

11 January 2005

*(Updated as of 15 December 2005)*

Administration  
**STAFF PROCEDURES**

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**Summary.** This revision updates Headquarters, U.S. Army Training and Doctrine Command (HQ TRADOC) procedures and instructions for preparing and coordinating correspondence and other administrative actions, including conferences and briefings.

**Applicability.** This memorandum applies to all TRADOC agencies that prepare correspondence for HQ TRADOC.

**“R” forms.** The “R” forms at the back of this regulation are for local reproduction.

**Suggested improvements.** The proponent of this memorandum is the Office of the Secretary of the General Staff (SGS). Send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) through channels, to Commander, TRADOC (ATCS-X), 33 Ingalls Road, Fort Monroe, VA 23651-1067. Suggested improvements may also be submitted using DA Form 1045 (Army Ideas for Excellence Program (AIEP) Proposal).

**Availability.** This publication is available on the TRADOC Homepage at

<http://www.tradoc.army.mil/tpubs/memondx.htm>

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\*This memorandum supersedes TRADOC Memorandum 1-11, 14 June 2001.

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**Chapter 1**

**Introduction**

**1-1. Purpose.** The purpose of this memorandum is to prescribe administrative policy and staff procedures for Headquarters, U.S. Army Training and Doctrine Command (HQ TRADOC).

**1-2. References.** Required and related publications and prescribed and referenced forms are listed in [appendix A](#).

**1-3. Explanation of abbreviations.** The glossary contains abbreviations used in this memorandum.

**1-4. Responsibilities.**

a. Deputy Chiefs of General and Chiefs of Special Staff will—

(1) Ensure incoming personnel are encouraged to review Chief of Staff (CofS) web site ([http://www.tradoc.army.mil/cofs/staff\\_brief.htm](http://www.tradoc.army.mil/cofs/staff_brief.htm)) in their welcome/sponsorship letters.

(2) Ensure newly assigned personnel (military and civilian) attend the first available Staff Officer Orientation Briefing (SOOB) after arriving for duty.

b. **The Secretary of the General Staff (SGS)**, will—

(1) Designate action office lead, task, and track all official mail addressed to the Command Group and actions generated by the Command Group (see [para 2-8](#)).

(2) Manage the Command Action Tracking System (CATS) (see [para 2-3b\(3\)](#)).

(3) Assign staff responsibility for key recurring events at Fort Monroe (see [para 3-1](#)).

**c. Executive Services Division, Office of the SGS (OSGS), will—**

(1) Plan, coordinate, and supervise the execution of visit plans for distinguished visitors, ceremonies, and social functions the Commanding General (CG) or Deputy Commanding Generals (DCGs) host. Monitor other visits the TRADOC staff hosts. Provide advice and information to the HQ TRADOC staff and subordinate activities.

(2) Schedule and manage the TRADOC Command Conference Room (CCR) and Morelli Auditorium (see paras [8-1a](#) and [b](#)).

(3) Assist subordinate activities in support of official events on behalf of the CG and DCGs.

(4) Send written invitations for key recurring events (see [para 3-2d](#)).

(5) Review event plan the responsible activity for key recurring events submits (see [para 3-2f](#)).

**d. Congressional Activities Office (CAO)** will provide assistance on all congressional actions (see paras [2-8d](#) and [B-4c](#)). For further guidance and information, go to the CAO website on the TRADOC Homepage at <http://www.tradoc.army.mil/cong/index.html>.

**e. Deputy Chief of Staff for Operations and Training (DCSOPS&T), Assistant Deputy Chief of Staff for Operations (ADCSOPS), Operations, Readiness and Mobilization Directorate (ORMD), Operations Division** will—

(1) Serve as primary tasking authority for TRADOC per TRADOC Reg 10-5, chapter 12 ([http://www.tradoc.army.mil/tpubs/regs/r10-5/r10-5.htm#Ch\\_12](http://www.tradoc.army.mil/tpubs/regs/r10-5/r10-5.htm#Ch_12)).

(2) Receive all requests for military air (milair) travel (see [para 6-1a](#)), and designate a primary and alternate courier to transport the HQ TRADOC Priority Mail Pouch (see [para 6-2](#)).

**f. Deputy Chief of Staff for Intelligence (DCSINT) Special Security Office (SSO)** will provide guidance on and store Eyes Only messages (see [para 7-4b](#)).

**g. Fort Monroe Director of Information Management (DOIM)** will—

(1) Control and process incoming/outgoing classified mail/correspondence (see [para 4-1](#)).

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(2) Distribute incoming/outgoing mail/correspondence (see [para 4-2a](#)).

h. **Staff Executive Officers (XOs) and subordinate SGS** will ensure all staff products, e.g., decision memorandums, Executive Summaries (EXSUMs), etc., and readaheads, forwarded to the Command Group, are in consonance with formats outlined in [chapter 7](#) and appropriate appendices.

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## Chapter 2 Staff Policy and Procedures

### 2-1. Correspondence.

a. Army Regulation ([AR](#)) [25-50](#) is the Army guide for preparing military correspondence. It is available on the web and also on the quarterly edition of CD-ROM, EM 0001, Army Electronic Library.

b. Command Group is looking for the second and third order effects, and the implications to TRADOC and The Army. Think at the strategic level. Before preparing correspondence, consider the following questions:

- (1) What does it mean?
- (2) What are the issues?
- (3) What are the implications?
- (4) What is your assessment?
- (5) What are your recommendations?

c. Prepare correspondence for the Deputy Commanding General/Chief of Staff's (DCG/CofS's) signature, unless otherwise directed by staff section, SGS, or Assistant CofS (ACofS). Prepare correspondence for CG and/or DCG/CofS signature in final form, except as explained in paragraph [2-3a\(15\)](#).

d. Use TRADOC letterhead stationery and proponent's office symbol for all formal memoranda for Command Group signature. For letters, use CG and DCG/CofS letterhead stationery. Use office titles in lieu of office symbols for DCG/CofS letters. Do not use office titles on letters for CG signature; leave the "Reply to the Attention Of" blank. Electronic letterhead templates are available on the TRADOC Homepage (<http://www.tradoc.army.mil/Publications.htm>).

e. The slogan "**Victory Starts Here!**" may be used in letters, memoranda, or messages of a complimentary, positive nature going to individuals and/or higher or subordinate commands.

When used, it will be the last paragraph of the correspondence. Do not use slogan if it will add a second page to the correspondence; it is not mandatory.

f. As a general rule, respond in like form; e.g., memorandum to respond to a memorandum; personal letter with a personal letter; message with a message; PERSONAL FOR message with a PERSONAL FOR message.

g. Memorandums of Commendation will be addressed THRU the chain of command and FOR the recipient by name.

h. Forward all correspondence going to the Command Group for signature through the SGS. Provide correspondence presented for signature during briefings to SGS in advance to proof, edit, assign CATS control number, and approve prior to presentation during the briefing. Following the briefing, return a copy of HQ TRADOC Form 30 or 31 and signed correspondence to SGS for official files.

i. Correspondence the Command Group signs is dated by the Command Group Action Center (CGAC) and returned to the appropriate staff agency for mailing/dispatch.

j. Use E-mail, as directed, to provide EXSUMs and/or updates to the Command Group on taskers. Forward staff actions providing proposed E-mail responses with a HQ TRADOC Form 30 or 31 and a disk, through the SGS, requesting approval and dispatch.

## **2-2. Commanding General actions.**

a. Actions requiring CG approval and/or signature will take precedence over routine actions. Place all TRADOC CG actions in a green-colored pocket folder to expedite the routing process and to ensure priority handling by staff principals.

b. Staff sections are given not more than 24 hours to provide their position (concurrence/nonconcurrence) on CG actions.

c. A HQ TRADOC Form 31-R-E (Transmittal, Action and Control (TRADOC CG)) will accompany all CG correspondence whether for information, signature, or approval (see [para 7-3](#)).

d. Unless otherwise indicated, items for CG approval, information, review, or signature are assigned a default suspense of 4 working days and a CG CATS Control Number (see [para 2-8b](#)).

e. Requests for information/actions that the CG generates require feedback within 5 working days. Detailed actions still require initial feedback via E-mail to the CG, with 'CC' to DCG/CofS and SGS within 5 working days, followed by weekly updates until complete (see [para 2-8c](#)).

(1) Staff Principals and/or their Deputies will submit responses to simple questions and interim responses in EXSUM format, via E-mail to the CG, with 'CC' to DCG/CofS and SGS.

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(2) For detailed actions requiring more than 5 working days to complete, submit an EXSUM via E-mail to the CG, with 'CC' to DCG/CofS and SGS, providing current status and path forward with milestones to complete the tasking. Final deliverable is hard copy, unless an E-mail response is specified.

f. Providing CG proposed draft E-mail responses for dispatch--

(1) Draft E-mail, along with E-mail address of recipient, will be submitted on plain bond paper, Courier or Courier New 14-point font. The text should be double-spaced and paragraphs should be indented 1/2-inch. Margins should be 1.25-inch on the left, with 1-inch on the right, top, and bottom.

(2) Generally, draft E-mail prepared for the CG should follow this basic outline:

(a) Short, personal introduction to the addressee. Example: "Sir, appreciate you taking the time to visit Fort Swampy yesterday. The soldiers and instructors enjoyed your talk, and I understand the question and answer session was very well received. Amos Halftrack indicated that you had some questions about the classroom renovation, and I would like to take a few moments to outline what TRADOC is doing to address your concerns."

(b) Bottom Line Up Front (BLUF). State the answer as TRADOC sees it, up-front, so that the addressee's time is not wasted. "The classrooms you saw are the last scheduled for renovation and completion is contingent upon release of \$15M currently being withheld by HQDA."

(c) Analysis. This is the key piece. It is not simply a history lesson, rather it is the "so what" associated with the issue, and it is why the CG is personally becoming involved in the issue. As applicable, this should address the implications for the Army of accepting or rejecting the TRADOC position. Example: "Release of the \$15M by 1 May 01 is essential if we are to fully realize our vision of 21st century classrooms throughout TRADOC. Of the \$50M invested in classroom renovation since 1995, \$7.5M has been provided from within TRADOC's already limited budget. While we have been able to absorb this level of funding in the past, it has required some painful tradeoffs in the length and content of the officer basic course as well as ANCOC. If we are required to fund the final \$15M from within the TRADOC budget, we will be forced to either further reduce instructor contact hours in both courses or eliminate the field training exercise from OBC. Either of these options is unacceptable since it will provide the field inadequately trained graduates."

(d) Restate the answer, elicit addressee's support (if applicable), and end with a short, personal close. Example: "In conclusion, the key to resolving classroom renovation issues at Fort Swampy is HQDA release of \$15M by 1 May 01. I stand ready to discuss this further with you as you desire. V/R, Kevin."

g. When forwarding responses to CG actions, maintain continuous control throughout the routing process to expedite delivery to SGS within the designated suspense date.

h. Expedite and return to SGS, by the suspense time and date indicated on the CG Correspondence Expedite coversheet, those CG actions that the Command Group returns for rewrite, corrections, questions, etc. Maximum turnaround time is 24-hours. At times, the suspense may require turnaround in less than 24 hours, due to the CG's travel schedule.

### 2-3. Staff action process.

a. Action officers (AOs) will—

(1) Familiarize themselves with [AR 25-50](#), Preparing and Managing Correspondence, and TRADOC Reg 10-5, Organization and Functions (<http://www.tradoc.army.mil/tpubs/regs/r10-5/r10-5.htm>), and information on the [SOOB](#) prior to attending the briefing.

(2) Determine what action is required, level of approval, and who is to sign the action in accordance with (IAW) guidance in this memorandum. Precoordinate signature/approval authority of External Suspense (ES) (self-generated) taskers with SGS and/or ACoFS prior to working actions.

(3) Execute a thorough staff analysis of the action (see [para 2-1b](#)).

(4) Provide maximum assistance to subordinate commands/activities. Instructions to subordinate commanders will be clear, concise, and leave no doubt as to their objectives. Act on requests or recommendations by subordinate commanders promptly. If they must be disapproved, discuss the answer with the affected school/installation before forwarding to the Command Group for approval/signature. Intent is to give the field opportunity to understand the response that is forthcoming and make sure the answer is based on the most critical data points from the school perspective. Explain action fully and in a positive manner, pointing out alternatives, if available. Disapprovals/negative responses to subordinate activities, and/or other commands outside of TRADOC, require CG and/or DCG/CofS approval.

(5) Ensure subordinate commanders receive copies of their requests HQ TRADOC endorses to Headquarters, Department of the Army (HQDA) for consideration, and periodic updates through their SGS on status of requests until actions are complete.

