

Headquarters  
Department of the Army  
Washington, DC  
1 May 2008

## Information Management

### Staff Action Process and Correspondence Policies

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**Applicability.** This memorandum applies to Headquarters, Department of the Army (HQDA), its field operating agencies, and Direct Reporting Units (DRUs) when corresponding with the Executive Office of Headquarters (EOH). This also applies to Army Commands (ACOMs) and Army Service Component Commands (ASCCs) which send products to the Executive Office of Headquarters (EOH) for signature and in response to HQDA official taskings.

**Proponent and exception authority.** The proponent of this memorandum is the Administrative Assistant to the Secretary of the Army (AASA). The proponent has the authority to approve exceptions or waivers to this memorandum that are consistent with controlling law and regulations. The proponent may delegate this approval authority, in writing, to a division chief within the proponent agency or its direct reporting unit or field operating agency, in the grade of colonel or the civilian equivalent. Activities may request a waiver to this memorandum by providing justification that includes a full analysis of the expected benefits and must include formal review by the activity’s senior legal officer. All waiver requests will be endorsed by the commander or senior leader of the requesting activity and forwarded through higher headquarters to the policy proponent. Refer to Army Regulation 25–30 for specific guidance.

|  | Paragraph | Page |
|--|-----------|------|
| Purpose .....                                      | 1         | 2    |
| References .....                                   | 2         | 2    |
| Explanation of abbreviations and terms .....       | 3         | 2    |
| Responsibilities .....                             | 4         | 2    |
| Policy .....                                       | 5         | 3    |
| Suspense dates .....                               | 6         | 7    |
| Tracking actions .....                             | 7         | 7    |
| Correspondence guidelines .....                    | 8         | 8    |
| Letters and memorandums .....                      | 9         | 10   |
| Letterhead and stationery .....                    | 10        | 23   |
| Information and discussion papers .....            | 11        | 23   |
| HQDA Form 5 .....                                  | 12        | 24   |
| Assembly of staff actions and correspondence ..... | 13        | 41   |
| Briefings .....                                    | 14        | 41   |
| Read aheads .....                                  | 15        | 41   |
| Executive summary .....                            | 16        | 42   |
| HQDA staff action guidance .....                   | 17        | 47   |
| Appendix A .....                                   |           | 48   |
| Glossary .....                                     |           | 50   |

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\*This memorandum supersedes DA Memo 25–52, dated 19 June 2003.

## **1. Purpose**

This document supplements Army Regulation (AR) 25–50 and provides HQDA staff action officers guidance for preparation, coordination, and submission of actions and correspondence to members of the Department of the Army and other offices and agencies within HQDA. The EOH is headed by the Secretary of the Army (SA) and includes the Chief of Staff of the Army (CSA), the Under Secretary of the Army (USA), and the Vice Chief of Staff of the Army (VCSA).

## **2. References**

Required and related publications and prescribed and referenced forms are listed in appendix A.

## **3. Explanation of abbreviations and terms**

Abbreviations and special terms used in this memorandum are explained in the glossary.

## **4. Responsibilities**

*a.* The AASA, in accordance with Department of the Army General Order (DAGO) 2002–03 and as the proponent agency for this policy memorandum, will—

- (1) Serve as principal civilian advisor to the SA with respect to administrative matters.
- (2) Have oversight of the administration functions within the Department of the Army.

*b.* The Director of the Army Staff (DAS) will have authority to disapprove recommendations of the Army Staff (ARSTAF) agency principals in the name of the CSA. This authority is reserved for the CSA, VCSA, or DAS acting in the name of the CSA. In accordance with DAGO 2002–03, the DAS will—

- (1) Synchronize and integrate the HQDA staff.

(2) Oversee the staff ensuring the effective integration and coordination of Army policy, positions, and procedures across the functional domains of Army responsibility.

*c.* Officials listed below are subject to the direction and control of the SA and, as authorized by DAGOs and as further directed by the SA, act for the SA in their respective fields of responsibility. This also applies to the ARSTAF as reflected in DAGO 2002–03. These officials include—

- (1) USA.
- (2) Assistant Secretaries of the Army.
- (3) General Counsel of the Army.
- (4) AASA.
- (5) Chief Information Officer/G–6.
- (6) The Inspector General.
- (7) The Auditor General.
- (8) Deputy Under Secretaries of the Army.
- (9) Chief of Legislative Liaison.
- (10) Chief of Public Affairs.
- (11) Director, Office of Small and Disadvantaged Business Utilization.

*d.* The Director, Executive Communications and Control (ECC), is the executive agent for EOH members in processing documents requiring their review and decision. The Director, ECC, ensures staff actions are responsive to the requests and directions of EOH members. The Director, ECC, will—

- (1) Maintain close liaison with the EOH members.

(2) Serve as the focal point for tasking and tracking actions to the appropriate HQDA agencies through the executive officers (XOs) of HQDA principals and Staff Action Control Offices (SACOs). Provide mission analysis for EOH taskers.

(3) Expedite inquiries, executive summaries (EXSUMs), information papers, and briefings and relay instructions and information to the HQDA staff agencies, ACOMs, ASCCs, and DRUs (through their respective HQDA staff agencies) on behalf of the EOH members.

- (4) Ensure that responses to the taskers are complete (that is, properly formatted, assembled, and

appropriately coordinated). Evidence of proper coordination will include the names, positions, and offices with which coordination was made. Responses that do not meet these criteria will be returned for correction.

(5) Provide a functional officer to coordinate meetings and/or briefings, as directed by EOH members. The functional officer will collect the taskings from the meetings and dispatch them upon the approval of the DAS or the Director, ECC. The ECC functional officer will officially task the appropriate lead HQDA staff agency, ACOM, ASCC or DRU (through their respective HQDA staff agencies) to provide a calendar request in order for the ECC to coordinate the scheduling of this meeting within the EOH, unless the EOH office dictates a specific date/time. Once the date/time is finalized by the specific EOH member's front office, the ECC functional officer will send out an electronic meeting announcement.

*e.* The staff agency XO or SACO will ensure that staff agency action officers respond to ECC taskings in a timely, accurate, complete, and properly coordinated manner in accordance with DAGO 2002-03. Staff agencies will—

(1) Comply with the instructions in responding to time-sensitive correspondence from the EOH members, Department of Defense (DOD), Members of Congress, and the White House. Make requests for extension to the ECC point of contact (POC) no later than 48 hours from the agency's receipt of the tasking. Extension requests must include an interim response to the tasker in the form of HQDA Form 5/ EXSUM. Clearly identify the reasons for extension and the way ahead for completion.

(2) Reclaim any tasker within 24 hours of assignment from ECC. After 24 hours has lapsed, the tasking agency is responsible for identifying and coordinating with another staff agency for acceptance. If verification of acceptance by another staff is not confirmed by the ECC, the original lead agency retains responsibility for tasker execution.

(3) Review the correspondence prior to its delivery to ECC to ensure accuracy of response; ensure the response answers the inquiry or questions from the EOH members. The response will be concise and to the point. If detailed analyses and explanations are required, the use of an information paper is encouraged.

(4) Ensure the correspondence is packaged completely. Proper packaging will include an HQDA Form 5 (Army Staffing Form) signed by the appropriate principal, or his or her designated general officer (GO) or Senior Executive Service (SES) representative.

(5) Coordinate action with appropriate agencies as indicated in the tasking. Results of the coordination (for example, concurrence or nonconcurrence) will be noted on HQDA Form 5.

(6) Notify the ECC of any actions received directly from agencies outside of the Army (for example, DOD, Answer Secretary Note, Office of the Secretary of Defense (OSD), Deputy Secretary of Defense (DEPSECDEF), Assistant Secretary of Defense, Congress, or the White House) addressed to an EOH member.

(7) If tasked as lead agency for an EOH meeting/briefing by ECC:

(a) Provide a completed/coordinated request. (You are responsible for coordinating with all other meeting participants from other HQDA Staff Agencies, ACOMs, ASCCs, and DRUs, excluding EOH member participation).

(b) Provide a read ahead (cover sheet plus materials) at a minimum 48 hours prior to the scheduled meeting to ECC.

(c) Provide all hard copy brief packets for all participants in the actual meeting.

(d) Ensure briefing is coordinated with all appropriate staff agencies, ACOMs, ASCCs, and DRUs. If there are resource implications, then ensure coordination with Assistant Secretary of the Army (Financial Management and Comptroller (ASA(FM&C)))/Army Budget Office, and so forth.

## 5. Policy

*a. General.* All HQDA staff actions forwarded to the EOH members (SA, CSA, USA, and VCSA) will be processed through the ECC. The only exceptions are—

(1) Those prepared by the Chief of Staff's Coordination Group and the EOH Staff Group.

(2) Actions that an EOH member has instructed to be submitted directly to his/her office.

(3) Report actions pertaining to general officers, originating in the General Officer Management Office

and such sensitive actions as selection board documents and certain Inspector General or legal correspondence, to the appropriate authority.

(4) Joint actions that will be controlled and tracked through the Joint Actions Control Office.

*b. Staff action guidelines.* HQDA correspondence will follow the specific guidance contained in this memorandum and AR 25–50. DOD correspondence will follow the guidance contained in this memorandum and DOD 5110.4–M for preparation, coordination, and submission of staff actions and correspondence.

*c. Completed staff actions.* Complete and fully coordinate actions before the end of the suspense date established in the tasking order. Responses and justifications will be concise and to the point. Coordinate requests for extensions through the ECC.

*d. Resources.* Each HQDA staff agency is responsible for addressing its respective manpower, finance, and/or other resource implications for each action. Resource coordination among HQDA agencies will be conducted directly among agencies.

*e. Priority White House and Office of the Secretary of Defense (OSD) actions.*

(1) *White House correspondence.* All written, electronic, and telephone contacts with the White House will be coordinated with the ECC White House Liaison Office (WHLO).

(2) *Office of the Secretary of Defense correspondence.* Correspondence to the Secretary of Defense (SECDEF) or Deputy Secretary of Defense (DEPSECDEF) from Senior White House Staff, Cabinet Members, Members of Congress, State Governors, and other correspondents will receive personal replies from the SECDEF or DEPSECDEF unless otherwise directed by OSD correspondence or directives. Such correspondence is held to a strict and short suspense. Contact the ECC immediately if an action has been misdirected and recommend, if known, what the appropriate agency should be.

(3) *Congressional correspondence.* Coordinate all correspondence to Members of Congress through the Office of the Chief of Legislative Liaison (OCLL).

*f. Priority Office of the Secretary of the Army actions.*

(1) Normally, the ECC will assign a Secretariat or ARSTAF agency as lead for a formal action that involves major policy, or that may result in substantially increased activity for an agency. However, Office of the Secretary of the Army (OSA) may task an action that requires an immediate response directly to an agency.

(2) In such a case, the agency will provide an information copy of the tasking to the ECC. An action officer tasked directly by OSA or OSD will notify ECC when—

(a) An action has major policy implications or requires substantial increase in workload.

(b) An action appears to conflict with earlier guidance.

(3) Actions involving major policy, budget, or reorganization proposals that have significant State and local impact will follow procedures as prescribed in DA Memo 11-2 and coordinate all actions with the Office of the Deputy Under Secretary of the Army.

*g. Coordination.* Complete all required coordination before an action is forwarded to the ECC. Verbal consultation or discussion between action officers does not imply concurrence if action requires approval by an EOH member.

(1) Electronic staffing and coordination via e-mail or collaborative Web sites such as the Army Knowledge Online are encouraged.

(2) Informal coordination will not presume or imply an SA, CSA, USA, or VCSA decision or position.

