accounting Service (DFAS), 1990; Defense Information Systems Agency (DISA), 1960; Defense Intelligence Agency (DIA), 1961; Defense Legal Services Agency (DLSA), 1981; Defense Logistics Agency (DLA), 1961; Defense Security Cooperation Agency (DSCA), 1971; Defense Security Service (DSS), 1972; Defense Threat Reduction Agency (DTRA), 1959; Missile Defense Agency (MDA), 1984; National Geospatial-Intelligence Agency (NGA), 1972; National Reconnaissance Office (NRO), 1961; National Security Agency (NSA)/Central Security Service (CSS), 1952; Pentagon Force Protection Agency (PFPA), 2002.
  - b. The Defense Agencies, in order by date of establishment, are as follows: NSA/CSS, 1952; DARPA, 1958; DTRA, 1959; DISA, 1960; DIA, 1961; DLA, 1961; NRO, 1961; DCAA, 1965; DSCA, 1971; NGA, 1972; DSS, 1972; DLSA, 1981; MDA, 1984; DeCA, 1990; DFAS, 1990; DCMA, 2000; PFPA, 2002; BTA, 2005.
10. Precedence for Directors and Principal Deputy Directors of the DoD Field Activities is determined by the establishment date of the organization. Questions regarding the rationale for the methodology and historical data may be addressed to the Directorate for Organizational and Management Planning within the Office of the Director of Administration and Management.
  - a. The DoD Field Activities are listed alphabetically as follows: Defense Media Activity (DMA), 1977; Defense Prisoner of War/Missing Personnel Office (DPMO), 1993; Defense Technical Information Center (DTIC), 2004; Defense Technology Security Administration (DTSA), 1985; DoD Education Activity (DoDEA), 1974; DoD Human Resources Activity (DoDHRA), 1993; DoD Test Resource Management Center (TRMC), 2004; TRICARE Management Activity (TMA), 1974; Office of Economic Adjustment (OEA), 1978; and Washington Headquarters Services (WHS), 1977.

- b. The DoD Field Activities, in order by date of establishment, are as follows:  
DoDEA, 1974; TMA, 1974; DMA, 1977; WHS, 1977; OEA, 1978; DTSA, 1985; DPMO, 1993; DoDHRA, 1993; TRMC, 2004; DTIC, 2004.
11. Under the provisions of Section 906 of the National Defense Authorization Act for Fiscal Year 2010, Public Law No. 111-84, the positions of Deputy Under Secretary of Defense for Acquisition and Technology and Deputy Under Secretary of Defense for Logistics and Materiel Readiness were eliminated. New positions for the Principal Deputy Under Secretary of Defense for Acquisition, Technology, and Logistics, the Assistant Secretary of Defense for Acquisition, and the Assistant Secretary of Defense for Logistics and Materiel Readiness were established by Section 906. In addition, Section 906 created the positions of Principal Deputy Under Secretary of Defense (Comptroller) and Principal Deputy Under Secretary of Defense for Intelligence, and these positions will become Presidentially Appointed, Senate-confirmed (PAS) positions the first time that the Senate confirms and the President appoints individuals to serve in the positions.
  12. Code 4 precedence applies only to the currently serving Senior Enlisted Advisor (SEA) to the Chairman of the Joint Chiefs of Staff and Service Senior Enlisted Advisors. Certain protocol functions may require a deviation from the established precedence. Order of precedence within the group of Service Senior Enlisted Advisors is in order by date of Service establishment. Retired senior enlisted advisors should be placed in front of other retired members of the same grade (E-9).
  13. For Joint Staff and Service-related functions and activities, when appropriate to do so, the Joint Staff and the Military Departments may adjust the established order of precedence as necessary. Contact the appropriate Joint Staff or Service Protocol Office for further information and guidance.
  14. SL, ST, and DISL personnel serve in positions that are classified above the National Security Personnel System Pay Band 03/GS-15 level. Although they are not members of the Senior Executive Service (SES) or Defense Intelligence Senior Executive Service (DISES), the level of duties and responsibilities of SL/ST/DISL personnel warrant that they should be recognized as serving, at a minimum, at the Code 6 level. It is not possible to identify and list the title for each SL/ST/DISL position within the Department on this order of precedence list. The principal factor for determining whether the precedence for an SL/ST/DISL member should be in a higher code is dependent on that member's position within his or her organization's hierarchy.
  15. Under the authority of 5 U.S.C. § 9903, the Department of Defense has the ability to attract and hire eminent experts from outside the civil service and uniformed services with state-of-the-art knowledge in fields of critical importance to the

Department. The individuals who are hired under this authority are referred to as HQEs. Due to the level of duties and responsibilities of HQE, they warrant recognition at the Code 6 level.