(6) Ensure content of action is consistent with other similar staff actions and states only approved policies.

(7) Carefully review the final product to ensure proper format, administrative correctness, and use of appropriate letterhead prior to forwarding to the SGS.

(8) Complete coordination with staff, subordinate commands, and other major Army commands (MACOMs), as appropriate (see [para 2-11](#)). Coordinating office should be commensurate with level of signature; e.g., if TRADOC CG is signing correspondence requiring coordination with U.S. Army Forces Command (FORSCOM), FORSCOM CG should be the coordinating authority.

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(9) Comply with applicable security regulations, i.e., AR 380-5.

(10) Ensure the distribution is appropriate (see [para 2-12](#)).

(11) Ensure staff action includes a complete HQ TRADOC Form 30 or 31, as appropriate (see [para 7-3](#)).

(12) Obtain approval of the proper authority (paras [2-5](#) and [2-6](#)).

(13) Ensure SGS Staff Action Control Officers (SACO) are made aware of time-sensitive actions to facilitate quick turnaround and tracking. Ensure the reason action is time sensitive is clearly stated and highlighted on HQ TRADOC Form 30 or attached note.

(14) Ensure a disk is included with all correspondence forwarded to SGS for Command Group signature. The SACO will make minor corrections that do not change the intent of the correspondence, time permitting.

(15) Ensure letters of appreciation/commendation are prepared expeditiously (normally within 30 days of the event). This can be a lengthy process, especially when there are a number of different letters or invitations to send. To expedite the process, utilize the following procedures:

(a) When a large number of individuals are recognized, submit one letter or memorandum for Command Group signature along with a list of addressees in mailing format with proposed salutations for approval. Once approved, action is returned to the staff agency for completion.

(b) Ensure Command Group invitations to major events are prepared in a timely manner (normally mailed 30 days prior to the event). To expedite the process, submit one letter or memorandum along with a list of invitees broken out by categories; e.g., retirees, former commanders, civilian contractors, etc., along with mailing address in correct format and proposed salutation for approval. If situation is such that CG may want to personally deliver or pen a personal note to some of the invitees, so indicate and provide CG with recommendation on breakout of proposed invitees. Include addressee's first name or nickname so the CG can line through the salutation and write in the name, if desired.

(16) Determine method of delivery, based on sensitivity of contents, suspense dates, etc., to ensure correspondence is received expeditiously (see [para 4-3](#), below). Options include scanning and E-mailing, faxing, regular mail, FEDEX, and courier (if going to the Pentagon).

(a) If scanning and E-mailing to HQ TRADOC subordinate commands and/or schools and activities, send to the **SGS - TRADOC** distribution list, so they can track the action and get it to their Command Group. If counterparts at subordinate activities are already working the action, tell the SGSs when you send it and .CC your counterparts. If it is determined that subject

matter/sensitivity of action requires Chiefs of Staff attention, .CC the **CHIEFS - TRADOC** distribution list.

(b) Forward critical and/or strategic-level actions to your Front Office DCS and/or ADCS or Chiefs of Special Staff Offices for them to dispatch via E-mail directly to **COMMANDERS - TRADOC** or **CHIEFS - TRADOC** distribution lists, with .CC to the **SGS - TRADOC** distribution list. Action Officers are responsible to follow up and ensure receipt.

(c) When forwarding requests for information/taskers to the **TRADOC STAFF PRINCIPALS** distribution list, .CC the **XO - TRADOC** list for tracking purposes.

(d) When CG or DCG/CofS sign correspondence with a command-directed deadline for subordinate activities to meet, an implied task for you and your DCS is to follow through with an EXSUM, via E-mail, informing the CG or DCG/CofS of status or letting them know the deadline was met and mission is complete.

(e) Request read/delivery receipt. Responsibility does not end upon dispatch; follow up to ensure receipt/understanding of the requirement.

b. The Chief, Staff Actions Division (SAD), OSGS will—

(1) Act as liaison between the Command Group and action offices concerning correspondence preparation and administrative procedures.

(2) Conduct monthly SOOB to familiarize newly assigned AOs with staff procedures and maintain essential information related to the headquarters organization on the DCG/CofS SOOB website for AO review and reference.

(3) Assign actions to appropriate offices and monitor suspense dates using CATS. Upon receipt in the CGAC, an ES CATS number is assigned to self-generated actions requiring TRADOC CG or DCG/CofS approval. (See fig 2-1 for a flow chart of the Command Group tasking process.)

(4) Pick up from the Office of the Commanding General (OCG), scan, assign staff lead/assists, and immediately dispatch to respective XOs, via E-mail, CG taskers/requests for information with a “CC” to DCG/CofS, staff principal, and action officer (if known).

(5) Send electronic notices to subordinate commanders/commandants and their SGS, acknowledging receipt of action and informing them of the CATS control number assigned, the headquarters action agency tasked, and initial suspense date. The SACO will send updated acknowledgments to installation SGS if suspenses are extended.

(6) Review all correspondence and actions sent to the Command Group for administrative completeness and correctness, appropriate coordination, proper level of signature, and compliance with established policies.

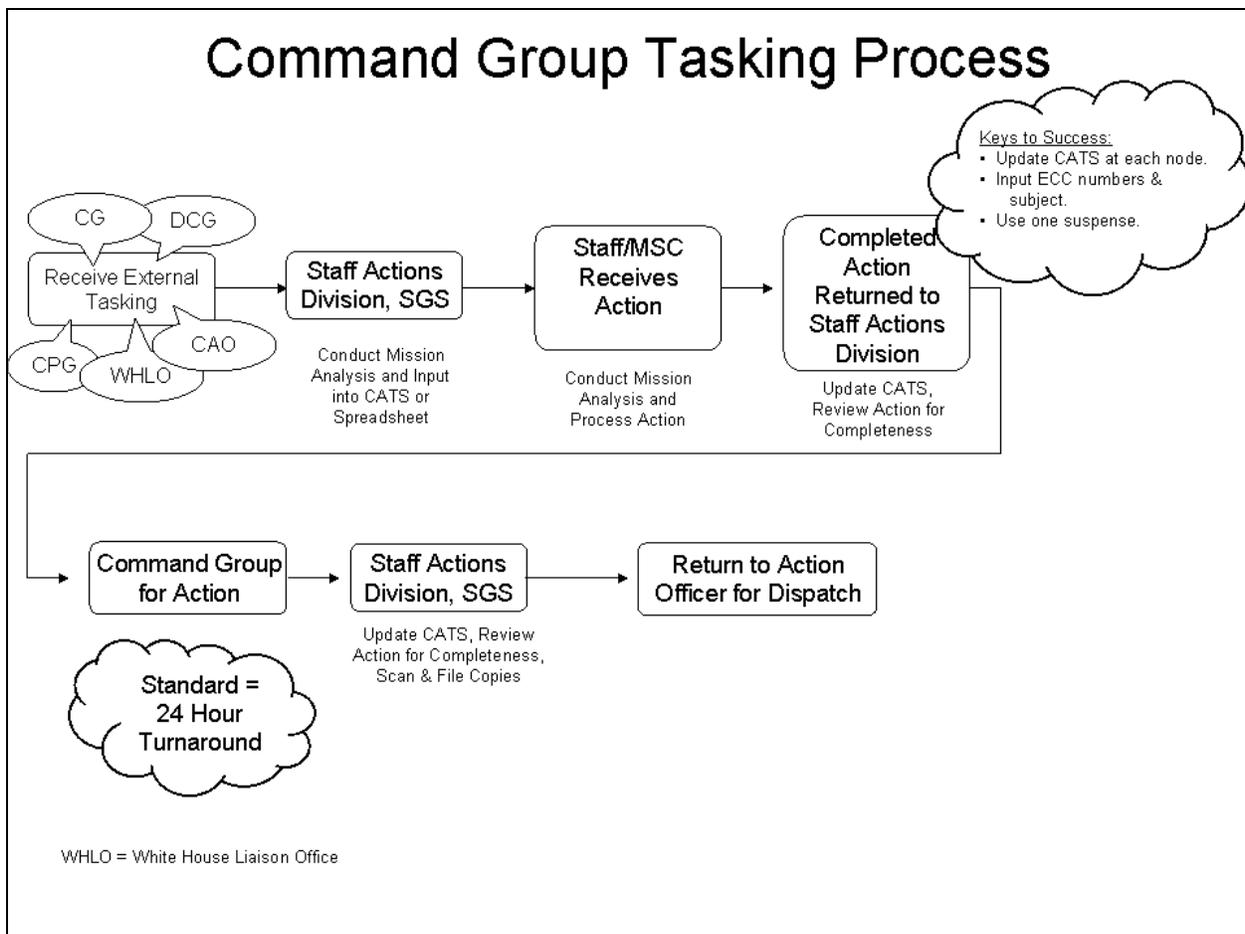
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(7) Monitor correspondence and actions within the Command Group to ensure appropriate actions are taken.

(8) Date all correspondence the Command Group signs before returning to action agency for dispatch.

(9) After Command Group approval, ensure copies of TRADOC responses to HQDA Office of the Chief, Legislative Liaison (OCLL) taskers are faxed or scanned and E-mailed to the OCLL, and original returned to originator for dispatch.

(10) For all completed actions, ensure appropriate file copies are kept (electronic and hard copy), CATS is updated to close action, and original is returned to action officer for dispatch.



**Figure 2-1. Command Group tasking process**

c. DCSOPS&T ADCSOPS ORMD Operations Division—

(1) Processes all operational and organizational taskings, to include:

(a) Taskings originating from within the TRADOC staff (except TRADOC CG, DCG/CofS, or CPG actions, which SGS monitors).

(b) Taskings originating from outside TRADOC (except White House inquiries and Congressionals).

(c) Taskings external to originator's organization; for example, from one TRADOC major subordinate command (MSC) to another; from a TRADOC MSC to the HQ TRADOC staff; from the HQ TRADOC staff to a MSC; from a TRADOC MSC, or HQ TRADOC staff to a special activity; or from one HQ TRADOC staff office to another.

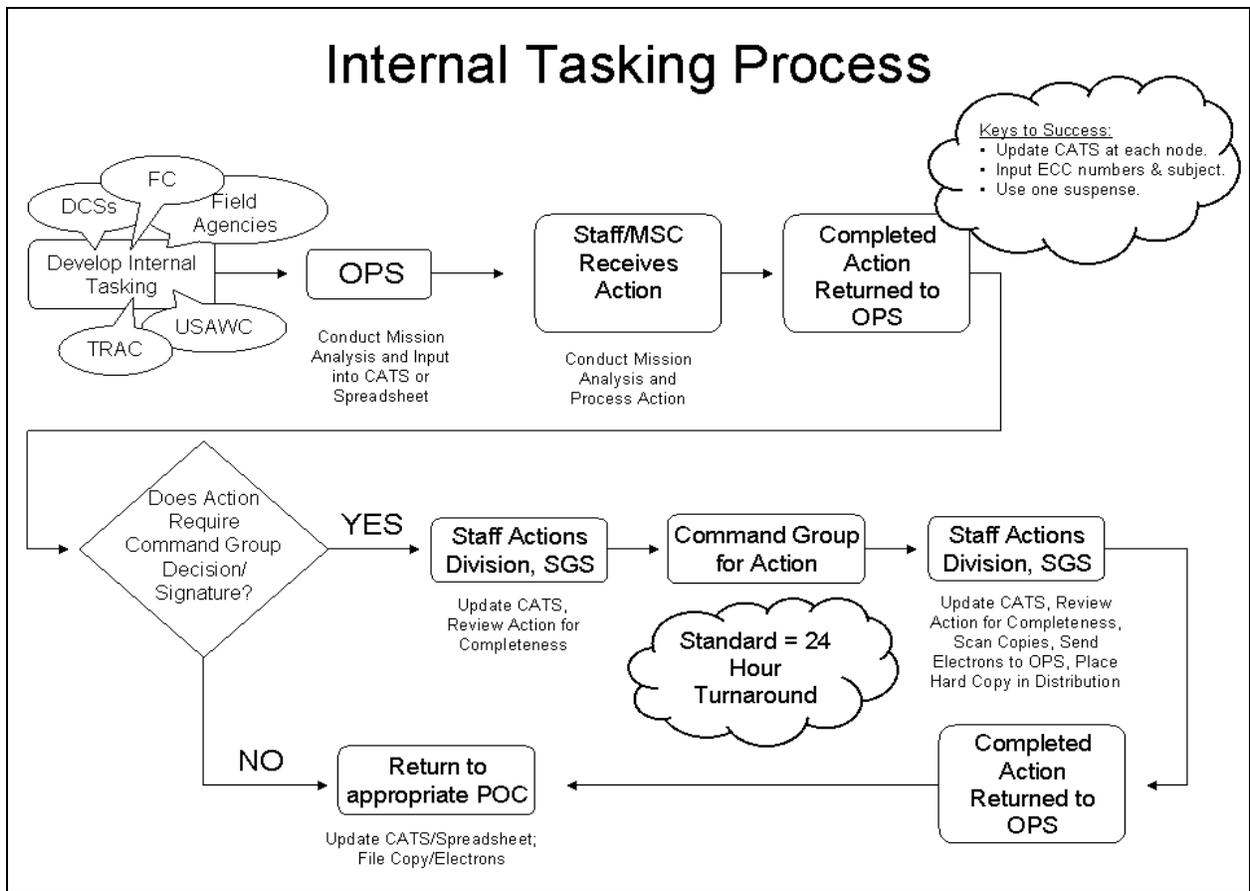
(d) Taskings external to originator's organization that request formal concurrence/comment. This does not preclude action officer to action officer informal coordination.