(3) It is the responsibility of the lead agency to coordinate assigned staff actions with all applicable HQDA agencies, ACOMs, and appropriate Office of the Chief of Staff, Army (OCSA), OSA, and OSD elements. Early coordination with established POCs is necessary in order to obtain first-hand guidance and preclude last-minute nonconcurrences, rewrites, and delays. Offices with which a paper is coordinated will be informed of any major changes made by the decision maker.

(4) Coordination will be initiated informally by face-to-face contact, telephone, e-mail, and working draft. Early contact with all parties including OSD and ACOMs is encouraged. Coordination by conference, including teleconference when the parties are physically separated, may be used when complex issues are

being addressed. The final action must reflect the name, position, and office with which coordination was made. This information will be annotated on HQDA Form 5.

(5) Coordination and comments will show official positions only, not personal opinions. Actions requiring a decision by an EOH member will have the endorsement of the agency's principal, or his/her designated GO or SES representative.

(6) Concurrences will not be assumed. If no response is received within 10 days following verification of receipt, the nonresponse will be noted and the action forwarded for approval. If time permits, the action officer may contact the agency electronically or by telephone to verify its position (whether the agency concurs or does not concur). A line-thru is not an indication of concurrence or nonconcurrence unless the correspondence specifically requests a line-thru and initial to indicate concurrence or approval.

(7) The term "noted" is an annotation used to indicate review of an action that requires no substantive comment or coordination. When used by action officers, it reflects only that the action has been viewed and connotes neither concurrence nor nonconcurrence. Only the Office of the Inspector General or other special staff agencies that have reason to note actions may use terms such as "noted" or "no staff interest" as an official staffing response. These terms will be used only if an agency has no role in the completion of an action.

(8) A nonconcurrence is a separate act and requires a formal statement. If an agency continues to nonconcur with an action not requiring staffing through the ECC to the EOH members, the lead agency's principal may override the nonconcurrence if it is wholly within that agency's functional area and there is no direct impact on other agencies. It is the responsibility of the action officer to present to the agency principal the reasons for and consideration of the nonconcurrence. When a nonconcurrence involves functional responsibility not wholly within the purview of the action agency, or when the nonconcurrence involves two or more functional areas, reasons for the nonconcurrence, consideration of the nonconcurrence rationale, and recommendations will be forwarded through the ECC to the EOH member for decision, as appropriate.

(9) Personal review by an agency principal will not be implied, unless that official actually conducts the review. The term "Office of the G-4" indicates office coordination, whereas "the G-4" connotes the personal review of the agency principal. Action officers will furnish their name, rank, office symbol, phone number, and the HQDA Tracking System (which will be replaced by the Army Automated Tracking System (A2TS)) control number when coordinating an action.

(10) Secretariat and ARSTAF principals will ensure that actions to be lined-thru or signed personally by an EOH member are coordinated with the appropriate Assistant Secretary of the Army (ASA), GO, SES representative, General Counsel, or The Judge Advocate General.

(11) Lateral direct coordination among staff agencies is authorized and highly encouraged. The agency establishing suspense dates during coordination will ensure that reasonable time is given to accomplish the action. Agencies will respond by the established suspense date or negotiate an extension with the tasking agency.

*h. Delegation of authority.*

(1) *Authentication authority.* Care must be taken to ensure that actions of special interest are forwarded through the ECC to the SA, CSA, USA, or VCSA, as appropriate.

(2) *General policies.*

(a) The President will not be referred to in any manner that implies his personal connection with a specific policy or official action.

(b) The phrase "Army position" may be used in oral or written communications only when the SA, CSA, or individuals delegated this authority in writing by the SA and CSA approve that position. Agencies that are not certain if such delegated authority exists will process the actions through the ECC to the appropriate EOH member for approval.

(c) Officials in OCSA, OSA, and OSD may be quoted in written communications only if the official quoted or officials to whom this authority has been delegated personally review both the content and specific use in the text.

(d) Line-thru authority is approval authority and is used to limit the number of administrative levels. Line-thru authority will be exercised on routine actions and on those actions that principal officials determine need not be forwarded to the SA, CSA, USA, or VCSA for review.

(3) *Addressing officials in OSD.* All correspondence from or to OSD will be routed through the ECC for tracking and processing.

(a) In responses on behalf of the SECDEF or DEPSECDEF, the standard opening is: "This is in reply to your (date) letter to Secretary \_\_\_\_\_ (or Deputy Secretary \_\_\_\_\_) regarding \_\_\_\_\_."

(b) The statement, "The Secretary of Defense (or Deputy Secretary of Defense) has asked that I respond to your letter," will not be used without specific instructions, nor will a closing authority line be used without such instructions.

(c) When quoting the source of authority for policies or actions of the SECDEF and the assistants, reference will be made to the office or position from which the authority derives, not the official.

(4) *Officials in the immediate office of the OSA.* All correspondence from or to the immediate office of the SA will be routed through the ECC for official tracking and processing. If you are tasked to respond on behalf of the SA, use the following in your correspondence:

(a) When responding on behalf of the SA, the standard opening is, "This responds to your (date) letter to the SA concerning...."

(b) If the date on the incoming letter is over 30 days old, consider using "recent" instead of the actual date.

(c) Use the statement, "The Secretary of the Army (or Secretary \_\_\_\_\_) has asked me to respond to your letter (or memo)," only when specifically instructed to do so by the SA.

(5) *Officials in OCSA.* All correspondence from or to OCSA will be routed through ECC for official tracking and processing.

(a) DAGO 2002-03 describes the delegation of authority to act for the CSA. Agency principals and designated individuals are delegated authority to take final action for the CSA on all subjects within their functional areas, except for those areas in which the CSA or VCSA has expressed personal interest. If you are tasked to respond on behalf of the CSA use the following in your correspondence.

(b) When responding on behalf of the CSA, the standard opening is, "The Chief of Staff has asked that I respond to your letter of (date) \_\_\_\_\_ because the subject you addressed is within my area of responsibility."

(c) Correspondence originated for the SA by an ARSTAF agency or ARSTAF field operating agency requires a "Thru Chief of Staff, Army" line in the address. Other THRU addressees, such as the VCSA, are not required. The ECC will route the action through the DAS and VCSA as appropriate.

(d) Agency principals will delegate their signature and coordination authority to the lowest level possible, consistent with the following:

1. Correspondence that will be seen personally by the SA will be routed through the ECC. The proponent prepares HQDA Form 5. The ECC determines the routing at the EOH level.

2. The agency principal or principal assistant must sign, line-thru, or initial correspondence to the SA, CSA, USA, or VCSA and forward action to the ECC for tracking and processing.

3. The DAS may line-thru for the CSA on correspondence addressed to ASAs and principals of HDQA agencies, but not on correspondence addressed to the SA. A copy of all line-thru actions will be forwarded through the ECC to the DAS.

4. Correspondence that transmits an "Army position" and is sensitive in nature that responds to inquiries from senior State or Federal government officials, or that is addressed to OSD or other departments or agencies will be routed through the ECC and be signed by the SA or CSA. Judgment must be exercised in determining appropriate involvement of the principal directors or ASAs. In general, correspondence will be signed at a level that is commensurate with the correspondent or with the nature of the action, as appropriate. If uncertain, the DAS or the Director, ECC will be consulted for the signature authority.

5. Line-thru actions will clearly show the organization and position (by stamp or printed annotation) so that the addressee will know the routing process.

6. Care must be taken to ensure that actions are seen by an agency principal and do not become purely executive officer actions.

## 6. Suspense dates

*a. Office of the Secretary of Defense suspense timetable.* The OSD Correspondence Control Division receives, analyzes, and assigns actions for correspondence addressed to the SECDEF, DEPSECDEF; congressional correspondence addressed to the Assistant Secretary of Defense for Legislative Affairs; and all White House correspondence referred to DOD. The Correspondence Control Division assigns suspense dates in accordance with established rules. These rules and general guidance for OSD correspondence management are posted in DOD 5110.4–M, chapter 2.

*b. Headquarters suspense timetable.* Upon receipt of correspondence addressed to an EOH member, the ECC establishes a suspense date, in coordination with that EOH member. The "clock" for the suspense begins the first working day after the date ECC officially tasks the action to an agency. The final product is due to ECC no later than 1200 (noon) of the suspense date.

*c. Extensions.* When additional time is needed to complete an adequate response, these procedures will be followed to request an extension – with the exception of congressional inquiries in which case OCLL will send an interim response.

(1) *Requests for extensions.* These are made to the ECC. Only the agency's XO or SACO tasked by the ECC will request extensions. The ECC will coordinate with the originator and confirm all extensions. Requests for extensions should be made well in advance of the actual suspense date to ECC.

(2) *External HQDA suspense.* If it is not possible to provide a complete response prior to the suspense date, an interim response will be provided. An explanation of why the suspense cannot be met must accompany the request for extension. An extension will be requested to allow adequate time to prepare a more comprehensive response.

(3) *Actions controlled by ECC.* A copy of the interim response must accompany the request for extension. The ECC will notify HQDA agencies of short-suspense actions as soon as possible after receipt. Short-suspense actions will be hand-carried or sent electronically.

(a) *Actions received from OSD for signature of the SECDEF or DEPSECDEF.* Extension of these types of suspense actions is rarely permitted. If compelling reasons dictate, submit a request for extension on SD Form 391, Correspondence Action Report, Secretary of Defense, and coordinate the request with the ECC. The ECC must sign all SD Form 391s to OSD.

(b) *Actions received from the Under Secretaries of Defense, Assistant Secretaries of Defense, and other OSD offices.* Direct contact with the appropriate OSD office is authorized if an extension is required. Appropriate control points (ECC and/or SACO) will be notified of any extension granted by OSD.

(c) *Actions received for the signature of SA.* If suspense cannot be met, HQDA agencies will notify the ECC immediately and furnish an interim response for SA signature.

## 7. Tracking actions

*a. General.* The ECC currently uses the HQDA Tracking System (to be replaced by the Army Automated Tracking System (A2TS) in FY 08 after validation) to track the status of assigned actions to HQDA agencies. The HQDA Tracking System Training Guide provides specific instructions on using the HQDA Tracking System. (Once A2TS is validated we will provide updated specific instructions to all users which will supersede the instructions below).

(1) The ECC will enter taskings into the HQDA Tracking System, completing each applicable data field upon initial assignment. If the action is received in hard copy, the ECC POC will scan all supporting documents and attach them to the record under that action's control number. The action is tasked electronically through the HQDA Tracking System.

(2) The remarks section on the Tasking Control Sheet will be annotated to provide a general description of the action required based on the initial assessment of the action received.

*b. Tracking System Control Sheet.* The control sheet is automatically generated by the HQDA Tracking

System when the action is assigned and identifies information specific to the action. Click on the "Preview Task" hyperlink on the Tasking Information page to open the control sheet.

*c. Determining tasking roles.* The assignment of tasking roles will be determined using the following basic criteria:

(1) *Information only.* Used for nonsuspense items where no action is required. The Staff Action Control Sheet will reflect "I" in the Role Field. No action is necessary. Assigned agency shares information as appropriate.

(2) *Routine actions.* The Staff Action Control Sheet will be annotated with an "X" to indicate that the tasking requires action. The appropriate fields will be completed as assigned.

(3) *Appropriate actions.* Used for nonsuspense items that require the agency's review and tasking.

(4) *WHLO tasking.* The WHLO acts as a liaison between the White House, DOD and other agencies. Upon receipt of a White House action, the WHLO determines the action agency and assigns the appropriate suspense date.