16. Precedence is established by date of appointment.
17. Should an official serve as "Acting" under the provisions of the Federal Vacancies Reform Act of 1998, as amended (5 U.S.C. §§ 3345-3349d), that official will be afforded the protocol level for the position in which serving as "Acting."
18. Except as noted herein, the provisions of this memorandum are not applicable to former civilian officials of the Department as they do not retain the precedence associated with their position upon departure from that position. In recognition of their past service in the Department, courtesies and recognition may be extended to them as appropriate. Precedence is retained, however, by former Secretaries of Defense due to their status as Presidential cabinet members, and by retired members of the military since they retain the grade in which they were retired.
19. Under the provisions of Section 905 of the Duncan Hunter National Defense Authorization Act for Fiscal Year 2009, Public Law No. 110-417, 10 U.S.C. §142 was amended to direct that the Assistant to the Secretary of Defense for Nuclear and Chemical and Biological Defense Programs (ATSD(NCB)) shall be considered an Assistant Secretary of Defense for the purpose of precedence.
20. Under the provisions of Section 902 of the Duncan Hunter National Defense Authorization Act for Fiscal Year 2009, Public Law No. 110-417, the position of the Director of Operational Energy Plans and Programs was codified at 10 U.S.C. §139b as a PAS position. While the Executive Schedule Level (ESL) for this position has not been determined, since it is a PAS position it will be in Code 3. This placement may be changed once the ESL is determined.
21. Under the provisions of the Weapon Systems Acquisition Reform Act of 2009, Public Law No. 111-23, the position of Director of Cost Assessment and Program Evaluation was codified at 10 U.S.C. §139c as a PAS position. The position of Director, Program and Analysis and Evaluation was eliminated. Additionally, the positions of Deputy Director for Cost Assessment and Deputy Director for Program Evaluation were also provided for in 10 U.S.C. §139c, and the positions of Director of Developmental Test and Evaluation and Director of Systems Engineering were established at 10 U.S.C. §139d.
22. Under the provisions of the National Defense Authorization Act for Fiscal Year 2008, Public Law No. 110-181, 10 U.S.C. §10502 was amended to specify that the Chief of the National Guard Bureau would be appointed in the grade of General.

23. Precedence for those detailed to the Department under the Intergovernmental Personnel Act (IPA) will be based on the position to which assigned. For example, an IPA assigned the position of a Director of a DoD Field Activity would be in Code 4 (Directors of DoD Field Activities are listed in Code 4); an IPA assigned to a Tier 1 SES position would be afforded Code 6 status (see note 8). If an IPA is assigned to an executive level position not listed on the DoD Order of Precedence, and the component/Military Department wants that person to be at a specified precedence level, then there are two courses of action:
  - (1) Send a request with supporting justification to the proponent for the precedence list (see cover memo for details).
  - (2) If arranged by a Military Department, the Military Department can set its own level of precedence (see note 13). However, that precedence may not be recognized at the DoD or any other level outside of the Military Department.
24. Effective January 1, 2010 per Secretary of Defense memorandum dated June 25, 2009, the title for Multi-National Forces- Iraq changed to U.S. Forces-Iraq.

ENCLOSURE M

PART 1 -- REFERENCES

- a. DoDM 5110.04-M-V1 and V2, "DoD Manual for Written Material," 26 October 2010
- b. EAPB SharePoint Portal at <https://portal.js.smil.mil/sites/SJS/ActionsDivision/EAPB/default.aspx>
- c. DoDI 5025.13, "DoD Plain Language Program," 11 April 2013
- d. JP 1-02, "Department of Defense Dictionary of Military and Associated Terms," 8 November 2010 (as amended through 15 October 2011)
- e. E.O. 13526, "Classified National Security Information," 29 December 2009
- f. DoD 5200.01-M, "DoD Information Security Program," Volumes 1-4, 24 February 2012
- g. CAPCO, "(U) Authorized Classification and Control Markings Register," including Country Code Trigraphs and Tetragraphs, [www.intelink.sgov.gov/sites/ssc/capco](http://www.intelink.sgov.gov/sites/ssc/capco)
- h. "Defense Attaché Service Roster," Defense Intelligence Agency
- i. "Independent States in the World," U.S. Department of State
- j. CJCSM 5712.01 Series, "Standards for Visual Aids Used in the Joint Staff"
- k. DoDD 5230.11, "Disclosure of Classified Military Information to Foreign Governments and International Organizations," 16 June 1992

PART II -- RELATED

- l. JSM 5220.01 Series, "Joint Staff Information and Physical Security Programs Manual"
- m. CJCSI 5711.02 Series, "Delegation of Approval Authority"
- n. JSM 5701.01 Series, "Formats and Procedures for Development of CJCS, JS, and J-Directorate Directives"

- o. CJCSI 5701.01 Series, “Policy for the Development of CJCS, Joint Staff, and J-Directorate Directives”
- p. JSI 5711.01 Series, “Action Processing”
- q. CJCSI 5711.01 Series, “Policy on Action Processing”
- r. Executive Secretary of the Department of Defense, “Military Assistant and Executive Officer Handbook”
- s. U.S. Government Printing Office Style Manual, current edition
- t. Congressional Quarterly Press, “Congressional Staff Directory,” current edition
- u. United States Senate, [www.senate.gov](http://www.senate.gov)
- v. U.S. House of Representatives, [www.house.gov](http://www.house.gov)