(e) Taskings involving changes in policy or that generate new policy.

(2) Synchronizes, disseminates, and tracks actions to completion.

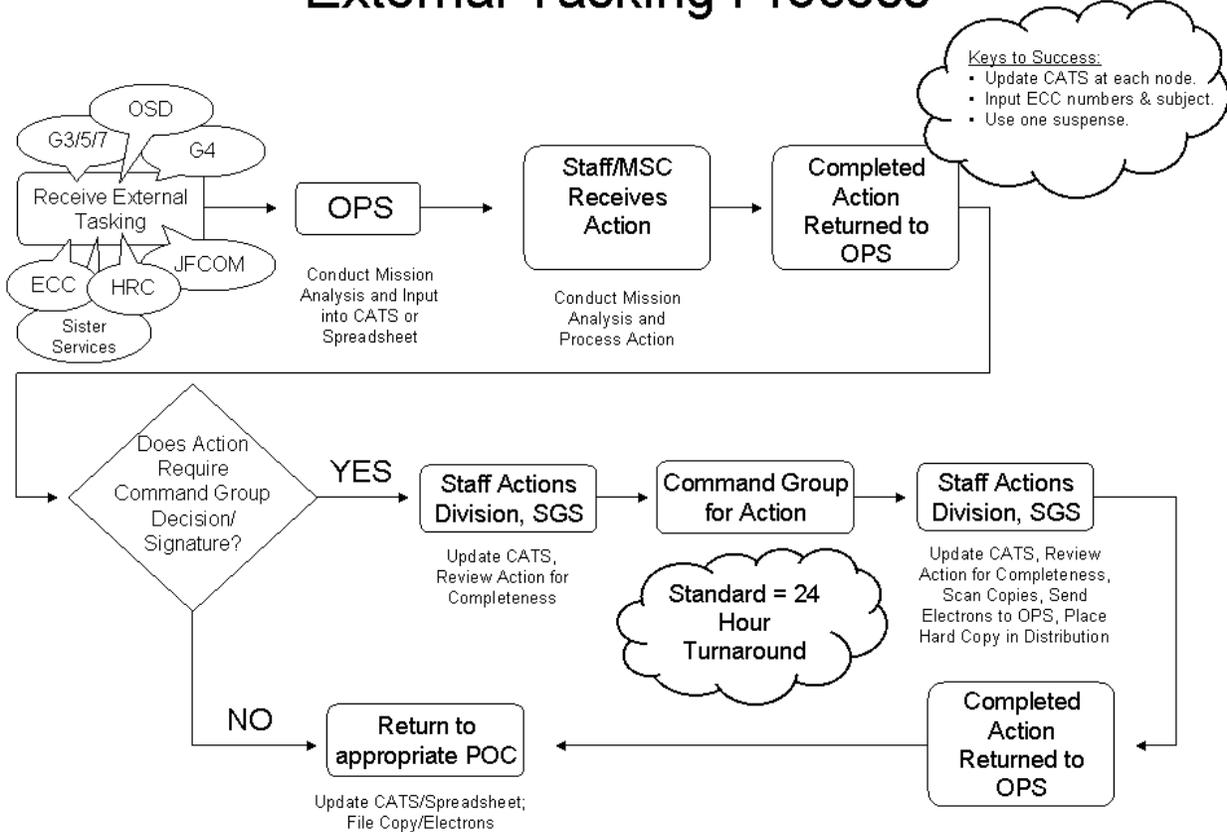
(3) After Command Group approval, ensures copies of TRADOC responses to HQDA Executive Communications and Control (ECC) taskers are faxed or scanned and E-mailed to the ECC, and original returned to originator for dispatch.

(4) Figures 2-2 and 2-3, below, are flow charts of the internal and external tasking process. See [TRADOC Reg 10-5, paragraph 12-1b](#), for additional information on taskings.



**Figure 2-2. DCSOPS&T internal tasking process**

## External Tasking Process



**Figure 2-3. DCSOPS&T external tasking process**

**2-4. Readaheads (RA).** Readaheads are a special type of staff action forwarded with the HQ TRADOC Forms 30 and 31 (see [para 7-3](#), below), tasked on short notice (less than 10 working days) and requiring immediate action. The RA prepares the CG for trips, visits of civilian or military dignitaries, or briefings. The completeness of a RA is critical to the success of each of the CG's calendar events. **READAHEADS MUST FOCUS THE CG'S THOUGHTS--NOT JUST COVER BACKGROUND INFORMATION.** Include only essential items, using key points the CG should know before the meeting. The amount of time the CG has to spend on a RA is very limited. Ensure all pertinent issues are covered succinctly and to the point in the Executive Overview. See [appendix C](#) on procedures for preparing RA.

**2-5. Command Group notification, review, or approval.** Specific items of Command Group interest requiring Command Group notification, review, approval, and/or signature include—

- a. Urgent requests for information that impose a shorter, less than 30-day TRADOC "suspense" to subordinate commanders must have DCG/CofS approval (unless directed by high headquarters).

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b. Any meetings involving subordinate commanders/school commandants, that provide less than 30 days notification, must have DCG/CofS approval.

c. Outgoing correspondence making personal reference to CG (CG, DCG/CofS, Deputy Commanding General Initial Military Training (DCG(IMT)) SENDS; PERSONAL FOR messages; or any correspondence using first person in reference to CG). Only the CG, DCG(IMT), or DCG/CofS may release such correspondence.

d. Responses to incoming communications addressed personally to CG, DCG/CofS, or DCG(IMT), unless directed otherwise.

e. Correspondence to and from—

(1) The President, Vice President, members of Congress, national and state governments, and other important civilian officials.

(2) Any MACOM commander or deputy commander, Chief of Staff, Army (CSA), or Vice CSA (VCSA).

(3) Department of the Army staff principals (e.g., Corps of Engineers, Deputy Chief of Staff, G-1, Deputy Chief of Staff, G-2, Deputy Chief of Staff, G-3).

(4) The CG, DCG, or CofS of other Services.

(5) TRADOC commanders or school commandants.

f. Nonconcurrences and disapprovals.

(1) Nonconcurrence with actions proposed by higher headquarters or other MACOMs.

(2) Disapprovals of actions proposed by subordinate commands (see [para 2-3a\(4\)](#)).

g. TRADOC administrative publications that establish new policy, revise existing policy, delegate authority, or assign responsibility require DCG/CofS approval (i.e., TRADOC supplements to ARs, regulations, circulars, and memorandums). Additional instructions on preparing publications are in [TRADOC Reg 25-35](#). Publish new policies, or a major change to existing policies, in the appropriate publications medium described below.

(1) TRADOC Supplements contain policies, responsibilities, and administrative procedures required to implement Army Regulations (ARs). They are the only medium authorized to provide subordinate commanders additional instructions to implement an AR. Supplements do not supersede, change, or rescind any portion of an AR.

(2) TRADOC Regulations (Regs) establish policy or assign mission responsibilities TRADOC-wide. They are confined to a single subject and are the only authority to prescribe mandatory use of command forms.

(3) TRADOC Circulars (Cirs) can be either directive or informational and are applicable TRADOC-wide. Circulars normally expire 2 years after date of issue or earlier.

(4) TRADOC Memorandums (Memos) establish policy, responsibilities, or administrative procedures pertaining only to HQ TRADOC.

(5) TRADOC Pamphlets (Pams) are instructional or informational and apply TRADOC-wide. (NOTE: Since pamphlets only provide guidelines and procedures, they can be approved at the DCS level.)

- h. Communications that affect the good name or reputation of an officer or organization.
- i. Communications that convey even a suggestion of censure, including errors, deficiencies, or irregularities alleged by higher headquarters or other MACOMs.
- j. Reports of significant financial or property irregularities.
- k. Serious accidents or incidents involving members of the command or occurring at TRADOC subordinate commands and/or activities.
- l. Communications as determined by DCS/staff office chiefs of exceptional information or importance that require prompt command attention or are not covered by existing policy.
- m. Assignment, reassignment, or relief-for-cause actions involving senior officers or noncommissioned officers (NCOs).
- n. Requests for other than permanent change of station travel on military aircraft by dependents of military personnel, government civilian employees, U.S. civilians without federal employment status, or foreign dignitaries and their entourage.
- o. Requests for approval of outside continental United States (OCONUS) or conference travel. Guidance for submitting requests for OCONUS or conference travel is found in Department of Defense (DOD) 4500.54-G, [Department of Defense Foreign Clearance Guide](#), and [AR 55-46, chapter 8](#). Submit requests to Deputy Chief of Staff for Personnel, Infrastructure and Logistics (DCSPIL), ATBO-BPS, on TRADOC Form 712-R at least 60 days prior to travel. All information indicated on form must be provided to avoid delay in processing. Also include detailed itinerary, purpose, and point of contact (POC) for each location/facility to be visited. Requests for travel based on invitations, previously approved clearances, or initiated by other MACOMs will include copies of such documentation with the request. Staff principals are required to notify CG, TRADOC, of reason and intent for all OCONUS temporary duty travel (TDY). The CG or DCG/CofS may want to meet with staff principals prior to their departure on these TDYs.
- p. Reports of Annual General Inspections of TRADOC subordinate activities.

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- q. Recommended decorations and awards.

### 2-6. Authority line.

a. When a person other than the commander signs military correspondence expressing the will of the commander, an authority line is necessary.

b. "FOR THE COMMANDER" authority line. Command correspondence is military correspondence that the CG or DCG(IMT) does not sign, containing command decisions, policy, official recommendations, suspense dates, taskings directed to subordinate commands, or addressed outside TRADOC. Such correspondence will bear a "FOR THE COMMANDER" authority line. Deputy Chiefs of General and Chiefs of Special Staff Offices or their deputies and Director, Futures Center, may sign command correspondence totally within the purview of their areas of responsibility. **DO NOT** further delegate this authority.

c. Authority line will be omitted when there is a phrase in the text, such as "The Commanding General received your 2 Jan 03 memorandum, read it, and asked that I respond on his behalf."

d. Deputy Chiefs of General and Chiefs of Special Staff Offices may sign technical correspondence totally within their area of responsibility. Technical correspondence cannot establish policy, impose a suspense, or go outside of TRADOC. Deputy Chiefs of General and Chiefs of Special Staff Offices may delegate signature authority for technical correspondence within their organization. When delegated, use an authority line to show for whom the person is signing; e.g., FOR THE DEPUTY CHIEF OF STAFF FOR TRAINING. NOTE: In most instances, technical channel correspondence is "informational in nature" between counterparts.

### 2-7. Signature blocks/complimentary closings.

a. Use signature blocks IAW [AR 25-50](#), chapter 6, section II. Signature blocks begin at the center of the page, on the fifth line below the authority line or last line of text. See figure 2-4 for CG and DCG/CofS signature blocks.

b. Use "Sincerely" as the complimentary closing on all letters, addressed to military and civilian equivalents or subordinates, the CG, DCG/CofS, and DCG(IMT) signs. Use "Very respectfully" when addressing the VCSA, CSA, congressmen, senators, or higher authorities, as well as retired four-stars. For additional guidance on forms of address, salutations, and complimentary closings, see [AR 25-50](#), appendix D.

c. The CG begins PERSONAL FOR messages to the CSA with "Sir, . . ." and uses "Very respectfully" as the complimentary closing. The CG generally does not use a complimentary closing on VCSA or counterpart PERSONAL FOR messages.