(5) *Congressional tasking.* For direct reply, a copy of the response will be provided to OCLL; for draft reply, a draft will be provided to OCLL.

*d. Closing out actions in the HQDA Tracking System.*

(1) Actions may be closed only by the tasking office that made the assignment.

(2) Routine actions not requiring signature of an HQDA principal official may be closed by contacting the ECC through the appropriate SACO, providing an e-mail or hard copy of the response with the following information:

(a) Staff action control number.

(b) Action officer and telephone number.

(c) How the action was closed and with whom.

(d) The date the action was completed.

(3) For key actions signed by an EOH member, a principal official, and other actions of interest to the ECC, OSD, WHLO, personal staff of an EOH member, or OCLL, a copy of the final signed action will be provided along with a copy of the initial Staff Action Control Sheet to the ECC. The information identified in paragraph 7d(2) will also be included.

(4) Each agency's SACO will annotate in the HQDA Tracking System the action taken, date, responsible action officer, and appropriate remarks for future reference.

(5) Upon completion of a staff action requiring a direct reply, action officers will ensure a copy is attached or scanned into the HQDA Tracking System.

(6) It is the responsibility of the action officer/SACO to attach all documents associated with the agency's response to the tasking to the record in the HQDA Tracking System.

*e. Appealing a suspense assignment.* Organizations disagreeing with the assignment of an action will mark the action as "reconsidered" in their HQDA Tracking System inbox. The action officer will explain why the action will be reassigned.

## **8. Correspondence guidelines**

*a. Designated style references.*

(1) The United States Government Printing Office (GPO) Style Manual is the designated reference for all users of this memorandum. It provides guidance on rules on capitalization, spelling, punctuation, and abbreviations.

(2) The Chicago Manual of Style, 14th or 15th edition, is also an acceptable reference.

(3) DOD 5110.4-M, chapter 4, is an excellent guide for writing clearly and professionally.

*b. Rules for preparing HQDA correspondence.*

(1) Correspondence for the signature of a principal official will be submitted to the official's office (or SACO, when appropriate) in final form on the correct stationery.

(2) Correspondence to be signed will not be stapled.

(3) 12-point Arial font will be used for all correspondence signed by HQDA principal officials.

## DA Memo 25–52

(4) 13-point Times New Roman font will be used for all correspondence addressed to or prepared for the signature of the SECDEF and DEPSECDEF (see DOD 5110.4–M, chap 4).

(5) An envelope will be prepared and enclosed in accordance with AR 25-50 when the correspondence is to be mailed.

### *c. Writing guidance.*

(1) Give specifics, not generalizations.

(2) State ideas logically.

(3) State the purpose in the first paragraph.

(4) Keep sentences and paragraphs short.

(5) Convey an expedient and concerned reply.

(6) Use correct grammar and punctuation. The GPO Style Manual and the Chicago Manual of Style are the designated references for HQDA.

(7) Write in present tense and use first person, as if the signer was actually writing the document. For example, say, "I am pleased to inform you that you have been selected for promotion."

(8) Use commonly understood words and phrases. Write to communicate, not to impress.

(9) Convey that all alternatives have been explored.

(10) Identify and emphasize any controversial material.

(11) Avoid the appearance of a form letter or a fill-in-the-blank reply when responding to correspondence.

(12) Address each issue raised in the incoming correspondence.

(13) Keep correspondence to a single page whenever possible.

(14) Write in the active voice—for example, "Our office thoroughly researched this problem," rather than the passive voice: "This problem was thoroughly researched by our office."

(15) Avoid repeating words or ideas.

(16) Avoid wordy expressions such as "in order to" or "in accordance with" (see DOD 5110.4–M, table C4.T1).

(17) Avoid splitting infinitives—for example, say, "to understand fully" instead of "to fully understand."

(18) Avoid military and informal jargon.

*d. Style.* The following is a selection of style and usage preferences for HQDA correspondence. Additional guidance is available in the GPO Style Manual and DOD 5110.4–M, chapter 4.

(1) Capitalize the word "Soldier" when it refers to a U.S. Army service person for internal Army correspondence.

(2) Capitalize the word "Family" when it refers to U.S. Army family members for internal Army correspondence.

(3) Place two spaces between sentences.

(4) Avoid abbreviations except for those generally accepted, for example, a.m., p.m., or Inc. The meanings of acronyms and brevity codes will always be spelled out the first time that they appear, followed by the acronym or brevity code in parentheses (for example, memorandum of understanding (MOU)). Acronyms and brevity codes will be spelled out if used only once.

(5) Do not carry abbreviations—for example, Jr., Inc.—to the next line. Adjust spacing to accommodate or move entire words to the next line.

(6) Use a comma before the conjunctions "and" or "or" when they separate the second to last item from the final one in a series. For example: "Colonel Smith's achievements, dedication, and loyalty bring great credit to him and the Office of the Administrative Assistant to the Secretary of the Army."

(7) Keep month, day, and year on same line of the text. If necessary, split the month and year, but keep the month and day on the same line.

(8) Proper nouns—for example, place or people names—and single syllable words will not be divided. Although word division at the end of a line is acceptable, a word must not be divided if only one letter appears on a line.

### *e. Visual appearance.*

(1) Margins will be 1 inch on all sides.  
(2) Full- or right-justified margins will not be used.  
(3) Guidance for formatting letters and memorandums for the signatures of OSD officials is provided in DOD 5110.4–M.

(4) Pen and ink changes are allowed on all internal Army correspondence, including that addressed to the SA or CSA. Pen and ink changes are not acceptable on correspondence addressed outside the Department of the Army.

(5) A spreadsheet or table will be used to present complex and essential matters in matrix form.

(6) Office symbols on correspondence for the signature of the SA, CSA, USA, VCSA, AASA, or OSD officials will not be used. Office symbols may be used on correspondence for the DAS signature. The office symbol of the originating office is used unless instructions dictate otherwise.

*f. Dating correspondence.*

(1) Correspondence prepared for signature of HQDA principal officials is not dated. It will be dated after it is signed. This rule also applies to correspondence for the signature of OSD officials.

(2) Memorandums and letters are dated in different places. Dates on memorandums are placed in the upper right corner. Dates on letters are centered below the letterhead.

(3) Dates on memorandums will be in either of these formats: 1 January 2007 or 1 Jan 07. Dates registered by date stamps with different configurations are acceptable; for example, a date stamp of "FEB 16 2007" is acceptable. Date style will be consistent throughout the body of the correspondence, even though the date stamp on the correspondence may differ.

(4) The civilian date style (January 1, 2007) is used in the following cases:

(a) On all correspondence addressed to, or for the signature of OSD officials, regardless of the intended reader.

(b) On all correspondence to individuals outside of DOD.

(5) Dates on letters and dates within letters will be referred to only in the civilian format: January 1, 2007.

(6) AR 25-50, paragraph 1-26, provides guidance on dating memorandums and letters.

*g. Signature/authority lines.* Closing authority lines will not be used on letters and memorandums signed by the SA, CSA, USA, VCSA, AASA, or DAS unless directed.

*h. Style rules for correspondence for the signature of the SA.*

(1) "That" will not be used with recommendations by OSD principal officials—for example, "Recommendation: That the Principal Deputy\_\_\_\_\_." Instead, say "Recommendation: The Principal Deputy Under Secretary of Defense for Personnel and Readiness approves the board's report and the Secretary of Defense appoints the 502 officers to the next higher grade" or "Recommendation: The Secretary of Defense appoints the 502 officers to the next higher grade."

(2) The pronoun "you" will not be used when referring to OSD principal officials when recommending a course of action. Instead, the person is referred to by the duty position, such as "Secretary of Defense" or "Deputy Secretary of Defense." Examples are "Recommendation: The Deputy Secretary of Defense approves the board's report and the Secretary of Defense forwards the names of the 502 officers to the President for nomination for promotion" or "Recommendation: The Secretary of Defense appoints the 502 officers to the next higher grade."

(3) OSD correspondence intended for the SA signature is not dated. As with all correspondence for principal officials, it will be dated after it is signed.

## **9. Letters and memorandums**

*a. Letters.*

(1) *General.* Letters are used for correspondence addressed to the most senior government officials outside of the Department of the Army and to the public (people who do not work for the U.S. Government). Letters may also be used for correspondence to individuals outside the department or agency

when a personal tone is appropriate. Letters prepared for the signature of HQDA principal officials or their staffs will follow AR 25–50, chapter 3, and the following supplemental guidance:

(2) *Format.* Letters differ from memorandums in that they consist of an addressee block followed by a salutation such as "Dear Mr. Smith." Paragraphs are indented and not numbered. Appropriate closing is "Sincerely." Refer to AR 25–50, paragraph 3–7 and figure 3–1, for a guide to correct formatting of letters. See figure 1 for an example of a letter prepared for the signature of an HQDA principal official.

(a) Letters with just a few lines of text need not be vertically centered on the page, but will be dropped down from the letterhead so that the appearance is balanced and professional. Beginning the addressee line approximately one-fourth down the page is a good rule of thumb.

(b) The date is centered at the top of the page on the second line below the letterhead. Note: A date is not put on letters for the signature of principal officials before it is signed.

(c) Multiple-page letters will be numbered. The number will be centered at the top of the page about 1 inch from the top. Type a hyphen on each side of the number (no spaces). The first page is not numbered.

(d) When a multiple-page letter or letter with subparagraphs is unavoidable, it is formatted as shown in figure 2.

(e) See AR 25–50, figures 3–1 through 3–4 and appendix D for additional examples of letter formats and address, salutation, and complementary close.

(3) *Forms of address for letters to Members of Congress.*

(a) When referring to Congress, the phrase "The United States House of Representatives" or "The United States Senate" is used instead of "House of Representatives" or "Senate." "Dear Senator (Last name)" is used when addressing Senators, and "Dear Representative (Last name)" is used when addressing U.S. Representatives.

(b) Letters to chairpersons of congressional committees or subcommittees will use the greeting, "Dear Mr. Chairman" or "Dear Madam Chairman." Other titled senior congressional members will be addressed by their titles, such as "Dear Mr. Speaker" or "Dear Madam Speaker."

(c) Letters addressed to persons whose title includes "The Honorable" will be addressed "The Honorable (First name Last name)" followed by the person's title—for example The Honorable Jane Smith, Senate Majority Leader, United States Senate.



**SECRETARY OF THE ARMY**  
**WASHINGTON**

(civilian date)

1  
2  
3  
4  
1  
2  
1  
2

The Honorable John Brown  
Governor of Maryland  
Annapolis, Maryland 22903

Dear Governor Brown:

Use a direct style of writing. Get to the point without unnecessary words. Make sure replies respond to each point raised in the incoming correspondence.

Adjust margins so that the letter is framed on the page. Use 12 point Arial font.

Center the civilian date at the top of the page on the second line below the letterhead. Do not date letters prior to the signature of the principal official.

Do not use abbreviations in the address or signature block. Always address letters to a person, never to a position or title, company, etc.

Single-space the body of the letter with double spacing between paragraphs. Do not number or letter paragraphs. Avoid subparagraphs when possible. Effective paragraphs should not contain more than 10 lines.

Leave at least a one-inch margin at the bottom of multiple-page letters. When more than one page is needed there should be a minimum of two lines on the second page. Number pages after the first page of multiple-page letters. Center the page number approximately one inch from the top of the page. Type a hyphen on each side of the number (no spaces).

The closure "Sincerely" is the standard for Army letters.

Sincerely,

George A. Smith

**Figure 1. Sample letter format for the Secretary of the Army signature (8 1/2 x 11)**



**SECRETARY OF THE ARMY**  
**WASHINGTON**

(civilian date)

1

2

3

4

The Honorable John Smith  
Governor of Maryland  
Annapolis, Maryland 22903

1

2

Dear Governor Smith:

1

2

Do not use a subject line in letters. Use a direct style of writing. Get to the point without unnecessary words. Make sure replies respond to each point raised in the incoming correspondence.

Use one-inch margins. Use 12 point Arial font.

Do not use abbreviations in the address or signature block. Always address letters to a person, never to a position, title, or company.

Single-space the body of the letter with double spacing between paragraphs. Do not number or letter paragraphs. Avoid subparagraphs when possible. Effective paragraphs should not contain more than 10 lines.

Center the civilian date at the top of the page on the second line below the letterhead. Do not date letters prior to the signature of the principal official.

The closure "Sincerely" is the standard for Army letters. "Respectfully" is also acceptable.

Indent paragraphs (begin typing on the fifth space) as shown here. Do not number paragraphs. Letters without subparagraphs are preferred, but are not always possible. When you must use subparagraphs format them as shown here. Subparagraphs should be lettered if there is more than one.

- a. Use letters to indicate subparagraphs.
- b. Indent subparagraphs as shown in this figure.

If only one subparagraph is needed, indicate it by using a hyphen as shown below.

- This is an example of how to type a subparagraph when there is only one.

**Figure 2. Sample format for multiple-page letter with subparagraphs (8 1/2 x 11)**

1  
2  
3  
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Leave a least a one-inch margin at the bottom of multiple-page letters. When more than one page is needed there should be a minimum of two lines on the second page.

Number pages after the first page of multiple-page letters. Center the page number approximately one inch from the top of the page. Type a hyphen on each side of the number.

Start the first line of the text on the fifth line below the page number, keeping the margins the same as the preceding page(s).

Signature blocks will be in upper and lower case. Do not use a title when principal officials are signing on their own letterhead.

Type the word "Enclosure" at the left margin on the second line below the signature block. Do not show the number of enclosures or list them. Fully identify enclosures in the text. When there is more than one enclosure, use the plural form "Enclosures."

1  
2  
1  
2  
3  
4  
5  
1  
2

Sincerely,

George A. Smith

Enclosure

**Figure 2. Sample format for multiple-page letter with subparagraphs (8 1/2 x 11) – continued**

(d) Letters addressed to persons whose title is "Secretary" will begin with "Dear Mr. Secretary" or "Dear Madam Secretary."

(e) DOD 5110.4-M, appendix 6, will be used as a reference for a complete matrix of appropriate forms of address, salutations, and complimentary closings for letters to senior government and other officials.

*b. Memorandums.*

(1) The formal memorandum is the primary internal correspondence medium used by HQDA. It is also the standard memorandum used throughout the Army. Formal memorandums are described in detail in AR 25-50, chapter 2, and illustrated in this memorandum for added clarity in figures 3 through 5.

(2) Action and information memorandums have been eliminated as separate formats. Use HQDA Form 5 (to be attached to the cover of the staff action) to request action by senior Army leaders and to make recommendations. The formal memorandum format will be used in all circumstances where a memorandum is appropriate, whether providing information, tasking, or other types of communication.

(3) In a few instances, formatting for HQDA correspondence differs from the formatting for Army correspondence described in AR 25-50, as noted in figures 3 through 5. In addition to the guidance in AR 25-50, the following rules apply to HQDA memorandums:

(a) An office symbol is not added to memorandums signed by EOH members using their individual letterhead.

(b) Memorandums are not dated prior to signature of principals. This rule also applies to

## DA Memo 25–52

correspondence for the signature of OSD leaders. Once signed, the date will be placed/stamped in the upper right corner.

(c) "Attachment" or "tab" is not used in correspondence to refer to an enclosure—use "enclosure(s)." Enclosures are documents that come with the basic correspondence and are required to complete the action or to keep the body as brief and concise as possible. Enclosures will be dated as of the date of preparation.

(d) OSD uses the word attachment(s) for their correspondence.

(4) When more than five addressees are needed, the "SEE DISTRIBUTION" format as shown in figure 6 is used.

(5) Memorandums from ARSTAF agencies to the SA or the USA do not need to be addressed through an Assistant Secretary. However, the actions will be formally coordinated with the Assistant Secretaries or their principal deputies, and so noted on HQDA Form 5.

(6) Appropriate HQDA officials in the Secretariat and on the ARSTAF may sign memorandums to all HQDA principal officials.

(7) Correspondence prepared for the SECDEF or DEPSECDEF must be accompanied by an information or action memorandum using OSD style and formatting. Memorandums addressed to the SECDEF or DEPSECDEF will be formatted in the OSD style. DOD 5110.4–M, chapter 5, will be used for guidance.

(a) In the "Recommendation" paragraph of an action memorandum to OSD leaders, the phrase, "I recommend the (Secretary of Defense, Deputy Secretary of Defense)...," is used, depending to whom the memorandum is addressed. "I recommend YOU...," will not be used.

(b) Correspondence for the signature of OSD will not be dated before it is signed.

(8) The following information applies to multiple-signature memorandums:

(a) When preparing a memorandum for the signature of two officials, the signature block of the higher ranking (that is, historically older) office is placed on the right (see fig 7).

(b) When preparing a memorandum for the signature of three officials, the signature of the highest ranking office is centered at the bottom. The signature block of the next highest ranking office is placed above and on the right. The signature block of the junior office is on the left (see fig 7).

(c) Correspondence with multiple signature blocks of the Service secretaries will be placed on DOD letterhead (see fig 7).

(9) AR 25–50, figures 2–1 through 2–18, are examples of additional memorandum formats.

(10) Memorandums that are for or addressed to the SA, CSA, USA, or VCSA will be routed through the DAS via the ECC. The DAS will annotate by initialing the HQDA Form 5. This rule does not apply to actions for which the AASA has been delegated as approval authority or signature authority.



**DEPARTMENT OF THE ARMY**  
**ADMINISTRATIVE ASSISTANT TO THE SECRETARY OF THE ARMY**  
105 ARMY PENTAGON  
WASHINGTON DC 20310-0105

1

2

(date)

3

4 MEMORANDUM FOR Joint Readiness Training Center, U.S. Army Forces Command,  
Fort Polk, LA 71459-5339

1

2 SUBJECT: How to Format Formal Memorandums From an HQDA Principal Official to a  
Single Addressee

1

2

3

1. Memorandums to be signed by HQDA principal officials will have numbered paragraphs IAW AR 25-50.
2. Notice that if the address line in a single addressee memorandum runs over, the continuation is flush to the left. On memorandums with multiple addressees, the second line is indented to align with the third character of the first line.
3. It is not necessary to use all capital letters in the address and subject lines.
4. Do not use an office symbol in the upper left hand side of the correspondence. Begin the signature block on the fifth line below the last line of text. The first letter of the first name is placed at the center of the page as indicated. Memorandums prepared for signature of HQDA principal officials are not dated. They will be dated after they are signed.
5. Place the "Encl" note, if you have one, on the same line as the signature block. Do not list your enclosures if you have more than one. The "Encls" note is sufficient. Use AR 25-50, figures 2-1 through 2-18 to see sample memorandums for all occasions.
6. Always tell the reader where to direct any questions regarding the subject. For example: My point of contact for this action is Ms. Jane Doe, SAAA-EXS, commercial 703-697-6900 or e-mail jane.doe@hqda.army.mil.

1

2

3

4

5

Encl

MARY C. SMITH

**Figure 3. Sample format for formal memorandum to a single address (8 1/2 x 11)**



DEPARTMENT OF THE ARMY  
ADMINISTRATIVE ASSISTANT TO THE SECRETARY OF THE ARMY  
105 ARMY PENTAGON  
WASHINGTON DC 20310-0105

1

2

(date)

3

4

MEMORANDUM FOR

1

2

U.S. Army Intelligence and Security Command (IAIM-RPR), 8825 Beulah Street,  
Fort Belvoir, VA 22060-5246  
Joint Readiness Training Center (AFXR-JRT), U.S. Army Forces Command,  
7330 Mississippi Avenue, Fort Polk, LA 71459-5339

1

2

SUBJECT: How to Format Formal Memorandums From an HQDA Principal Official to  
Multiple Addressees

1

2

3

1. Memorandums to be signed by HQDA principal officials will have numbered  
paragraphs IAW AR 25-50.

2. Notice that if the address line in multiple addressee memorandums runs over, the  
continuations are indented to align with the third character of the first line. This is  
different from single addressee memorandums where the continuation line is flush to  
the left.

3. Type addresses in all uppercase type or upper and lowercase type. Do not mix the  
two type cases (one address in upper case and another in upper and lower case).

4. Memorandums prepared for signature of HQDA principal officials are not dated.  
They will be dated after they are signed.

5. Do not use an office symbol in the upper left hand side of the correspondence. The  
signature block should be aligned so the first letter of the first name is at the center of  
the sheet of paper as indicated.

6. Place the "Encl" note, if you have one, on the same line as the signature block.  
Don't list your enclosures if you have more than one. The "Encls" note is sufficient.  
Use AR 25-50, figures 2-1 through 2-18, for sample memorandums for many purposes.

7. Always tell the reader where to direct any questions regarding the subject. For  
example: My point of contact for this action is Ms. Jane Doe, SAAA-EXS, commercial  
703-697-6900 or e-mail jane.doe@hqda.army.mil.

1

2

3

4

5

Encl

MARY C. SMITH

Figure 4. Sample format for formal memorandum to multiple addresses (8 1/2 x 11)



DEPARTMENT OF THE ARMY  
ADMINISTRATIVE ASSISTANT TO THE SECRETARY OF THE ARMY  
105 ARMY PENTAGON  
WASHINGTON DC 20310-0105

1  
2  
3  
4  
1  
2  
3

(date)

MEMORANDUM FOR Principal Officials of Headquarters, Department of the Army

SUBJECT: Instructions for Multiple-Page Memorandums for the Signature of a Principal Official

1. This sample describes the format for a memorandum for the Administrative Assistant's signature.

a. Office Symbol. Do not place an office symbol on correspondence to be signed by the Administrative Assistant. The letterhead serves that purpose.

b. Date. Memorandums prepared for the signature of HQDA principal officials are not dated. They will be dated after they are signed.

c. Address. Begin typing MEMORANDUM FOR on the fourth line below the seal.

d. Subject. Type the SUBJECT on the second line below the last line of the address. If the subject continues to a second line, begin it flush with the left margin. Do not use acronyms in the subject line.

e. Text of the memorandum. Begin the text on the third line below the subject. Set the left and right margins for one inch.

f. Paragraphs. Number, letter, and indent paragraphs as shown here and as prescribed in AR 25-50.

g. Second page. Type the SUBJECT of the memorandum at the left margin one inch below the top edge of the paper.

h. Signature block. Begin the signature block on the fifth line below the last line of text. The first letter of the first name is placed at the center of the page.

i. Enclosures. Place the word "Enclosure(s)" or the abbreviation "Encl(s)" flush with the left margin on the same line as the signature block. Do not list the enclosures below this. (This practice differs from that described in AR 25-50.) Identify enclosures in the text.

j. Page numbers. Center the page number approximately one inch from the bottom of the page. Do not number the first page.

Figure 5. Sample of a multiple-page formal memorandum for the signature of principal official (8 1/2 x 11)

SUBJECT: Instructions for Multiple-Page Memorandums for the Signature of a Principal Official

1

2

3

k. Authority line. Authority lines are sometimes used on internal action memorandums. (Guidance on the use of authority lines is in AR 25-50, Chapter 6.) Type them on the second line below the last line of text.