Military Correspondence	Nonmilitary Correspondence
<b>CG</b> WILLIAM S. WALLACE General, U.S. Army Commanding	William S. Wallace General, U.S. Army Commanding
<b>CG (for MOUs)</b>	
_____ WILLIAM S. WALLACE General, U.S. Army Commanding General U.S. Army Training and Doctrine Command _____ (Date)	
<b>DCG/CofS</b>	
ANTHONY R. JONES Lieutenant General, U.S. Army Deputy Commanding General/ Chief of Staff	Anthony R. Jones Lieutenant General, U.S. Army Deputy Commanding General/ Chief of Staff

**Figure 2-4. CG and DCG/CofS signature blocks**

**2-8. Suspenses.**

- a. The Chief, SAD, OSGS, designates the action office for all taskings the Command Group generates and forwards all operational and organizational taskings generated externally to DCSOPS&T for processing, disseminating, and tracking, as appropriate.
- b. Unless otherwise indicated, items for CG approval, information, review, or signature are assigned a default suspense of 4 working days and a CG CATS Control Number. Items for DCG/CofS approval, information, review, or signature are assigned a 14 working-day suspense and a CS CATS control number.
- c. Requests for information/actions the CG generates require feedback within 5 working days. If the action is detailed, initial feedback within 5 working days is still required via E-mail to the CG with ‘CC’ to DCG/CofS and SGS.
  - (1) Staff Principals and/or their Deputies will submit responses to simple questions and interim responses in [EXSUM format](#), via E-mail to the CG, with ‘CC’ to DCG/CofS and SGS.
  - (2) For detailed actions requiring more than 5 working days to complete, submit an EXSUM to the CG, ‘CC’ DCG/CofS and SGS, providing current status and path forward with milestones to complete the tasking. The SGS will adjust the CATS suspense date based on

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milestones provided in the EXSUM and any additional guidance the CG provides. Final deliverable is hard copy, unless an E-mail EXSUM response.

(3) When delivering responses to CG actions to SGS, ensure positive control is maintained to ensure expeditious processing through the DCG/CofS to the CG within the suspense date.

d. Written congressional inquiries normally have 5 working days for suspense from date of receipt in SGS. Delegate signature level for routine inquiries no further than one organizational level below the staff principal; e.g., directors within DCSs. When circumstances clearly prevent a final or draft reply within the suspense date, provide an interim reply. The interim reply will contain as much information as is available at the time, inform the Member of Congress of the reason for the delay (if appropriate), and set a specific time period for a final response. The SGS will task and track congressional inquiries in CATS if suspense date is more than 3 working days from date of receipt. Congressional Activities Office (CAO) will send short-fused congressional inquiries direct, via E-mail, to the designated staff lead XO and SGS. The SGS will review short-fused E-mail congressional taskings from CAO to the staff, and provide comments, guidance, rebuttal, etc., if appropriate, within 24 hours. No additional guidance from the SGS on E-mailed congressional taskers constitutes agreement with the tasking.

e. When staff offices cannot meet suspenses, staff XOs or designated representatives will submit control number, subject, and rationale for extension to their designated SGS SACO via E-mail. Base rationale for requesting a suspense extension upon AO/subject matter expert (SME) analysis of the tasker and what is required to prepare response; e.g., requesting data from field, coordination, availability of DCS/staff principal for approval, etc. If the action has an external suspense, XOs are to ensure that the external suspense was extended based upon coordination between the AO/SME and the external POC before requesting SGS extension. This early-on coordination between the HQ TRADOC AO/SME and the external POC facilitates clearer communication and understanding of the requirement, action required, and timeline.

f. Interim responses are encouraged and will contain acknowledgment of the requirement/request, plan of action/approach, milestones, and an estimated date of completion. See para [c\(2\)](#), above, for guidance on interim responses to TRADOC CG taskers.

g. The CAO seeks extensions directly from HQDA, OCLL, on congressional taskers.

h. If it appears an action was incorrectly tasked, the tasking office of the assigned lead will provide their recommendation(s), along with detailed justification for the lead transfer, to their respective SGS SACO via E-mail. The respective SGS SACO will coordinate the lead transfer with the recommended gaining organization. The gaining organization has one duty day to assess the lead change and provide comments. The SACO will not transfer the lead until the gaining organization notifies SAD of their acceptance of the lead for the action. Once accepted, and with the approval of the Chief, SAD, the appropriate SACO will retask the action, update CATS, and notify all concerned. In isolated instances, when staff offices cannot reach agreement, the SGS/ACofS may direct staff lead as deemed appropriate.

**2-9. Note-taking and suspenses.** To ensure unity of effort and maintain visibility on guidance, taskings, and observations the TRADOC CG provides in various venues (meetings, VTCs, visits, conferences, discussions en route, etc.), responsible staff offices, in coordination with the Commander's Planning Group (CPG), will forward a summary of significant issues that arise, with specific taskings and guidance highlighted, to the SGS via E-mail (with copies furnished to the ACofS and CPG). E-mail summaries will provide the 5Ws of the event (who, what, where, when, why), and only significant CG guidance, decisions, and taskings. See [chapter 8](#) for guidance on conferences and taskings.

a. A CG calendar event (office, Morelli, VTC, etc.). Staff lead, in coordination with CPG, submits E-mail summary of CG decisions, taskings, and/or guidance NLT next duty day.

b. A CG VTC with all commanders (when no staff lead). The CPG representative submits E-mail summary of decisions, taskings, and/or guidance NLT next duty day.

c. A CG-directed conference. Staff lead submits summary NLT 5 duty days--memorandum format for DCG/CofS to send to all commanders/staff principals (see paras [8-4](#) and [8-5](#), below).

d. Commanding General installation visits. The CPG representative forwards E-mail summary of CG decisions, taskings, and/or guidance within 3 duty days.

e. Commanding General attendance at CSA conferences. Staff lead sends staff representative to take notes/capture taskings, unless relieved of responsibility prior to event. If CPG Chief is only one present, the CPG Chief will forward CG-directed taskers, decisions, and guidance to the SGS, with copies furnished to the ACofS, CPG, and DCG/CofS.

f. Commanding General discussions en route. Recipient of decisions, taskings, and/or guidance sends E-mail NLT next duty day.

**2-10. Staff assistance.** All taskers initiated through SGS will identify a headquarters' staff lead, as well as staff sections and/or subordinate commands or activities that may need to provide assistance to the lead staff section. On occasion, all staff sections that need to assist the staff lead are not identified at the time the tasker is initiated. A good staff requires a "one team" mindset when it comes to assisting others in completing taskers. Consider the request from the staff lead as a valid requirement, even though your DCS or special staff office is not identified on the original tasker. Resolve conflicts at the XO/Deputy Assistant level before bringing issue to SGS/ACofS level. Additionally, if staff lead has a major tasker that needs further clarification, it is useful for the staff lead to publish a memorandum, with staff principal (FOR THE COMMANDER) or DCG/CofS signature, clearly delineating responsibilities, plan of action, and milestones.

**2-11. Coordination.**

a. All staff actions will be fully coordinated. Staff coordination pulls all pieces of an action together. Examine actions from the viewpoint of the commander to determine proper coordination. Do not limit to horizontal staffing; e.g., coordinate actions impacting Initial

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Military Training with the DCG(IMT); and actions impacting NCOs/soldiers with the TRADOC Command Sergeant Major (CSM). Ensure coordinating office is commensurate with level of signature; e.g., Command Group correspondence requires DCS, Assistant DCS (ADCS), or special staff principal level coordination. Often, coordination is required with subordinate and higher headquarters.

b. Staff coordination of actions requiring CG approval and/or signature require priority handling and take precedence over routine actions. Staff sections are given not more than 24 hours to provide their position (concurrence/nonconcurrence) on CG actions.

c. For routine actions, give activities a reasonable period of time (e.g., 72 hours) to provide their position (concurrence/nonconcurrence), within the constraints of the suspense date. Request extensions to ensure necessary coordination; but do not utilize as a substitute for good staff work. If a coordinating activity fails to submit concurrence/nonconcurrence within a reasonable period and the action comes due, the action is submitted to the DCG/CofS with an explanation as to why coordination was not achieved/completed.

d. Action officers are required to precoordinate signature/approval authority of ES (self-generated) Command Group actions with SGS and/or ACofS prior to working actions.

e. Use telephone calls, E-mail, Desktop Video Teleconferences (DVTC), and briefings to coordinate actions. The following guidelines are provided to expedite coordination:

(1) Use TRADOC Reg 10-5 (<http://www.tradoc.army.mil/tpubs/regs/r10-5/r10-5.htm>) to determine offices with which to coordinate. Get complete coordination before submitting an action for approval or dispatch. Make every effort to resolve nonconcurrences.

(2) Establish and maintain early liaison with other AOs.

(3) Notify all interested staff offices of on-line document location for simultaneous staffing.

(4) Staff principals will initial and date HQ TRADOC Form 30 in the "Approval/Release" block (this block records each level of approval) prior to staffing.

(5) The coordinating office chief or his designated representative indicates completed coordination/concurrence by entering office, rank, last name, position, concur/nonconcur, and date on the HQ TRADOC Form 30 in the "Coordination" paragraph of the Summary; e.g., DCSOPS&T COL Sample, Chief of Operations, CONCUR/NONCONCUR 22 Sep 03. Indicate concurrence/nonconcurrence by lining through the word that does not apply. All staff actions going to the Command Group must either show coordination, or on the rare occasion when no coordination is required, must include the statement "Coordination not required" on the Form 30 or 31.

(6) Deputy Chiefs of General and Chiefs of Special Staff Offices, or their deputies, who nonconcur with an action will prepare a statement of nonconcurrence, in memorandum format, listing all pertinent facts and attach it as a TAB to the HQ TRADOC Form 30 or 31. The chief

or his deputy who originated the staff action will personally contact the nonconcurring office chief and attempt to resolve the difference(s). If the nonconcurrency cannot be resolved, the originating action office will prepare a Consideration of Nonconcurrency in memorandum format and attach it as the last TAB to the staff paper. The originating AO will address each nonconcurrency separately based on its own merit; however, prepare only one Consideration of Nonconcurrency. General and special staff office chiefs or their deputies will sign all nonconcurrences and Considerations of Nonconcurrency (see fig 2-5).

(7) Conditional concurrences are not authorized. Staff offices will work to satisfy conditions before sending action forward. If not resolved satisfactorily, coordinating office will nonconcur.

(8) Concurrence with comment is only allowed to provide additional information, not to set conditions for concurrence.

f. Staff actions with Reserve Component (RC) and/or resource (manpower, dollars, or environmental) impact will have a separate paragraph under the Summary on the HQ TRADOC Form 30 or 31 explaining impact. Coordinate staff actions that have RC impact with Office, DCG, U.S. Army Reserve (DCG(USAR))/Office, DCG, Army National Guard (DCG(ARNG)). Coordinate appropriate actions with resource impacts with the Deputy Chief of Staff for Resource Management (DCSRM). Coordinate actions with environmental impact with DCSPIL.

g. Coordinate all congressional actions with CAO, including proposed responses to inquiries, prior to signature and dispatch. For further guidance, see Congressional Handbooks on the TRADOC Homepage at <http://www.tradoc.army.mil/Publications.htm>.

h. To preclude conflict of schedules and facilities, coordinate all major events, symposiums, conferences, seminars, etc., with ADCSOPS for inclusion in the TRADOC Master Activities Calendar (TMAC).

i. Coordinate all actions impacting strategic communications with Strategic Communications (STRATCOM), PAO, CPG, and CAO.

OFFICE SYMBOL (MARKS NUMBER)

(DATE)

MEMORANDUM FOR RECORD

SUBJECT: CONSIDERATION OF NONCONCURRENCE

1. The first sentence will read: "I have personally discussed this matter with XXXXXXXX, and we cannot reach agreement."
2. State the reasons for not accepting the non-concurrence. Be sure to address every point. Address all nonconcurrences on one MFR.
3. Send a copy furnished to the nonconcurring office.
4. The originating staff office chief must sign the consideration of nonconcurrence.
5. Place as last tab of the staff action.

PETER W. GREENE  
Colonel, GS  
Office Chief

CF:  
Xxxxxx

Figure 2-5. Consideration of nonconcurrence

**2-12. Distribution.**

a. If offices both external and internal to the headquarters will receive the correspondence, the AO will determine whether to show the internal distribution on the original. When CG signs correspondence going to higher headquarters, do not show copies furnished to subordinates. Internal distribution or "copies furnished" may be listed on the file copy.

b. The following distribution is used when addressing correspondence to all HQ TRADOC subordinate activities:

**DISTRIBUTION:**

Commander  
U.S. Army Accessions Command  
U.S. Army Combined Arms Center  
U.S. Army Combined Arms Support Command

Commandants, TRADOC Schools

Director  
Futures Center  
U.S. Army TRADOC Analysis Center  
U.S. Army Aeronautical Services Agency  
U.S. Army Nuclear and Chemical Agency

c. Use the following collective term when addressing correspondence to all HQ TRADOC DCS and special staff offices located at Fort Monroe:

Deputy Chiefs of General and Chiefs of Special Staff Offices, HQ TRADOC.

d. See DA Pam 25-50 ([http://www.usapa.army.mil/pdffiles/r25\\_50.pdf](http://www.usapa.army.mil/pdffiles/r25_50.pdf)) and TRADOC Message Address and Mailing List (MAML) in the Public Folders under GO News for addresses.

e. The TRADOC Principal Commanders and Key Staff Officers Roster, which the SGS produces monthly, identifies TRADOC subordinate activities and key headquarters staff principals. It is located in the Public Folders under GO News.

**2-13. Acronyms.** Use military and civilian acronyms in correspondence, if appropriate. Do not, however, use military acronyms when writing to individuals or organizations that would not be familiar with their use. When an acronym is used more than once and is not well known or is not listed on the Records Management and Declassification Agency's online site (<https://www.rmda.belvoir.army.mil/rmdaxml/help/abbreviations.asp>), spell out the word or title the first time it is used, followed by the abbreviated form in parentheses. Thereafter, the acronym may be used. See [AR 25-52](#) for additional guidance.

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**2-14. Type fonts and sizes.** Courier 12 or Courier New 12 is the TRADOC standard font and will be used in all correspondence except proposed E-mail for the CG and all items to be included in RAs. These will be prepared in Courier or Courier New 14.

**2-15. Identification of point of contact.** This information is generally placed in the last paragraph of the correspondence--military rank or civilian prefix, name, telephone number, and if appropriate, facsimile (FAX) number and E-mail address. For example, "Point of contact is Major Sample, 757-788-XXXX, DSN 680-XXXX, FAX 680-XXXX, samplem@us.army.mil." Do not include POC statements on correspondence going to CSA or higher.

### **2-16. Automated services.**

a. E-mail is for official communications, incidental to government business only (see [para 2-1j](#), above). Ensure all official E-mail correspondence is digitally signed. Dispatch sensitive information with digital signature and encryption (see the "[CAC/PKI User's Guide](#)" on the TRADOC homepage under miscellaneous publications (<http://www.tradoc.army.mil/tpubs/misc/CACPKI/trifold.pdf>)).

b. Action officers will use the Out of Office Assistant under Tools on MS Outlook/Exchange to provide their status and alternate POC.

c. Use E-mail freely to exchange information. However, review all personal and public folders frequently and, if no longer required, delete from the system. Ensure official records are not deleted.

d. Use E-mail to expeditiously transmit time-sensitive information/documents to HQ TRADOC staff offices/subordinate activities. Organizational documents are those that document the conduct of the command's business. Copies of organizational documents that reflect the will of the commander (e.g., formal taskings) require an authority line (FOR THE COMMANDER) (see [para 2-6](#), above). Electronically sign and transmit documents. If the document is not signed, indicate that the document is "DRAFT" at the top and bottom of each page.

e. Use E-mail for both internal and external coordination. Staff electronically as extensively and at the same level as staffing by paper. Indicate on the HQ TRADOC Form 30 or 31, as appropriate, the office, rank, last name, position, concur/nonconcur, and date of coordination.

f. When sending files as an attachment to E-mail notes, ensure the file is in a software version all addressees have. This may require saving the document in a lower/previous software version prior to attaching to E-mail.

### **2-17. Privacy Act/Freedom of Information Act when using the Internet.**

a. Staff section web masters are cautioned against posting to homepages any document containing personal information covered by the [Privacy Act of 1974](#). Personal information (Privacy Act data) is any PERSONAL identifier unique to the individual and includes (but is not limited to) social security numbers, home addresses, home telephone numbers, and date of birth.

An individual may file a civil suit against the Army if Army personnel fail to comply with the Privacy Act ([AR 340-21](#), para 4-9). The violator may be found guilty of a misdemeanor and fined up to \$5,000 for disclosing Privacy Act information to one not entitled to it.

b. Documents exempt from disclosure under the Freedom of Information Act (FOIA) should not be placed on homepages. The nine exemptions are listed in [AR 25-55](#), para 3-200.

## **2-18. Distinguished visitors.**

a. Visits to HQ TRADOC. Staff POCs request DCG/CofS approval for visits to HQ TRADOC and major events, through the OSGS, via E-mail. (See [chapter 3](#), below, for policy on special/ethnic observances and recurring events.) The request will include the type of visit/event and the 5Ws (who, what, when, where, and why).

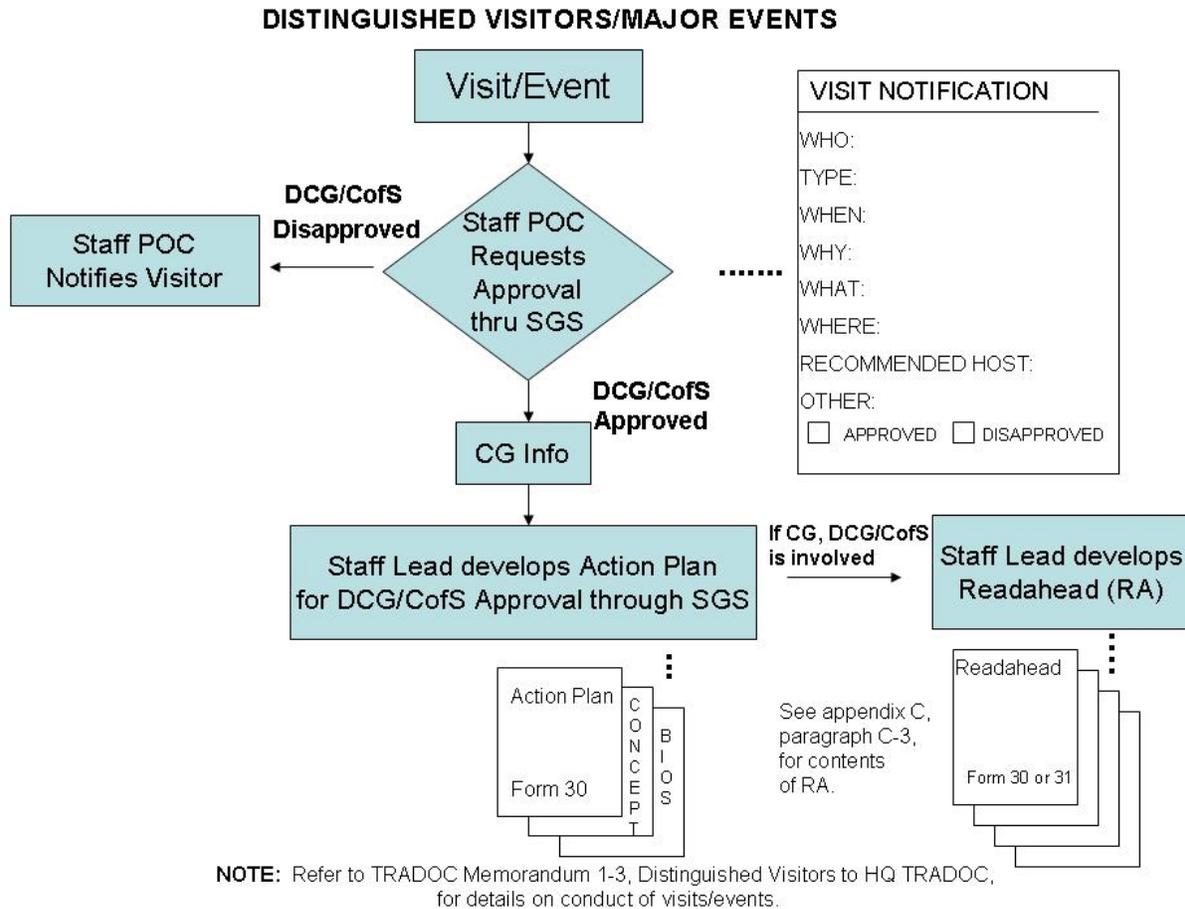
(1) Upon DCG/CofS approval--

(a) If there is Command Group involvement, the staff lead will prepare an Action Plan for DCG/CofS approval and a readahead for the DCG/CofS and/or CG, as appropriate. [TRADOC Memorandum 1-3](#) provides additional details.

(b) If there is no Command Group involvement, the staff lead will prepare an Action Plan for DCG/CofS approval.

(2) Upon DCG/CofS disapproval, staff POC will notify all concerned. (See [fig 2-6](#) for flow chart of process.)

b. Visits to subordinate commands and/or activities by general officers (GOs), civilian equivalents, and/or foreign dignitaries. Initial notification of distinguished visitor is reported through installation protocol channels to Executive Services Division, OSGS. After the visit, provide a follow-up E-mail EXSUM to HQ TRADOC Command Group addressing the 5Ws (see [fig D-1](#)). Include the SGS and your appropriate SACO as 'CC' addresses on the E-mail.



**Figure 2-6. Distinguished visitors/major events**

**Chapter 3**

**HQ TRADOC and Fort Monroe Special/Ethnic Observances and Recurring Events**

**3-1. Tasking.** The SGS is responsible for tasking staff responsibility for key recurring events at Fort Monroe; e.g., special/ethnic observances, TRADOC Organization Day, and other official events. Staff responsibility for special/ethnic observances and other recurring HQ TRADOC and Fort Monroe events for 2005-2008 are found on the [HQ TRADOC Recurring Events Schedule](#).

**3-2. Administrative guidelines for special/ethnic observances.** To ensure timely Command Group awareness of event concepts and use of proper protocol procedures, the following guidelines are provided:

- a. Each organization or special staff office will ensure responsibility for key recurring events is assigned an action officer in the rank of field grade officer or GS-13 and above. Action officers will be assigned and notify the TRADOC/Installation Equal Opportunity (EO) Office 120 days prior to scheduled special/ethnic observance. The TRADOC/Installation EO Office

will provide specific installation observance guidelines, and provide baseline funding and oversight for all special/ethnic observances.

b. Responsible organization or special staff office will—

(1) Coordinate the date of the event (or keynote event, if a series of events) with their TMAC POC or the OCG or DGS/CofS office to ensure there are no conflicts with the TMAC.

(2) Submit a plan of action/milestones to the TRADOC/Installation EO Office 90 days prior to scheduled ethnic observance events. A representative from the TRADOC/Installation EO Office, the Post EEO Office, the Post Public Affairs Office (PAO), Post Plans and Training, and TRADOC Executive Services Division, OSGS, are mandatory members of special/ethnic observance committees. Action officers will provide IPR minutes to the TRADOC/Installation EO Office NLT 7 working days following each meeting.

(3) Brief the event concept plan not later than 70 days prior to the primary event to the first GO/SES in their chain of command. The responsible organization or special staff sends the DCG/CofS an information paper, along with the memorandum announcing scheduled events for approval/signature, under cover of a TRADOC Form 30, not later than 60 days prior to the primary event. Coordinate concept with appropriate agencies but, as a minimum, with TRADOC/Installation EO Office and the TRADOC Executive Services Division, OSGS. The announcement memorandum is distributed to the staff a minimum of 2 weeks prior to the beginning of the observance period. At the conclusion of the observance, provide a written After-Action Report (AAR) to the TRADOC/Installation Equal Opportunity (EO) and DCG/CofS Offices.

c. Staff principals or their deputies will personally host the event(s) (or keynote event if a series of events).

d. TRADOC Executive Services Division, OSGS, will send written invitations of scheduled event(s) to all GOs/SEs, Hampton City Officials, and any other special guests. Send electronic invitations directly to all COL/GS-15s and to those below the grade through XO distribution. Leadership is expected to encourage attendance of all events and set the example by attending all functions or, at a minimum, the keynote event, if a series of events.

e. When Command Group participation is desired, e.g., to introduce guest speaker, present recognitions, etc., request will first go to the CG, followed by the DCG/CofS. If neither is available request the DCG/CofS designate a stand-in.

f. TRADOC/Installation EO Office and TRADOC Executive Services Division, OSGS, will review event plan (sequence of events, seating, program, flyers, posters, bulletins, etc.) to ensure compliance with accepted standards.

g. Coordinate CG remarks with designated CPG speechwriter. When DCG/CofS, DCG(IMT), or DCG(Futures) is asked to give remarks, responsible organization or special staff office is responsible for coordinating with their respective XO to prepare draft remarks and

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forwarding remarks as part of readahead, or separately, as directed. Brief Command Group participant(s) 1 week prior to the event(s), and forward readahead at least 4 working days prior to IPR.