2. Memorandums with multiple paragraphs should be numbered like this.

3. If a memorandum only contains one paragraph, do not number the paragraph IAW AR 25-50, figure 2-13.

4. The last paragraph should contain contact information for the action officer. For example, please contact MAJ Joe Jones, 703-697-0000, for more information.

1

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5

Encls

MARY C. SMITH

2

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**Figure 5. Sample of a multiple-page formal memorandum for the signature of principal official – continued (8 1/2 x 11)**

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DEPARTMENT OF THE ARMY  
OFFICE OF THE CHIEF OF STAFF  
200 ARMY PENTAGON  
WASHINGTON DC 20310-0202

1  
2  
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1  
2  
3

(date)

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: How to Format a Memorandum With a Distribution List

1. Use the SEE DISTRIBUTION format when more than five addresses are required.
2. Type the words SEE DISTRIBUTION one space after the words MEMORANDUM FOR.
3. Type the word DISTRIBUTION with a colon on the second line below the signature block.
4. Distribution lists may be continued on a second page. When absolutely necessary, a complete distribution list can be prepared on a separate page. Do not use distribution formulas for addresses outside of HQDA.
5. When addressing a memorandum for Principal Officials of Headquarters, Department of the Army, a distribution formula may be used. Reference memorandum, January 30, 2007, subject: Distribution for Headquarters, Department of the Army. When the formula is used, do not list the agencies individually.
6. The last paragraph should contain contact information for the action officer. For example, the Army G-3/5/7 point of contact is LTC John Smith, 703-602-9999 or john.smith@hqda.army.mil.

1  
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JAMES A. WINTER  
Lieutenant General, U.S. Army  
Director of the Army Staff

1  
2

DISTRIBUTION:  
Chief Information Officer/G-6  
Deputy Under Secretary of the Army  
Director of the Army Staff  
Deputy Chief of Staff, G-1  
Deputy Chief of Staff, G-2  
Deputy Chief of Staff, G-3/5/7  
(CONT)

**Figure 6. Sample of a memorandum with a SEE DISTRIBUTION address list (8 1/2 x 11)**

1           SUBJECT: How to Format a Memorandum With a Distribution List  
2  
3           DISTRIBUTION: (CONT)  
          Deputy Chief of Staff, G-4  
          Deputy Chief of Staff, G-8  
          Chief, Army Reserve  
          Chief, National Guard Bureau

2

**Figure 6. Sample of a memorandum with a SEE DISTRIBUTION address list – continued  
(8 1/2 x 11)**

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Department of Defense  
Letterhead

Use this format for dual signature documents:

Robert A. Brown  
Secretary of the Navy (or Air Force)

George A. Smith  
Secretary of the Army  
(Higher ranking, i.e., older  
office goes on the right.)

If there are three signatures, use this format:

Mary A. Williams  
Secretary of the Air Force

Paul W. Murphy  
Secretary of the Navy

George A. Smith  
Secretary of the Army  
(Highest ranking, i.e., oldest position, office  
goes on the bottom, centered)

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**Figure 7. Sample format for memorandums with multiple signatures (8 1/2 x 11)**

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## 10. Letterhead and stationery

a. The letterhead displaying the Korean War commemorative seal in the upper right corner will not be used; it is out of date.

b. The letterhead for the SA sent to external addresses will be printed in blue ink; letterhead sent to internal addresses will be printed in black.

c. The SA is the only Secretariat principal who uses Secretary of the Army standard (8.5 x 11 inches) letterhead (see fig 8) and Secretary of the Army small (7 x 8.5 inches) stationery. The standard letterhead consists of the DOD seal placed in the upper left corner and "SECRETARY OF THE ARMY" and "WASHINGTON" centered on two lines at the top of the page. The small letterhead consists of the DOD seal placed in the upper left corner and "SECRETARY OF THE ARMY" and "WASHINGTON" centered on two lines at the top of the page.

d. Informal or personal letters for the signature of the SA, CSA, USA, or VCSA will be written on that individual's flag stationery. See figure 9 for CSA flag stationery. For official CSA letterhead, see figure 10.

e. Correspondence prepared for the USA's signature will use Under Secretary of the Army letterhead (see fig 11).

f. Correspondence prepared for VCSA signature will use Office of the Vice Chief of Staff letterhead (see fig 12).

g. The following describes the correct use of Department of the Army letterhead.

(1) Except for the SA and CSA, all HQDA principal officials and their offices will use Department of the Army letterhead, displaying their organization title, complete street address, city, state, and ZIP+4.

(2) Department of the Army letterhead consists of the DOD seal placed in the upper left corner, and "DEPARTMENT OF THE ARMY, organization title, complete street address, WASHINGTON DC 20310 (ZIP+4)" centered (on four lines) at the top of the page (see fig 13).

(3) Use Department of the Army letterhead that shows "DEPARTMENT OF THE ARMY" and "WASHINGTON DC 20310" centered on two lines when—

(a) The correspondence is for the signature of an Acting Secretary of the Army.

(b) The correspondence is for the signature of the Acting Under Secretary of the Army.

(c) The correspondence is for the dual signatures of the Secretary of the Army and Chief of Staff of the Army (see fig 14).

(d) The correspondence is for the signature of the Secretary of the Army, Chief of Staff of the Army, and Sergeant Major of the Army (see fig 14).

(e) The correspondence is for the dual signatures of the Administrative Assistant to the Secretary of the Army and the Director of the Army Staff (see fig 15).

(f) The signature is uncertain.

(h) Informal correspondence for the Administrative Assistant will use 7 x 8.5-inch stationery (see fig 16). For official AASA letterhead, (see fig 17).

(i) Correspondence prepared for DAS signature will use Office of the Chief of Staff letterhead (see fig 18).

(j) For letters prepared for signature of OSD officials, DOD 5110.4–M, chapter 6, will be the guide.

(k) The Department of the Army letterhead template is available on the Army Publication Web site, [www.apd.army.mil](http://www.apd.army.mil). EOH stationery is available from the ECC Web site, <https://securewebako.hqda.pentagon.mil/AKO/ecc>.

## 11. Information and discussion papers

Information and discussion papers are used to present information in general or information specifically for a discussion.

a. *Information papers.* Figure 19 shows the format for an information paper. Use plain bond paper for information papers.

*b. Discussion papers.* Figure 20 shows the format for a discussion paper. Use plain bond paper for discussion papers.

## **12. HQDA Form 5**

*a.* When properly completed, HQDA Form 5 provides pertinent information about the action that is being staffed for coordination and/or submitted for approval and signature. It will identify the originating office and indicate what coordination was conducted. It also provides space for an executive summary, requests for action, and recommendations. A completed HQDA Form 5 will be attached to the front of the folder containing any staff action.

*b.* HQDA Form 5 replaces the action/information memorandum and may be used to provide an executive summary (EXSUM).

*c.* The information on HQDA Form 5 will be brief, accurate, and clear. It is a summary of the documents included in the staff package. The HQDA Form 5 will not be a redundant product of the enclosed information paper.

*d.* HQDA Form 5 is available as a template in the HQDA Tracking System. Click on the "Templates" tab next to the Document List on any Master Control page. HQDA Form 5 is listed under the heading "General Templates." It is also available on the ECC Web site, <https://securewebako.hqda.pentagon.mil/AKO/ecc>.

*e.* Instructions for completing HQDA Form 5 are attached to the form and are shown in figure 21. Arial font 11 will be used to complete the form.



**SECRETARY OF THE ARMY  
WASHINGTON**

1  
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3  
4 MEMORANDUM FOR Joint Readiness Training Center, U.S. Army Forces Command,  
Fort Polk, LA 71459-5339  
1  
2 SUBJECT: How to Format Formal Memorandums From an HQDA Principal Official to a  
Single Addressee  
1  
2  
3 1. Memorandums to be signed by HQDA principal officials will have numbered  
paragraphs IAW AR 25-50.  
2. Notice that if the address line in a single addressee memorandum runs over, the  
continuation is flush to the left. On memorandums with multiple addressees, the second  
line is indented to align with the third character of the first line.  
3. It is not necessary to use all capital letters in the address and subject lines.  
4. Memorandums prepared for the signature of HQDA principal officials are not dated.  
They will be dated after they are signed.  
5. Do not use an office symbol in the upper left hand side of the correspondence.  
Begin the signature block on the fifth line below the last line of text. The first letter of the  
first name is placed at the center of the page as indicated.  
6. Place the "Encl" note, if you have one, on the same line as the signature block. Do  
not list your enclosures if you have more than one. The "Encls" note is sufficient. Use  
AR 25-50, figures 2-1 through 2-18 to see sample memorandums for all occasions.  
7. Always tell the reader where to direct any questions regarding the subject. For  
example: My point of contact for this action is Ms. Jane Doe, SAAA-EXS, commercial  
703-697-6900 or e-mail jane.doe@hqda.army.mil.  
1  
2  
3  
4  
5 Encl George A. Smith

**Figure 8. Sample of Secretary of the Army letterhead (8 1/2 x 11)**



**Figure 9. Sample of Chief of Staff of the Army flag stationery (7 x 8 1/2)**

---



UNITED STATES ARMY  
THE CHIEF OF STAFF

1  
2  
3  
4  
1  
2  
3  
1  
2  
3  
4  
5

(date)

MEMORANDUM FOR Joint Readiness Training Center, U.S. Army Forces Command,  
Fort Polk, LA 71459-5339

SUBJECT: How to Format Formal Memorandums From an HQDA Principal Official to a  
Single Addressee

1. Memorandums to be signed by HQDA principal officials will have numbered paragraphs IAW AR 25-50.
2. Notice that if the address line in a single addressee memorandum runs over, the continuation is flush to the left. On memorandums with multiple addressees, the second line is indented to align with the third character of the first line.
3. It is not necessary to use all capital letters in the address and subject lines.
4. Memorandums prepared for the signature of HQDA principal officials are not dated. They will be dated after they are signed.
5. Do not use an office symbol in the upper left hand side of the correspondence. Begin the signature block on the fifth line below the last line of text. The first letter of the first name is placed at the center of the page as indicated.
6. Place the "Encl" note, if you have one, on the same line as the signature block. Do not list your enclosures if you have more than one. The "Encls" note is sufficient. Use AR 25-50, figures 2-1 through 2-18 to see sample memorandums for all occasions.
7. Always tell the reader where to direct any questions regarding the subject. For example: My point of contact for this action is Ms. Jane Doe, SAAA-EXS, commercial 703-697-6900 or e-mail jane.doe@hqda.army.mil.

Encl

WILLIAM P. ALLEN  
General, United States Army

Figure 10. Sample of Chief of Staff of the Army letterhead (8 1/2 x 11)



---

UNDER SECRETARY OF THE ARMY  
WASHINGTON

**Figure 11. Sample of Under Secretary of the Army letterhead (8 1/2 x 11)**

---



DEPARTMENT OF THE ARMY  
OFFICE OF THE VICE CHIEF OF STAFF  
201 ARMY PENTAGON  
WASHINGTON DC 20310-0201

1

2

(date)

3

4 MEMORANDUM FOR Joint Readiness Training Center, U.S. Army Forces Command,  
Fort Polk, LA 71459-5339

1

2 SUBJECT: How to Format Formal Memorandums From an HQDA Principal Official to a  
Single Addressee

1

2

3

1. Memorandums to be signed by HQDA principal officials will have numbered paragraphs IAW AR 25-50.

2. Notice that if the address line in a single addressee memorandum runs over, the continuation is flush to the left. On memorandums with multiple addressees, the second line is indented to align with the third character of the first line.