**h.** Additional responsibilities:

(1) Provide escorts for guest speakers/guests of honor.

(2) Coordinate honorariums/selected recognitions with the TRADOC/Installation EO Office, Executive Services Division, OSGS, and TRADOC Staff Judge Advocate (SJA) prior to planning and providing honorariums or the collection of or obligation of funds for the procurement of recognitions.

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### **Chapter 4 Mail and Distribution**

**4-1. General.** Fort Monroe DOIM is responsible for processing incoming/outgoing correspondence. The DOIM M&D Center and Classified Mailroom (DCM) are located in Building 183, 102 McNair Drive. Hours of operation are 0700-1645, Monday through Friday. The M&D Center provides for proper processing of all unclassified incoming and outgoing official mail and correspondence, except Telecommunications Center message traffic. The DCM handles all classified official mail and correspondence, both incoming and outgoing.

#### **4-2. Incoming mail and correspondence.**

a. Incoming mail and correspondence for distribution is dispensed through distribution bins accessed within the M&D Center. The Fort Monroe Official Mail Manager (OMM) assigns newly assigned or created staff sections a distribution bin, located in Building 183.

b. Staff sections are required to pick up the mail and distribution at least twice a day—once in the morning and once in the afternoon.

c. Only authorized personnel may pick up incoming mail. Under no circumstances will M&D Center personnel surrender mail to unauthorized individuals. Contact the M&D Center at 788-4004 to receive instructions on requirements to have personnel authorized to pick up mail and distribution.

d. An established activity that was deactivated/transferred must provide the OMM with a memorandum of this action, with the signature of the agency chief.

e. The United States Postal Service (USPS) and M&D Center personnel will deliver all mail marked "FIRST CLASS - POSTMASTER: DO NOT FORWARD/ADDRESS CORRECTION REQUESTED" to the DCM for processing.

#### **4-3. Outgoing mail and correspondence.**

a. Forward unclassified correspondence signed by staff directors/chiefs or their designated representatives to the M&D Center for dispatch.

b. The proponent staff agency is responsible for packaging outgoing correspondence and delivering mail to the M&D Center. Address labels must comply with street address/Zone Improvement Plan (ZIP)+4 standards (see [app G](#)).

c. All outgoing mail must indicate the preparing agency's mail accumulator code on the front, upper left corner of the envelope or mailing label (beneath the return address). The M&D Center will return outgoing mail received without properly annotated mail accumulator codes, or typed address complying with street address/ZIP+4 standards, to the originator for correction.

d. To ensure fast and efficient delivery of mail sent to HQDA and all addresses in the Pentagon, properly address envelopes using HQ TRADOC Label 1001 (Pouch Mailing Label). The originating office must address and place all mail sent to HQDA and Pentagon addresses in an official envelope, including mass distribution (e.g., orders, modification tables of organization and equipment, etc.), no later than 1500 daily. Per HQDA, under no circumstance is classified mail dispatched through HQ TRADOC pouch. For additional information on the courier service, see TRADOC Memo 1-2 (<http://www.tradoc.army.mil/tpubs/memos/m1-2/m1-2.htm>).

e. All outgoing classified mail and distribution is handcarried to the DCM for processing.

**4-4. Special handling mail (Classified Material).** All HQ TRADOC special handling mail, incoming and outgoing, is handcarried to the DCM for appropriate processing. The DOIM is responsible for proper control and processing of all incoming/outgoing classified mail and distribution.

a. Incoming classified correspondence. Individuals retrieving classified distribution from the DCM must have a DD Form 285 (Appointment of Military Postal Clerk, Unit Mail Clerk, or Mail Orderly) and a memorandum on file at the M&D Center. The agency director, deputy chief of general and/or chief of special staff office signs the memorandum designating a primary and alternate(s) to retrieve classified distribution. Designated individuals must possess at least a SECRET security clearance. In addition, each appointee must have a DD Form 2501 (Courier Authorization Card) his unit security manager signed. The DCM will distribute classified distribution only to the agency's designated courier. Agency administrative offices are responsible for distribution to their divisions.

b. Outgoing classified correspondence.

(1) The action agency delivers all outgoing SECRET correspondence to the DCM with properly prepared DA Form 3964 (Classified Document Accountability Record), in triplicate per addressee, and completed plain white mailing label, two per addressee. Labels must include return address. Do not furnish envelopes or other mailing containers.

## TRADOC Memo 1-11

(2) Process all outgoing CONFIDENTIAL correspondence as above, with the exception of DA Form 3964, which is not required.

(3) The DCM is responsible for initiating any required "TRACER" actions. The proponent agency should confer with the DCM where late, lost, misplaced, or suspected compromise may exist.

(4) All outgoing classified correspondence sent through the USPS (Registered Mail) is handcarried to the DCM for processing. The DCM is the only HQ TRADOC agency authorized to dispatch classified material.

### **4-5. Express Mail (USPS Express/Federal Express).**

a. Express mail is used ONLY where next day delivery is absolutely essential to meet mission requirements. Because of the greater cost, do not use express mail for the sole purpose of meeting a suspense date.

b. Requests for express mail service are submitted by informal memorandum to the Chief, M&D Center. The administrative or executive officer (on file with the OMM) must sign and submit the request to the M&D Center before 1500 to ensure next-day delivery. Express mail normally is not accepted on Friday, unless special arrangements are made to have a person available on Saturday at the addressee's office, to accept custody of the mail.

c. All outgoing express mail is delivered to the M&D Center unsealed, to ensure contents are unclassified official government business.

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## **Chapter 5 Awards**

**5-1. Military awards.** Guidance for submitting military awards is found in [AR 600-8-22](#). Recommendations should be submitted to HQ TRADOC (ATBO-BP), prior to presentation date as follows: Meritorious Service Medal and below at least 30 days, Legion of Merit at least 60 days, all recommendations for allied soldiers at least 120 days, and Distinguished Service Medal at least 90 days. All Distinguished Service Medal recommendations must have disk attached with narrative, proposed citation, and proposed memorandum for TRADOC CG signature. The Commander, Combined Arms Center, Combined Arms Support Command, or Accessions Command (as appropriate) must endorse all recommendations for the Distinguished Service Medal before forwarding to HQ TRADOC. Supervisors need to anticipate and plan to ensure awards are submitted in a timely manner. Nomination packages MUST include a statement regarding desired presentation date. Recommendations received within 14 days of presentation date must have memorandum of lateness addressed to DCG/CofS, TRADOC, stating specific reasons for late submission. Information packet on preparation of awards is available on the TRADOC Homepage <http://www.tradoc.army.mil/tpubs/misc/Awards/seniorldr.doc>.

**5-2. Civilian and public service awards.** [AR 672-20](#) and [DA Pamphlet 672-20](#) govern civilian and public service awards. Additional administrative instructions on policy and procedures used in processing civilian awards can be found in [TRADOC Supplement 1 to AR 672-20](#) and on the Civilian Personnel Advisory Center (CPAC) web site at <http://fort.monroe.army.mil/cpac/Awards/awards.htm>.

a. Nominations for the Decoration for Exceptional Civilian Service Award, Meritorious Civilian Service, Distinguished Civilian Service Award, and Secretary of the Army Public Service Award should be submitted to TRADOC Incentive Awards Review Board Executive Secretary electronically at [atbo-awards@monroe.army.mil](mailto:atbo-awards@monroe.army.mil), for processing. Allow 60 days for processing awards approved by the CG and DCG/CofS, TRADOC; allow 90 days for processing awards approved by the Secretary of the Army (SA). Nomination packages MUST include a statement regarding desired presentation date. Recommendations requiring SA approval received within less than 30 days of presentation date and recommendations requiring CG or DCG/CofS, TRADOC, approval received within less than 15 days of presentation date must have a memorandum of lateness addressed to Commander, TRADOC, stating specific reason for late submission.

b. Approval authority for the following awards applies to civilian personnel assigned to HQ TRADOC only; subordinate activities must follow guidance provided in TRADOC Supplement 1 to AR 672-20.

(1) Superior Civilian Service Award and Outstanding Civilian Service Award: Any Deputy Chief of Staff (DCS) in the rank of Major General and above or Senior Executive Service (SES) equivalent may approve.

(2) Commander's Award for Civilian Service and Commander's Award for Public Service: Any DCS or Chief of Special Staff Office in the rank of Colonel and above or civilian equivalent GS-15 and above may approve.

(3) Achievement Medal for Civilian Service and Certificate of Appreciation for Patriotic Civilian Service: Any DCS or Chief of Special Staff Office in the Lieutenant Colonel and above or civilian equivalent GS-14 and above may approve.

c. Part II of the DA Form 1256, in which the local EEO Officer (EEOO), or designated representative, certifies for EEOO, and Civilian Personnel Officer, or designated representative, certifies for CPAC, verifying that there are no past/outstanding EEO complaints or adverse actions against the recommended individual, will be completed on all honorary awards. If a complaint exists, the commander/activity principal must include a statement along with the DA Form 1256 stating "the nomination is not inconsistent with attainment of EEO and affirmative action goals and/or disciplinary/adverse personnel action will not reflect adversely on the Department of the Army." [AR 672-20](#), paragraph 2-2, provides additional guidance.

**5-3. Nominations for competitive awards.**

## TRADOC Memo 1-11

a. Correspondence and/or E-mail soliciting nominations from subordinate installations for MACOM-level competitive awards will be addressed to installation commanders and forwarded through installation SGSs to ensure Command Group awareness of the requirement and tracking of suspense for timely submission of nominees to higher headquarters and/or other affiliated organizations.

b. When preparing Command Group staff actions forwarding TRADOC nominations for award competitions; e.g., Presidential Rank Awards; Federal Energy Conservation Awards; Society of American Military Engineers Awards; Association of the United States Army Awards; etc., the following information will be included in the HQ TRADOC Form 30 or 31, as appropriate:

(1) The regulatory guidance (AR, TRADOC Reg, or Letter of Instruction) covering the specific award. Excerpts from regulations may be included in the staff action for background or clarity purposes.

(2) Method used to obtain nominations.

(3) Method used to select the best-qualified nominee to represent TRADOC.

(4) Last year's TRADOC nominee/winner and how they finished in higher-level competition.

(5) Summary of nominations received (numeric) and relative strength of those nominations.

(6) TRADOC nominee and a synopsis of the nomination.

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## Chapter 6 Military Aircraft

### 6-1. General.

a. Travel by military aircraft may be necessary because of mission requirements, scheduling constraints, or cost effectiveness. In order to ensure legal requirements are satisfied, submit [DD Form 2768](#) to Flight Operations, Operations, Readiness and Mobilization Directorate, ADCSOPS, as soon as travel details are available. Requests must be reviewed and signed by travel authorizing official within each directorate designated to fill out DD Form 2768, with the appropriate information for colonels and below. For HQ TRADOC brigadier generals and above, the approval authority for milair requests is the HQ TRADOC DCG/CofS. All requests will be signed by the senior federal traveler on the requested aircraft prior to forwarding to Flight Operations, Operations, Readiness and Mobilization Directorate. Commercial air itineraries and costs will be included on the request along with any additional information that assists in justifying the request for milair.

b. All passengers traveling to the Washington, D.C. area are required to sign in at the TRADOC Liaison Office at the Pentagon, Room 2A474. If time precludes this, call the office (703-697-2588/2591 or DSN 227-2588/2591), and they will sign you in.

c. Requesting OCONUS travel on CONUS-based aircraft shall be IAW current SA travel policy. All requests must be submitted to Flight Operations, Operations, Readiness and Mobilization Directorate, 30 days prior to departure date for processing.

d. Exceptions to travel (spouse travel, non-DoD employees, foreign nationals) on military aircraft require HQ TRADOC or HQDA approval, depending on the category of the traveler. All requests are processed through Flight Operations, Operations, Readiness and Mobilization Directorate. Additional information is available in [TRADOC Reg 95-5](#).

**6-2. Courier pouch.** Flight Operations, Operations, Readiness and Mobilization Directorate, designates a primary and alternate courier to carry priority mail via pouch to and from the Pentagon. Primary and alternate couriers are round-trip Pentagon-only passengers, selected based on grade/rank. Only HQ TRADOC DOD personnel are designated as courier. For additional instructions, see [TRADOC Memo 1-2, paragraph 4](#).

a. Urgent unclassified material requiring handcarry within the Washington, D.C., area may be dispatched via special pouch. Pouch is normally delivered to the TRADOC Liaison Officer at HQDA by 1000 the following workday. Use HQ TRADOC Label 1001 for dispatch (fig 6-1). Pouch mail must contain telephone number of addressee.

b. Obtain approval to dispatch bulky material via courier from DOIM Classified M&D Center, extension 2121, prior to delivery.

c. The HQDA pouch is dispatched each day of the week there is a courier flight (fig 6-2).

HQ TRADOC LABEL 1001, Sep 80  
Replaces ATAD Label 1004, Mar 79, which is obsolete

**FROM:** HQ TRADOC ( ATBO-XX  
(Office Symbol)

MAJ Hood DSN 680-1234  
(Action Officer) (Extension)

**TO:** VIA POUCH  
**THRU:** TRADOC Liaison Office  
Pentagon

**FOR:** HQDA (DAMO)  
(Office)

RQD  
(Attention Line)

MAJ BROWN  
(Addressee's Name)

72258 or 72259  
(Addressee's Telephone Number)

Figure 6-1. HQ TRADOC Label 1001

MILITARY SHUTTLE SCHEDULE

Monday through Friday

Depart	Langley AFB	0630	Arrive	Davison AAF	0725
Depart	Davison AAF	0740	Arrive	Langley AFB	0825
Depart	Langley AFB	0830	Arrive	Davison AAF	0925
Depart	Davison AAF	1500	Arrive	Langley AFB	1545
Depart	Langley AFB	1600	Arrive	Davison AAF	1655
Depart	Davison AAF	1710	Arrive	Langley AFB	1755

Figure 6-2. Military shuttle schedule

## Chapter 7

### HQ TRADOC Forms and Formats

**7-1. General.** Specific forms and formats for HQ TRADOC are provided below. Only correspondence formats prescribed in this chapter are authorized for use within HQ TRADOC. Do not change or modify electronic or printed letterhead stationery ([AR 25-30, para 7-7](#)). Use HQ TRADOC letterhead stationery for military correspondence and the proponent office symbol. The following general guidelines apply to all staff actions:

- a. Always use editing and proofing tools available on MS Word (i.e., spelling and grammar check) as an initial step in the proofing process. Correspondence will be reviewed to ensure document is prepared in accordance with guidelines provided in [AR 25-50](#), is error-free and ready for signature, prior to submission to SGS for Command Group signature.

b. Use the correct font (see [para 2-14](#), above), and ensure headers and footers are in the same font as the text.

c. In order to maintain appropriate tracking through CATS, route initial actions and those returned for corrections through CGAC/SGS. Do not take actions directly to Command Group offices.

d. Generally, the SACO makes minor corrections. If substantive changes are required or there is an inordinate amount of errors, staff action is returned for rewrite and/or corrections. Resubmit items returned for corrections to SGS with the marked-up copy folded over and included at the back of the package.

**7-2. Assembling a staff action.** All staff actions, except RAs, will be assembled as shown in figure 7-1. Ensure signature flags are included in packages requiring signature. Do not use plastic executive cover sheets. It is not mandatory that the first tab be "A," but tabs must be consecutive and explained in order on the HQ TRADOC Form 30 or 31, as appropriate. Refer to [figure C-1](#) when assembling RAs.

a. First TAB: Original paper requiring signature (or approval). If more than one page, assemble in normal sequence and place signature post-it flag (in lieu of DA Label 116) to mark signature page. When transmitting more than one paper with HQ TRADOC Form 30 or 31, as appropriate, for signature or approval, attach the separate papers as TABs A-1, A-2, A-3, etc. When multiple letters similar in content are to be signed, forward the HQ TRADOC Form 30 or 31, as appropriate, with only one letter for signature and a listing of other addressees/proposed salutations who will receive similar letters. Once the CG or DCG/CofS approves the letter, the paper is returned to the originating staff office to prepare the remaining memorandums or letters. Entire package is returned to SGS for signatures on the remaining correspondence.

b. Second TAB: Originating document (correspondence or tasker) which generated the action, if applicable. If TAB A is a response, TAB B should be the original correspondence that generated the action.

c. Subsequent TABs: Attach detailed background material required for complete understanding of the action or material that expands items discussed in the body of the HQ TRADOC Form 30. Use succeeding tabs in the order mentioned on the HQ TRADOC Form 30. Use pertinent extracts of lengthy publications and reference documents, including messages.

d. Any enclosure printed in landscape mode (printed along the long axis of the paper) will be assembled with the head of the document to the left so that when the entire package is rotated clockwise, the enclosure is right side up. Most common enclosures are paper copies of briefing slides.

## TRADOC Memo 1-11

The diagram illustrates the assembly of a staff action form. On the left is a form titled "TRANSMITTAL, ACTION AND CONTROL (FOR USE OF THIS FORM, SEE TRADOC MEMO 1-11). THE PROFORM IS SCS". The form includes fields for DATE CONTROL NUMBER, CASE, REPORT DATE, SUBJECT, ACTIVITY/STAFF, INFORMATION, ACTIVITY/STAFF NUMBER, and checkboxes for SIGNATURE, APPROVAL, INFORMATION, RESOURCE IMPACT (Y/N), and RO IMPACT (Y/N). Below these are checkboxes for SAC/D, C. SAC, SCS, CSM, XO, AC/IS, and DCG/CS. A large "PURPOSE" section follows. At the bottom, there are columns for NAME, INFL, and DATE, with rows for APPROVAL AUTHORITY (USE ONLY) and DCG/CS APPROVAL (APPROVAL NUMBER). A footer indicates "HQ TRADOC FORM 30-5-E, Dec 03 Edition of Aug 03 in obsolete 8.5 x 11".

On the right, a vertical stack of tabs is shown with arrows pointing to them:

- A** ← TAB A (Document for Signature or Approval)
- B** ← TAB B (Originating Document)
- C** ← TAB C-Z (Supporting Documents)
- SIGN HERE** ← POST-IT, Sign Here

At the top right, a large arrow points to the top of the form with the text: "Use HQ TRADOC Form 30 for DCG/CofS Use HQ TRADOC Form 31 for CG".

**Figure 7-1. Assembling a staff action**

**7-3. HQ TRADOC Forms 30 and 31 (Transmittal, Action and Control).** HQ TRADOC Forms 30 and/or 31 accompany Command Group correspondence whether for information, signature, or approval. Use HQ TRADOC Form 30 for DCG/CofS correspondence; and HQ TRADOC Form 31 for CG correspondence. These Transmittal, Action and Control forms ensure tracking of staff actions within CATS, provide an official record of approvals/disapprovals, and are retained by the CGAC in official files. Pay special attention to the preparation of these documents. They are more than just an administrative tool to track, record, and file. Ensure the information on the Transmittal, Action and Control forms is well thought out and succinct to enable the CG and/or DCG/CofS to quickly review a summary of the details they need to know at their level before the requested action is taken. A well-prepared Transmittal, Action and Control form will increase your success rate in getting actions through the Command Group and signed without questions. See [appendix F](#) for instructions on completing HQ TRADOC Forms 30 and 31.

**7-4. Messages.** The Defense Message System (DMS) is DOD's global messaging system. All TRADOC installations have completed implementation of UNCLASSIFIED and CLASSIFIED required DMS Organizational Accounts. The Chief Information Officer (CIO) is the HQ TRADOC proponent for implementing DMS. The DMS software has undergone several modifications and will continue to evolve and improve as issues surface. The following procedures are provided for use when preparing DMS traffic the HQ TRADOC Command Group will release:

- a. Organizational Messages.

(1) TRADOC organizational account users will prepare and release messages electronically using DMS software. Step-by-step instructions for preparation of DMS messages and the DMS Users Handbook are available at the following web site:

<http://www.tradoc.army.mil/DMS/DMSClientRefGuide3.01.pdf>.

(2) Follow guidance in [paragraph 7-2](#), above, to package staff actions containing DMS messages for Command Group approval/release, and process the same as other actions. TRADOC Form 30 forwarding message for Command Group release will include "ADMINISTRATIVE INSTRUCTIONS" recommending mode to send message (e.g., "Once approved, recommend sending message signed, but not encrypted (or signed and encrypted)"). Include the completed message on a disk (only one message per disk) with hardcopy of message at TAB A. Label disk with classification, file name of message, office symbol, and name/telephone extension of AO. The Command Group will return actions with major errors to the originator for corrections.

(3) Although DMS does not support individual accounts, to send "Personal For" organizational messages via DMS, list addressees in the text of the message as shown in figure 7-2. List addressees in rank order, with names in alphabetical order within each rank. The only exception is if two addressees are grouped by the same organizational account (address). See TRADOC Message Address and Mailing List (MAML), which SGS updates and publishes monthly on MS Outlook in the Fort Monroe Public Folder, "General Officer News".

(4) When it is important to emphasize who released the message--over and above the office symbol on the FROM line in the text--use "SIGNED" before beginning text of message (e.g., SIGNED GEN SMITH). When preparing messages for the Command Group to release to subordinate activities that are directive in nature, use "SENDS" (e.g., CG TRADOC SENDS). (See fig 7-3.) Always include the suspense in parentheses after the subject on messages containing suspense dates.

(5) The message releasing official is the Parent of the "FROM" addressee's organizational account. Once approved, a designated Sibling with release authority for the "FROM" organizational account is responsible for dispatching the message using DMS software. Recommend designated releasers synchronize their Personal Address Books (PAB), prior to release/dispatch of message, and click on Release Date Time Group (DTG) under "Military" options, to ensure DTG is added when message is dispatched. To confirm delivery, recommend releasers select "Delivery Report for all Recipients." Once dispatched, a copy of the message is printed from the "Sent Items" and placed in the package behind TAB A. Then, the entire package, with Form 30 showing approval, is forwarded to the CGAC for clearing in CATS and returned to the appropriate staff section.

(6) The DMS automatically places the DTG at the beginning of the subject line when the message is dispatched. To receive a comeback copy with the dispatched DTG, action offices should include a return address in the 'blind carbon copy' (BCC) field. When referencing messages, use the DTG at the beginning of the subject line.

**SGS TRADOC DMSv3**

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**To:** CAC CMD GRP(uc)  
**Cc:** CG(uc) FORSCOM FT MCPHERSON GA//AFCG//; CASCOM CG(uc)  
**Subject:** PERSONAL FOR: SAMPLE DMS MESSAGE

UNCLAS (NOTE: See para 5 below)

**FROM:** CDR TRADOC FT MONROE VA//ATCG//  
**TO:** CDR CAC FT LEAVENWORTH KS//ATZL-CG//  
**INFO:** CDR FORSCOM FT MCPHERSON GA//AFCG//  
CDR USACASCOM FT LEE VA//ATCL-CG//  
PERSONAL FOR LTG WALLACE INFO GEN MCNEILL, MG DUNWOODY  
FROM GEN BYRNES  
**SUBJECT:** SAMPLE DMS MESSAGE

1. THIS IS AN EXAMPLE OF A "PERSONAL FOR" MESSAGE PREPARED FOR THE CG USING THE DMS (SEE PARA 7-4A(3)).
2. TO ENSURE IMMEDIATE IDENTIFICATION AND FORWARDING, SUBJECT LINES ON PERSONAL FOR MESSAGES WILL BEGIN WITH " PERSONAL FOR:" FOLLOWED BY AN APPROPRIATE SUBJECT.
3. THE "FORTEZZA ROLE" AND THE "FROM" LINE WILL BE AUTOMATICALLY INSERTED WHEN THE MESSAGE IS RELEASED BY THE DESIGNATED CG RELEASE AUTHORITY.
4. MESSAGE PREPARERS MUST SYNCHRONIZE THEIR PERSONAL ADDRESS BOOKS (PAB) WITH THE DIRECTORY INFORMATION TREE (DIT) PRIOR TO CREATING THE DMS MESSAGE AND SELECTING THE **TO** AND **CC** ADDRESSES FROM THEIR PAB. RECOMMEND RELEASERS SYNCHRONIZE THEIR PAB PRIOR TO RELEASE/DISPATCH OF MESSAGE, AS WELL.
5. CLASSIFICATION WILL BE AUTOMATICALLY INSERTED AT THE BEGINNING OF THE TEXT IF MESSAGE IS SENT SIGNED/ENCRYPTED. IF ADMINISTRATIVE INSTRUCTIONS ARE FOR THE MESSAGE TO BE SENT SIGNED (BUT NOT ENCRYPTED), THE CLASSIFICATION MUST BE INCLUDED AT THE BEGINNING OF THE TEXT.
6. TRADOC FORM 30'S FORWARDING DMS MESSAGES FOR COMMAND GROUP RELEASE WILL INCLUDE ADMINISTRATIVE INSTRUCTIONS; E G., ONCE APPROVED, RECOMMEND MESSAGE BE SENT SIGNED, BUT NOT ENCRYPTED (OR SIGNED AND ENCRYPTED).
7. PRIOR TO RELEASE, CHECK UNDER "MILITARY" OPTIONS TAB (ABOVE THE FROM BOX) AND CLICK ON RELEASE DATE TIME GROUP TO ENSURE DTG IS ADDED WHEN MESSAGE IS DISPATCHED. TO CONFIRM DELIVERY, GO UNDER "RECIPIENTS" AND SELECT DELIVERY REPORT FOR ALL RECIPIENTS.