3. It is not necessary to use all capital letters in the address and subject lines.

4. Memorandums prepared for the signature of HQDA principal officials are not dated. They will be dated after they are signed.

5. Do not use an office symbol in the upper left hand side of the correspondence. Begin the signature block on the fifth line below the last line of text. The first letter of the first name is placed at the center of the page as indicated.

6. Place the "Encl" note, if you have one, on the same line as the signature block. Do not list your enclosures if you have more than one. The "Encls" note is sufficient. Use AR 25-50, figures 2-1 through 2-18 to see sample memorandums for all occasions.

7. Always tell the reader where to direct any questions regarding the subject. For example: My point of contact for this action is Ms. Jane Doe, SAAA-EXS, commercial 703-697-6900 or e-mail jane.doe@hqda.army.mil.

1

2

3

4

5 Encl

ANDREW C. JOHNSTON  
General, United States Army  
Vice Chief of Staff

Figure 12. Sample of Office of the Vice Chief of Staff letterhead (8 1/2 x 11)



**DEPARTMENT OF THE ARMY**  
ORGANIZATION NAME  
COMPLETE STREET ADDRESS  
WASHINGTON DC 20310-(ZIP+4)

---

**Figure 13. Sample of Department of the Army letterhead (8 1/2 x 11)**

---



DEPARTMENT OF THE ARMY  
WASHINGTON DC 20310

Use Department of the Army letterhead for correspondence that will be jointly signed by the Secretary of the Army and Chief of Staff, Army.

William P. Allen  
General, United States Army  
Chief of Staff

George A. Smith  
Secretary of the Army

If jointly signed by the Secretary of the Army, Chief of Staff of the Army, and Sergeant Major of the Army, use this format:

Robert Short  
Sergeant Major of the Army

William P. Allen  
General, United States Army  
Chief of Staff

George A. Smith  
Secretary of the Army

---

**Figure 14. Sample format of Department of the Army letterhead for correspondence jointly signed by the Secretary of the Army, Chief of Staff of the Army, and Sergeant Major of the Army (8 1/2 x 11)**

---



DEPARTMENT OF THE ARMY  
WASHINGTON DC 20310

Use Department of the Army letterhead for correspondence that will be jointly signed by the Administrative Assistant to the Secretary of the Army and the Director of the Army Staff.

JAMES A. WINTER  
Lieutenant General, USA  
Director of the Army Staff

MARY C. SMITH  
Administrative Assistant  
to the Secretary of the Army

**Figure 15. Sample format of Department of the Army letterhead for correspondence jointly signed by the Administrative Assistant to the Secretary of the Army and Director of the Army Staff (8 1/2 x 11)**

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DEPARTMENT OF THE ARMY  
ADMINISTRATIVE ASSISTANT TO THE SECRETARY OF THE ARMY  
WASHINGTON DC 20310 0106

**Figure 16. Sample of the Administrative Assistant to the Secretary of the Army stationery (7 x 8 1/2)**

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**DEPARTMENT OF THE ARMY**  
**ADMINISTRATIVE ASSISTANT TO THE SECRETARY OF THE ARMY**  
105 ARMY PENTAGON  
WASHINGTON DC 20310-0105

**Figure 17. Sample of the Administrative Assistant to the Secretary of the Army  
letterhead (8 1/2 x 11)**

---



DEPARTMENT OF THE ARMY  
OFFICE OF THE CHIEF OF STAFF  
200 ARMY PENTAGON  
WASHINGTON DC 20310-0202

1  
2 (date)  
3  
4 MEMORANDUM FOR Joint Readiness Training Center, U.S. Army Forces Command,  
Fort Polk, LA 71459-5339

1  
2 SUBJECT: How to Format Formal Memorandums From an Executive Office  
Headquarters (EOH) Official to a Single Addressee

1  
2  
3 1. Memorandums to be signed by HQDA principal officials will have numbered  
paragraphs IAW AR 25-50.

2. Notice that if the address line in a single addressee memorandum runs over, the  
continuation is flush to the left. On memorandums with multiple addressees, the second  
line is indented to align with the third character of the first line.

3. It is not necessary to use all capital letters in the address and subject lines.

4. Memorandums prepared for the signature of HQDA principal officials are not dated.  
They will be dated after they are signed.

5. Do not use an office symbol in the upper left hand side of the correspondence.  
Begin the signature block on the fifth line below the last line of text. The first letter of the  
first name is placed at the center of the page as indicated.

6. Place the "Encl" note, if you have one, on the same line as the signature block. Do  
not list your enclosures if you have more than one. The "Encls" note is sufficient. Use  
AR 25-50, figures 2-1 though 2-18 to see sample memorandums for all occasions.

7. Always tell the reader where to direct any questions regarding the subject. For  
example: My point of contact for this action is Ms. Jane Doe, SAAA-EXS, commercial  
703-697-6900 or e-mail jane.doe@hqda.army.mil.

1  
2  
3  
4  
5 Encl

JAMES A. WINTER  
Lieutenant General, USA  
Director of the Army Staff

**Figure 18. Sample format of Office of the Chief of Staff letterhead used for the Director of the Army Staff's signature (8 1/2 x 11)**

---

(CLASSIFICATION)

INFORMATION PAPER

1  
2

Office Symbol  
Date

1  
2

SUBJECT: Information Paper Format

1

2

1. Purpose: To provide guidance on the preparation and use of an Information Paper.

1

2

2. Facts:

1

2

a. An Information paper provides facts in a clear and concise format (that is, for use in a discussion paper or trip book). The format may be altered to meet a specific need.

3

b. Include the subject and purpose. Paragraphs will contain only essential facts concerning the subject. Papers will be self explanatory and will not refer to enclosures except for tabular data, charts, or photographs.

c. Papers should not exceed one page in length and need not be signed, but must include the action officer's name and telephone number in the lower right corner. Type the name of the approval authority below the action officer's name and number to indicate agency approval by principal, deputy, or director.

d. Avoid using acronyms and abbreviations, except for those that are familiar outside of the Army (e.g., DOD, ARSTAF, etc.).

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

f. The preparing agency will furnish the requesting official the original. Furnish an information copy to OCSA when providing an information paper to OSA.

g. The information paper is also the medium used to provide data for trip books for OCSA and OSA officials.

h. Information papers for Members of Congress are monitored by the Congressional Activities Division, Management Directorate, Office of the Chief of Legislative Liaison. Refer to the Congressional Actions and Responsibilities Standing Operating Procedures for guidance on preparing information papers for congressional actions.

i. An information paper is normally forwarded under a HQDA Form 5.

1

2

Action Officer's Name/Phone #  
Approved by: COL Paul C. Swift

(CLASSIFICATION)

---

**Figure 19. Sample format for an information paper (8 1/2 x 11)**

---

DISCUSSION PAPER

1  
2

Office Symbol  
Date

1  
2  
1

SUBJECT: How to Prepare a Discussion Paper

2  
1

1. Issue: How to prepare discussion papers for the Chief of Staff and Vice Chief of Staff for use in discussions.

1  
2  
1

2. Facts:

2  
1

a. A discussion paper will be prepared for the CSA or VCSA. The paper is a specialized information paper and can be used whenever it best serves the recipient's purpose.

b. Use a sharp writing style. Points should "jump off the paper." Avoid unnecessarily complex paragraphs.

c. Present facts in a smooth, logical flow. Tailor the paper for the audience.

(1) Determine the background that the audience needs.

(2) Avoid technical language and acronyms.

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

d. Preferred length is one page, no more than two. Avoid enclosures. Papers must include the action officer's name and telephone number in the lower right corner. Type the name of the approval authority below the action officer's name and number to indicate agency approval by principal, deputy, or director.

e. The discussion paper should be approved at the directorate level.

3. Key Points to be Stressed.

a. Present key points drawn from paragraph 2.

b. This is your opportunity to influence an action.

1  
2

Action Officer's Name/Phone #  
Approved by: COL Joseph P. Jones

---

**Figure 20. Sample format for a discussion paper (8 1/2 x 11)**

---

( FOUO )

| ARMY STAFFING FORM<br><small>For use of this form, see DA Memo 25-52; the proponent agency is AASA.</small>   |  | 1. TRACKING NUMBER<br>119873003  | 2. TODAY'S DATE<br>(YYYYMMDD)<br>20080414 | 3. SUSPENSE DATE<br>(YYYYMMDD)<br>20080430 |
|---|--|--|---|--|
| 4. OFFICE SYMBOL<br>AAHS-XYZ  |  | 5. SUBJECT<br>Example of a Filled Out Army Staffing Form - HQDA Form 5 |   |  |
| 6. ROUTING: (ECC USE ONLY)<br>Initial Date  |  | ECC POC (Rank, Name, Phone) DIR, ECC                                   |   |  |
| SA  |  | COMMENTS   |   |  |
| CSA   |  |  |   |  |
| USA   |  |  |   |  |
| VCSA  |  |  |   |  |
| AASA  |  |  |   |  |
| DAS   |  |  |   |  |
| SMA   |  |  |   |  |
| DUSA  |  |  |   |  |
| VDAS  |  |  |   |  |
| 7. EXECUTIVE SUMMARY / ACTION MEMORANDUM  |  |  |   |  |
| <u>Key Points</u>   |  |  |   |  |
| <ul style="list-style-type: none"><li>■ The key points are relevant information that the EOH member needs to take away from the action and are written at the Senior Leaders' level.</li><li>■ These are the key points your Principal or Deputy wants to convey to the EOH members.</li><li>■ Each key point area allows you essentially two lines to express your key point with a maximum of three key points.</li></ul> |  |  |   |  |
| <b>Ref:</b> Origin, tasker, message, correspondence, or meeting generating request  |  |  |   |  |
| <b>Encl:</b> TAB A: Memorandum for CSA's signature<br>TAB B: ECC's official tasker  |  |  |   |  |
| <b>1. Purpose:</b><br>The purpose should contain a brief statement as to why the action officer is staffing the action. For example, "To obtain the CSA's signature on memorandum at TAB A."  |  |  |   |  |
| <b>2. Discussion:</b><br>a. Summarize the information. Provide current status of issue (if applicable).<br><br>b. This discussion should tell the "story" on an action without "begging questions." The final authority should fully understand why this action is necessary. Notwithstanding, action officers should make every attempt to limit all information to one page.  |  |  |   |  |
| <b>3. Recommendation:</b><br>Provide a brief statement defining the desired action by the final approval authority. For example, "CSA sign memorandum at TAB A."  |  |  |   |  |
| APPROVED _____ DISAPPROVED _____ NOTED _____ SEE ME _____ COMMENT _____   |  |  |   |  |

HQDA FORM 5, OCT 2007

( FOUO )

Previous editions are obsolete.

Page 1 of 3  
APD PE v1.00

Figure 21. Sample HQDA Form 5



| INSTRUCTIONS   |  |
|--|--|
| <b>PARENTHESES AT TOP OF FORM:</b><br>Parentheses at top of form: Fill in classification (UNCLASSIFIED, FOUO, etc.) If for the Executive Office Headquarters (EOH), a classification of FOUO will be used as a minimum. If using a classified SIPR system then can use (CONFIDENTIAL, SECRET) classification.  |  |
| <b>Block 1. TRACKING NUMBER:</b><br>a. If the action has been assigned a tracking number by ECC, enter that number.<br>b. If the action has been assigned a tracking number by the activity Staff Action Control Office (SACO), enter that number along with the ECC tracking number (if applicable).  |  |
| <b>Block 2. TODAY'S DATE:</b><br>Enter today's date. The Army standard date format is YYYYMMDD. Example: 20071015. This allows for tracking system searches by a standard date.  |  |
| <b>Block 3. SUSPENSE DATE:</b><br>The format is YYYYMMDD.<br>a. If the action is responding to an external suspense, enter the date of the assigned suspense.<br>b. If the suspense date is established internally, enter that date.   |  |
| <b>Block 4. OFFICE SYMBOL:</b><br>Enter the office symbol of the agency responsible for the action. Example: (DAMO-FMP)  |  |
| <b>Block 5. SUBJECT:</b><br>Enter the primary subject line of the action. The subject on the HQDA Form 5 should match the subject used in the HQDA Tracking System (use upper/lower case, unbolded).   |  |
| <b>Block 6. ROUTING:</b><br>(ECC USE ONLY): The ECC POC will complete this block.  |  |
| <b>Block 7. EXECUTIVE SUMMARY/ACTION MEMORANDUM:</b><br><b>Key Points:</b> The key points are the salient information that the EOH member needs to take away from the action and are written at the Senior Army Leaders' level. These are the key points your Principal or Deputy want to convey to the EOH members. Each key point area allows you essentially two lines to express your key point (164 spaces) with a maximum of three key points.<br><b>Ref:</b> List all references, e.g., OSD tasker; meeting; e-mail; etc. If none, state N/A.<br><b>Encl:</b> List all enclosures/TABs. Explain what is included within the packet, if none, state N/A (for example, Enclosures: TAB A: Memorandum for SecArmy signature, TAB B: DOD tasking and ECC tasking, and so on).<br><b>1. Purpose:</b> Provide a short and clear statement of purpose (e.g., to obtain the SecArmy's signature on the memorandum at TAB A).<br><b>2. Discussion:</b> Summarize the information and provide a current status if applicable. Why are you telling this to the EOH? What should the EOH know and discuss? Describe the task, origin of the action, issue and the requirement. Provide fact-filled background and comment. This discussion should tell the "story" on an action without "begging questions." The final approval authority should fully understand why this action is necessary.<br><b>3. Recommendation:</b> Provide a brief statement defining the desired action by the final approval authority and explain why this is the best option (e.g., SecArmy approve action and sign the memorandum at TAB A.) Block 7 allows the EOH member to approve, disapprove, or comment on the action.   |  |
| <b>Block 8. LEAD AGENCY STAFF COORDINATION (Lead Agency Use Only):</b><br>These blocks are designated for the internal approval chain within a Staff. Possible entries could include Branch, Division, Director, and Deputy. The appropriate releasing authority should electronically sign and date the action once they have released/approved for forwarding to the next appropriate office for disposition.<br>The Staff Principal will electronically sign and date. His or her electronic signature represents concurrence with the contents of the HQDA Form 5 and the final product to be submitted to ECC for EOH review.<br><b>ACTION OFFICER (Name/Title/Phone Number/E-Mail):</b> Enter the responsible action officer's name, rank and/or position title, office phone number and email address. This information is especially important to ensure any questions related to the action can be quickly directed to the appropriate point of contact, avoiding delay in processing the action. Action Officer will electronically sign.<br><b>FILE LOCATION:</b> It is important to be able to retrieve a file for corrections and annotations in the event that the originating action officer is not available. Enter the file path to reflect where the correspondence was saved on the server in order that an alternate POC may retrieve the file and make any necessary annotations. NOTE: This applies to unclassified documents only.<br><b>SACO'S NAME (Name/Title/Phone Number/E-Mail):</b> Enter the responsible SACO's name, rank and/or position title, office phone number and email address. This information is especially important to ensure any questions related to the action can be quickly directed to the appropriate POC, avoiding delay in processing the action. SACO will electronically sign.<br><b>RECOMMENDATION FOR STAFF PRINCIPAL:</b> This block allows for recommendations to the Staff Principal (for example, G-3/5/7 approves the memorandum at TAB A by electronically signing Block 8). |  |
| <b>Block 9. STAFF COORDINATION:</b><br>When staffing an action for review and comment, include each office and POC information that the action is being staffed with and includes instructions for the addressees to indicate their concurrence by checking the appropriate block and returning to the originator. If concurrence indicates "concur with comments," then include comments at appropriate tab.  |  |
| <b>Block 10. REMARKS BY ECC (ECC use only):</b><br>The ECC POC will complete this block.<br><b>RETURNED REQUESTING ADDITIONAL INFORMATION/CLARIFICATION:</b> ECC will use this block to identify all packets being returned to the Staff for additional information requirements.  |  |

HQDA FORM 5, OCT 2007

Page 3 of 3  
APD PE v1.00

Figure 21. Sample HQDA Form 5 – continued

### 13. Assembly of staff actions and correspondence

The following instructions will be followed when packaging staff actions and correspondence for HQDA principal officials. The requirements in AR 25–50, chapter 4, will also provide guidance, with exceptions and additions as noted.

a. HQDA formal memorandums will not list enclosures following the "Encl" notation. This HQDA practice differs from guidance in AR 25–50.

b. Correspondence will be placed in a blue folder with facing pockets.

c. A completed HQDA Form 5 will be attached to the front of the folder. Use only the current version of the form as shown in figure 21. Use a FOUO coversheet at a minimum. Classified products will have the appropriate cover sheets.

d. Paperwork will be attached with clam or butterfly clips. Assembly instructions follow. (Note: These instructions are different from guidance in AR 25–50, chap 4; see fig 22).

(1) *Left side of folder.* The incoming correspondence (correspondence the action is responding to) will be placed on the inside left of the folder. The tasking summary/control sheet will be placed in the inside left of the folder under the incoming correspondence. Alphabetic tabs will be used to identify specific items of the backup documentation.

(2) *Right side of folder.* The Executive Correspondence Cover will be placed on the inside right of the folder. The proposed correspondence requiring decision or signature will be placed on the inside right of the folder under the Executive Correspondence Cover. Alphabetic tabs will be placed behind the correspondence to be signed.

e. Correspondence intended for signature will not be stapled.

f. An adhesive signature tab will be used to indicate where the principal official will sign or initial.

g. An acetate Executive Correspondence Cover for protection is preferable, but not required.

h. Correspondence for a principal official's signature or papers that will be forwarded to higher authority will not be marked in any way. Do not highlight or underline any portion of any correspondence. Celluloid markers such as Post-it notes and adhesive tabs may be used to point out specific lines or paragraphs at tabs; these will be removed before the document is sent to the addressee.

### 14. Briefings

a. An approved calendar request will be submitted (see fig 23) to the appropriate ECC representative to schedule a briefing (see the ECC Web site at <https://securewebako.hqda.pentagon.mil/AKO/ecc> for the template). The request will be submitted electronically to the ECC.

b. Briefings to HQDA principal officials will be prepared in accordance with DA Memorandum 1–1. Action officers will coordinate with the appropriate ECC representative to schedule a briefing and to determine the recipients, length, and attendees.

c. The OSD does not provide written guidance for briefing OSD principal officials. Informal guidance includes instructions to avoid the use of color for color's sake in briefing slides. Keep briefings to black and white unless color serves a purpose.

### 15. Read aheads

a. *For Army principal officials.*

(1) A read ahead (see fig 24) will be provided to a principal official when the subject area deals with complex or high-visibility issues and/or subjects. The intent of the read ahead is to give principal officials an opportunity to become familiar with the issue prior to receiving a briefing. This allows them the opportunity to prepare to make decisions when receiving the briefing.

(2) Read aheads are required for all briefings to senior Army leaders. Read aheads will be provided to the ECC no later than noon the duty day prior to the scheduled briefing. If the Sergeant Major of the Army needs to participate or be informed of the issues, an additional copy will be provided.

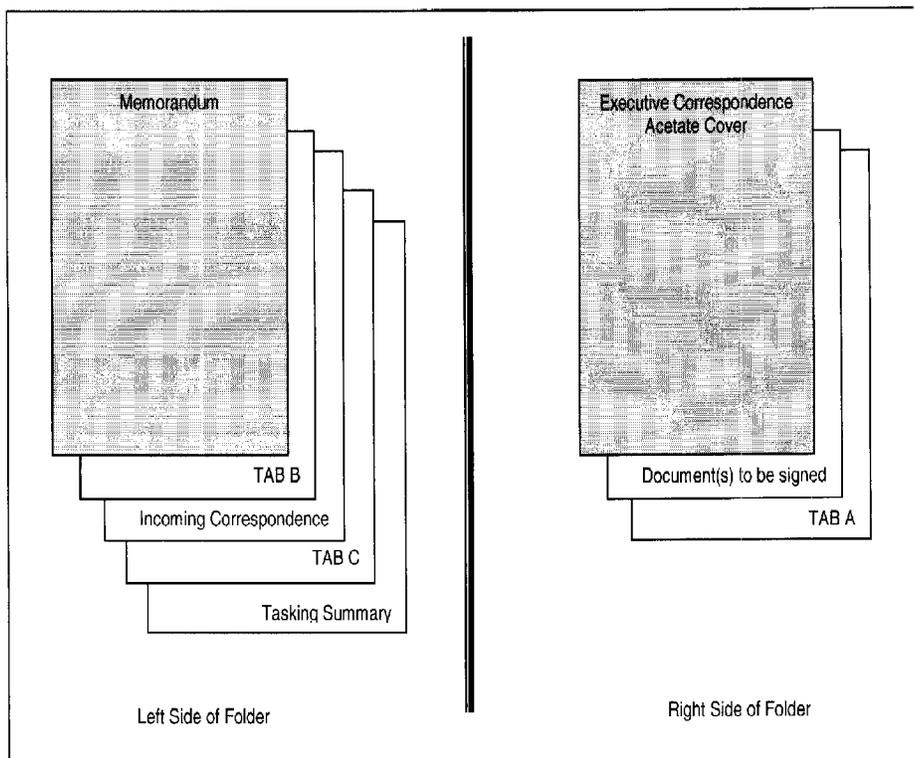
(3) Briefings for the SA and USA will begin with a "List of Assumptions."

b. *For OSD principal officials.* Guidance for read aheads for OSD principal officials is found in The

Department of Defense, Office of the Executive Secretary, Military Handbook, which addresses preferred content, style, and format.

## **16. Executive summary**

- a.* An executive summary (EXSUM) provides timely information in a brief, succinct manner (see fig 25).
- b.* The EXSUMs will be one paragraph, marked with the appropriate classification. A separate classification marking for the title is also required.
- c.* The EXSUMs will not exceed 15 lines.
- d.* Executive summaries, whether for decision or information and which respond to an OSA, OCSA, OUSA or OVCSA tasking, will reflect the HQDA Tracking System control identification number (for example, 60115700) in the upper right corner.
- e.* The date the EXSUM was prepared will be typed under the control identification number (if applicable).
- f.* The action officer's name/office symbol/telephone number will be typed two lines under the last line (right justified). The action officer's e-mail address will be typed directly under the name/office symbol/telephone number (right justified).
- g.* APPROVED BY will be typed on the second line below the e-mail address.
- h.* An EXSUM may be used in paragraph 2 (Discussion section) of HQDA Form 5.
- i.* In addition to the format and content requirements of the EXSUM, the following items must be addressed:
  - (1) What question is being answered (that is, "In response to SA/CSA/USA/VCSA question in the meeting today")?
  - (2) Why does the SA/CSA/USA/VCSA need this information?
  - (3) What action by SA/CSA/USA/VCSA is required/desired?
- j.* All unclassified/classified EXSUMs will be submitted to the ECC either as part of HQDA Form 5 (para 2, under Discussion) or enclosed in a blue folder at TAB A. All classified EXSUMs will be submitted in hard copy.
- k.* The principal official of the submitting activity will approve the EXSUM prior to submission to the ECC. The ECC will forward the EXSUM to the appropriate EOH offices.
- l.* The EXSUM can be submitted using HQDA Form 5 with the EXSUM paragraph going in the Discussion portion.



**Figure 22. Sample format of how to assemble the inside of a folder for a HQDA staff action**

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**EXECUTIVE COMMUNICATIONS AND CONTROL  
CALENDAR WORKSHEET**

DATE:

FOR: SA  USA  CSA  VCSA  DAS  OTHER:

SUBJECT:

TYPE: DECISION  INFORMATION  SEE ME  OFFICE CALL

PREFERRED DATE(s): PREFERRED TIME(s):

LOCATION: SA OFC  SA CONF RM  USA OFC  CSA OFC  VCSA OFC   
DAS OFC  PERSHING RM  OTHER

PRESENTATION MEDIA: DESK SIDE/PAPER  VIEWGRAPH  ELECTRONIC

BRIEFER(s): LENGTH: READAHEAD: YES  NO

PRINCIPAL ATTENDEES:

PURPOSE:

INTENT:

ARMY'S INTEREST:

DESIRED OUTCOME:

BRIEFING POC:

EXT:

ECC POC:

EXT: \_\_\_\_\_ EMAIL:

DDECC COMMENT:

---

EXECUTIVE OFFICER COMMENTS:

APPROVED: DATE/TIME: DISAPPROVED:

PREBRIEF REQUIRED: YES  NO

OTHER ATTENDEES:

---

**Figure 23. Sample format of an ECC Calendar Worksheet**

---

**READ AHEAD COVER SHEET**

1 SUBJECT: READ AHEAD FOR HQDA PRINCIPAL OFFICIALS

2 Date / Time Prep Session: \_\_\_\_\_ Date / Time / Location of Event: \_\_\_\_\_

1

2 Action Officer: \_\_\_\_\_ ECC POC: LTC Jane Doe, 695-6410

3 TEL Number: \_\_\_\_\_

4 E-mail \_\_\_\_\_

5 Address: \_\_\_\_\_

1

2

3 1. **PURPOSE:** (What is the purpose of the meeting/event/paper?) In this section

4 answer the question for the event being prepared for by this scheduled prep session or

5 read ahead.

2. **BRIEFER(S)/ATTENDEES:** Who will conduct the briefing? List all the briefers in the appropriate order. Who will attend? List the attendees for the event, as well as the prep session. Include rank and first name (nickname if appropriate.) Provide biographies of all principal participants in the event. Biographies of HQDA key personnel are available at <https://hqdadocs.hqda.pentagon.mil/oatransition/Search.asp>.

3. **ORIGINATOR/COORDINATION:** Who is it from? With whom has the event been coordinated? Include the original invitation, document or action. For all coordination, show concurrence or nonconcurrence with appropriate remarks.

4. **AGENDA/OBJECTIVES:** What do the organizers/presenters expect to accomplish? The objective of the prep session is obvious: explain the event. Who are the stakeholders and what are their issues? The intent is for all known or suspected agendas to be addressed. The perspective of all attendees must be understood.

5. **What are The Army's Objectives/Desired Outcomes?** Establish relevance to current or future Army objectives or actions.

6. **How Does the SA/CSA/USA/VCSA/DAS help to achieve The Army's Objectives?** What action(s) must the SA/CSA/USA/VCSA take in order to achieve the Army's objectives?

7. **RESOURCE IMPLICATIONS:**

Does this impact Army programs or budget? YES \_\_\_\_\_ NO \_\_\_\_\_

If yes, has this been to the PPBC co-chairs? YES \_\_\_\_\_ NO \_\_\_\_\_

1

2

3

4

5 APPROVED BY: \_\_\_\_\_ Signature block of Principal or Deputy

**Figure 24. Sample format of a read ahead for HQDA principal officials (8 1/2 x 11)**

---

(CLASSIFICATION)

EXECUTIVE SUMMARY

1  
2

60700111  
01 Mar 08

1  
2

(U) PREPARATION OF AN EXECUTIVE SUMMARY. (U) (Agency Office Symbol)  
An Executive Summary (EXSUM) is prepared in Arial 12 with 1-inch margins. The EXSUM should begin with the overall classification one inch from the top and bottom of the page. Place the words EXECUTIVE SUMMARY, tasker number (if appropriate) and the date two lines down from EXECUTIVE SUMMARY. The subject is uppercase, underlined and marked with a security classification. The originator's office symbol will appear in parentheses after the security classification, followed by the body of the summary text. An EXSUM should contain no more than 15 lines and synthesize the essential elements of information necessary to answer the recipients question/issue. The first sentence will identify the purpose of the correspondence (EXSUMs are self initiated or respond to someone's question.) Acronyms should always be spelled out the first time they appear, followed by the acronym in parentheses. Ensure that the originator is identified and the EXSUM approved as shown below. Type the name of the approval authority below the originator's name and number to indicate agency approval by principal, deputy, or director.

1  
2  
1  
2  
3  
4  
5  
6

Originator's Full Name/Office Symbol/Extension  
originator@us.army.mil

APPROVED BY: LTG Brian Wineland

(CLASSIFICATION)

---

**Figure 25. Sample format of an Executive Summary (EXSUM)**

---

**17. HQDA staff action guidance**

Table 1 provides the basic framework for working an HQDA staff action.

| <b>Table 1<br/>Basic guide for working a staff action</b> |  |
|---|--|
| Steps   | Guidelines   |
| Action source<br>–Internal<br>–OCSA<br>–OSA<br>–OSD       | Initial guidance normally included.  |
| Obtain guidance   | Know what the requirement is.<br>Direct contact with action source is encouraged.<br>Differentiate between personal opinion and official position.<br>If required, seek guidance any time during staff action process.   |
| Check for suspense  | If action initiated by OCSA, OSA, or OSD and suspense cannot be met, contact Director, ECC or appropriate Deputy Director.   |
| Collect and analyze data                                  | Check background file.<br>Discuss with experienced action officers.  |
| Prepare draft for coordination                            | Maximize use of working draft for coordination.  |
| Execute intra-agency coordination                         | Prepare papers in memorandum or letter format.<br>Determine who will sign action.<br>Coordinate with OSA or OCSA (via ECC) early.<br>Make necessary coordination.<br>Maximize use of e-mail, telephone, and handwritten notes.   |
| Revise draft as necessary and complete                    | Resolve nonoccurrence if possible.   |
| Take final action/forward for approval                    | Agency principal or designated individual takes final action.  |
| Forward for resolution of nonconcurrency                  | Agency principal—<br>–Overrides nonconcurrency.<br>–States reasons for nonconcurrency and rationale for consideration and recommendations. Forward to SA or USA, or to CSA or VCSA for decision.<br>–Forwards to ECC for transmittal to SA or USA, or to CSA or VCSA for decision.<br>–If necessary for paper to be approved above agency level, it will be forwarded to OCSA or line-thru for CSA and forward to OSA. |

## **Appendix A References**

### **Section I Required Publications**

#### **AR 25-50**

Preparing and Managing Correspondence. (Cited in paras 1, 5b, 8b(5), 8f(6), 9a(1), (2), (3), 9b(1)(3)(9), and 13.).

#### **DAGO 2002-03**

Assignment of Functions and Responsibilities within Headquarters, Department of the Army, 9 July 2002. (Cited in paras 4a, b, c, e, and 4h(5)(a).)

### **Section II Related Publications**

A related publication is a source of additional information. The user does not have to read it to understand these implementation procedures.

#### **AR 1-20**

Legislative Liaison

#### **AR 25-11**

Record Communications and the Privacy Communications System

#### **AR 25-30**

The Army Publishing Program

#### **AR 25-55**

The Department of the Army Freedom of Information Act Program

#### **AR 380-5**

Department of the Army Information Security Program

#### **DA Memo 1-1**

Briefing the Secretary of the Army, Under Secretary of the Army, Chief of Staff, Vice Chief of Staff, and Director of the Army Staff

#### **DA Memo 10-7**

Relationships Between the Office, Secretary of the Army and the Army Staff

#### **DA Memo 11-2**

Consultation with State and Local Officials

#### **DA Pam 25-40**

Army Publishing: Action Officers Guide

#### **Office of the Administrative Assistant to the Secretary of the Army**

HQDA Tracking System Training Guide. (Available at <http://eoaa.hqda.pentagon.mil/orientation/TSTraining.asp>.)

**DOD Office of the Executive Secretary**

Military Assistant/Executive Officer Handbook. (Available at [www.defenselink.mil/execsec/handbook\\_index.html](http://www.defenselink.mil/execsec/handbook_index.html).)

**DOD 5110.4-M**

Manual for Written Material. (Available at <http://www.dtic.mil/whs/directives/>.)

**GPO Style Manual**

United States Government Printing Office Style Manual. (Available at [www.gpoaccess.gov/stylemanual/index.html](http://www.gpoaccess.gov/stylemanual/index.html).)

**The Chicago Manual of Style**

The University of Chicago Press, 15th edition. (Available with subscription at <http://www.chicagomanualofstyle.org/home.html>.)

**Section III  
Prescribed Forms**

**HQDA Form 5 Army Staffing Form**

(Prescribed in paras 4e(3) and (4), 5g(4), 5h(5)(d)(1), 9b(2), 9b(5), 9b(10), 12, 13c, 16c, and 16e.)  
(Available at [www.apd.army.mil](http://www.apd.army.mil).)

**Section IV  
Referenced Forms**

**SD Form 391**

Secretary of Defense Correspondence Action Report. (Available at [www.dtic.mil/whs/directives/infomgt/forms/formsprogram.htm](http://www.dtic.mil/whs/directives/infomgt/forms/formsprogram.htm).)

## **Glossary**

### **Section I Abbreviations**

**AASA**

Administrative Assistant to the Secretary of the Army

**ACOM**

Army Command

**AR**

Army Regulation

**ARSTAF**

Army Staff

**AKO**

Army Knowledge Online

**ASA**

Assistant Secretary of the Army

**CSA**

Chief of Staff, Army

**DAGO**

Department of the Army General Order

**DAS**

Director of the Army Staff

**DEPSECDEF**

Deputy Secretary of Defense

**ECC**

Executive Communication and Control

**EOH**

Executive Office Headquarters

**EXSUM**

Executive Summary

**GO**

General Officer

**HQDA**

Headquarters, Department of the Army

**OCLL**

Office of the Chief, Legislative Liaison

**OCSA**

Office of Chief of Staff, Army

**OSA**

Office of the Secretary of the Army

**OSD**

Office of the Secretary of Defense

**POC**

point of contact

**SA**

Secretary of the Army

**SACO**

Staff Action Control Office

**SECDEF**

Secretary of Defense

**SES**

Senior Executive Service

**USA**

Under Secretary of the Army

**VCSA**

Vice Chief of Staff, Army

**WHLO**

White House Liaison Office

**XO**

Executive Officer

**Section II**

**Terms**

This section contains no entries.

**Section III**  
**Special Abbreviations and Terms**

This section contains no entries.

By Order of the Secretary of the Army:

GEORGE W. CASEY, JR.  
*General, United States Army*  
*Chief of Staff*

Official:

  
JOYCE E. MORROW  
*Administrative Assistant to the*  
*Secretary of the Army*

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