**Figure 7-2. Sample PERSONAL FOR message**

**SGS TRADOC DMSv3**

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**To:** CDRUSAEC(uc) FT LEONARD WOOD MO//ATSE-Z//; COMDT CMLSCH(uc) FT LEONARD WOOD MO//ATSN-CM//; COMDT MPSCH(uc) FT LEONARD WOOD MO//ATSJ-MP//

**Subject:** PREPARING A DMS "CG TRADOC SENDS" MESSAGE

**Bcc:** DCSDEV(uc); CG TRADOC SGS(uc)

FROM: CDR TRADOC FT MONROE VA//ATCG//

TO: COMDTUSAES FT LEONARD WOOD MO//ATSE-Z//

COMDT CHEMSCH FT LEONARD WOOD MO//ATSN-CM//

COMDT MPSCH FT LEONARD WOOD MO//ATSJ-MP//

CG TRADOC SENDS

SUBJECT: DMS MESSAGE

1. THIS IS AN EXAMPLE OF A "CG TRADOC SENDS" MESSAGE PREPARED FOR THE CG USING THE DEFENSE MESSAGE SYSTEM (DMS) (SEE PARA 7-4A(6)).
2. MESSAGE PREPARERS MUST SYNCHRONIZE THEIR PERSONAL ADDRESS BOOKS (PAB) WITH THE DIRECTORY INFORMATION TREE (DIT) PRIOR TO CREATING THE DMS MESSAGE AND SELECTING THE **TO** AND **CC** ADDRESSES FROM THEIR PAB. RECOMMEND RELEASERS SYNCHRONIZE THEIR PAB PRIOR TO RELEASE/DISPATCH OF MESSAGE, AS WELL.
3. CLASSIFICATION WILL BE AUTOMATICALLY INSERTED AT THE BEGINNING OF THE TEXT IF MESSAGE IS SENT SIGNED/ENCRYPTED. IF ADMINISTRATIVE INSTRUCTIONS ARE FOR THE MESSAGE TO BE SENT SIGNED (BUT NOT ENCRYPTED), THE CLASSIFICATION MUST BE INCLUDED AT THE BEGINNING OF THE TEXT.
4. TRADOC FORM 30'S FORWARDING DMS MESSAGES FOR COMMAND GROUP RELEASE WILL INCLUDE ADMINISTRATIVE INSTRUCTIONS; E.G., ONCE APPROVED, RECOMMEND MESSAGE BE SENT SIGNED, BUT NOT ENCRYPTED (OR SIGNED AND ENCRYPTED).
5. PRIOR TO RELEASE, CHECK UNDER MILITARY OPTIONS TAB (ABOVE THE FROM BOX) AND CLICK ON RELEASE DATE TIME GROUP TO ENSURE DTG IS ADDED WHEN MESSAGE IS DISPATCHED. TO CONFIRM DELIVERY, GO UNDER "RECIPIENTS" AND SELECT DELIVERY REPORT FOR ALL RECIPIENTS.
6. THE "FORTEZZA ROLE" AND THE "FROM" LINE WILL BE INSERTED WHEN THE MESSAGE IS RELEASED BY THE DESIGNATED CG RELEASE AUTHORITY.

**Figure 7-3. Sample CG TRADOC SENDS message**

## TRADOC Memo 1-11

### b. Eyes Only messages.

(1) General. The Army Privacy Communications System, commonly referred to as the Eyes Only or Back Channel System, is not intended for routine correspondence. Only use Eyes Only messages for transmission of Sensitive Compartmented Information (SCI) from one recipient to another.

(2) Users. Only those personnel with appropriate security clearance may send or receive Eyes Only messages. Persons authorized to send Eyes Only messages are:

- (a) U.S. general/flag officers and promotable colonels.
- (b) DOD civilian officials (GO-equivalent SES).
- (c) Others the CSA or the Director of the Army Staff specifically authorized.

(3) Due to classification level of Eyes Only messages, they are only prepared in the DCSINT SSO Sensitive Compartmented Information Facility (SCIF), Room 210, Building 133. Ensure the following information is included:

- (a) Name, rank, duty title, and location of originator and addressees.
- (b) Delivery instructions; i.e., Immediate or Next Duty Day, etc.

(4) Each general/flag officer, authorized to send and receive Eyes Only messages, will provide the SSO with a list of names, and after-duty hours telephone numbers, of their staff members with SCI access, approved to screen Eyes Only messages addressed to them with immediate delivery instructions. If the general/flag officer does not want their Eyes Only messages screened, then they may provide the SSO their personal after-duty hours number.

(5) Due to their classification level, the SSO must store all incoming and outgoing Eyes Only messages and drafts in the SCIF.

(6) Contact the DCSINT SSO (extension 2315/2647) during duty hours, or pager 989-4539 after duty hours, for further guidance on Eyes Only messages. See figure 7-4 for a sample Eyes Only message.

**7-5. Point Paper.** Use Point Papers to provide assessment, recommendations, and discussion points in outline form. It avoids sentences, but instead features short, to the point, easy to read bullet phrases. Use Point Papers when the reader has an intimate knowledge of the subject. [Figure 7-5](#) provides instructions for preparing a Point Paper. Minor variations in the Point Paper format are acceptable if needed to better present the information.

**7-6. Executive Summary.** Use EXSUMs to provide information, updates, and interim responses to the Command Group. They are not meant to replace all other staff papers but to provide a time- and effort-saving method to get important information to the Command Group.

Whenever possible, use EXSUMs instead of information papers. See [appendix D](#) for procedures and format.

```

                                CLASSIFICATION

01 01                                OO  SSSS  AA  ZYUW  311501Z

NO

                                SSO TRADOC

                                SSO DA

CLASSIFICATION  EYES ONLY (FOR EXAMPLE ONLY)

QQQQ

EYES ONLY//EYES ONLY//EYES ONLY//EYES ONLY//EYES ONLY//EYES ONLY//

SSO DA FOR GEN SHINSEKI, CSA, WASH DC

FROM GEN BYRNES. TRADOC CG, FT MONROE, VA

SUBJECT:  EXAMPLE OF AN EYES ONLY MESSAGE

1.  ALL SSO ADDRESSEES LISTED IN THE UPPER ADDRESS PORTION MUST
    BE LISTED AGAIN ABOVE THE SUBJECT LINE.  SHOW RANK, NAME, TITLE,
    AND LOCATION.

2.  TITLE OR POSITION OF EACH RECIPIENT SHOULD BE LISTED TO
    PRECLUDE DELIVERY TO ANOTHER PERSON WITH SAME RANK/NAME.

3.  AN SSO NOTE GIVING DELIVERY INSTRUCTIONS SHOULD FOLLOW THE
    LAST PARAGRAPH OF THE MESSAGE.

SSO NOTE:  DELIVER DURING NORMAL DUTY HOURS

CPT RICK WOOD, TNG ANL
ATAA-XX, DSN 123-4567

KEVIN P. BYRNES, GEN, ATCG, 3514

                                CLASSIFICATION
    
```

Figure 7-4. Sample Eyes Only message

## TRADOC Memo 1-11

**7-7. Decision Memorandum.** The Decision Memorandum is a special-purpose action, used when directed, to obtain decisions from Command Group or higher headquarters. It is prepared as an informal memorandum and should not exceed two pages, excluding supporting documents. See [appendix E](#) for preparation guidelines and sample format.

**7-8. Discussion Paper.** Discussion Papers impart information and help the reader express or respond to viewpoints. They are used in discussions, speeches, briefings, and conferences. These papers help readers remember key points, respond to opposing viewpoints, and guide discussion. See [figure 7-6](#) for format and instructions for preparing a Discussion Paper.

**7-9. Information Paper.** Information Papers are used to provide the reader pertinent facts in a clear and concise format. Format and instructions for preparing an Information Paper are provided in [figure 7-7](#).

**7-10. Position Paper.** Position Papers lay out an organization's position or policy on an issue. They are used when advancing or defending a position. Format and instructions for preparing a Position Paper are provided in [figure 7-8](#).

**7-11. Star Note.** Star notes are used by GOs only. They are normally used for brief personal replies or to convey congratulations, appreciation, welcome, regrets, etc. There is no prescribed format for star notes. They are generally prepared to the personal preference of the GO signing the letter. Include addressee's first name or nickname so the GO can line through the salutation and write in the name, if desired. Information can be included in the HQ TRADOC Form 30 or 31, as appropriate; e.g., PURPOSE: To obtain CG signature on star note (TAB A) to Mr. Joseph (Joe) E. Smedlap for his selection as TRADOC Employee of the Year; or by putting first name/nickname on small Post-it note on each letter within package. If necessary, additional pages will be prepared on plain bond paper of the same stationery type and size. The page number will be placed at the top of the page in the same manner as a letter (i.e., centered 1-inch from the top edge of the paper, typing a dash on each side of the page number). HELPFUL HINT: Cover the embossed print on the star stationery with a Post-it note before you send the stationery through your laser printer; it will deter reprinting of the embossed area. A sample CG star note is at [figure 7-9](#).

### 7-12. TRADOC Policy Letters.

a. TRADOC policy letters are statements, signed by the CG, that apply to all subordinate activities, schools, and HQ staff offices. Previously called "Commander's Statements," these letters express the commander's intent or position on selected topics of concern (such as prevention of sexual harassment and equal opportunity).

b. Staff elements will forward policy letters under cover of a TRADOC Form 31, coordinated through the SJA, for CG approval. Once approved by the CG, SGS will consecutively number and maintain an index of the policy letters for publishing on the TRADOC homepage at <http://www.tradoc.army.mil/cofs/policyletters.htm>.

c. Policy letters will remain in effect for 2 years from the published date, at which time the staff element issuing the policy letter will be tasked to review the information to ensure it is still valid and current.

MAJ R. Sample  
ATCS-XR/2513  
8 Feb 03

### POINT PAPER

**SUBJECT:** Point Paper Preparation

1. **Purpose:** To provide sample Point Paper format.
2. **Assessment:** Identify stakeholders and implications of their position on topic or issue. Consider impact to operations, organizations, resources, public opinion, etc.
3. **Recommendation(s):** Based on the assessment, what is the recommended position or course of action. NA (if not applicable).
4. **Discussion Points:**
  - Font: Courier or Courier New, 14 pt.
  - Use bullet statements to outline discussion points supporting para 2 and 3 above. Short, to the point, easy to read.
  - One page preferred. However, if two or more pages, place page number at bottom center beginning on the second page, 1 inch from edge.
  - Margins: 1-inch top, bottom, and right; 1.25 inch on left to allow for hole punching.

**Figure 7-5. Sample Point Paper**

8 May 01

**DISCUSSION PAPER**

**SUBJECT:** Format for a Discussion Paper

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

2. **Facts.**

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

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

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

(1) Determine background that recipient needs.

(2) Avoid technical language and unexplained acronyms.

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

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

e. Paper should be approved at directorate level.

3. **Key Points to be Stressed.**

a. Present key points drawn from paragraph 2.

b. Your opportunity to influence action.

MAJ Sample/ATTG-I/1234  
APPROVED BY: \_\_\_\_\_

**Figure 7-6. Sample Discussion Paper**

8 May 01

**INFORMATION PAPER**

**SUBJECT:** Information Paper Format

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

2. **Facts.**

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

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

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

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

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

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

MAJ Sample/ATTG-I/1234  
APPROVED BY \_\_\_\_\_

**Figure 7-7. Sample Information Paper**

8 May 01

**POSITION PAPER**

Title (word, phrase, or question defining the issue)

1. **Background.** Short overview that doesn't overshadow the position paragraph below. If the sheet is one of many collected for a common purpose, consolidate the background in a single document and eliminate from the individual sheets. Font: Courier New 12 or Courier 12.
2. **Position.** Sentence or short paragraph stating organization's policy or position on the issue.
3. **For the Position.** Supporting facts and arguments sequenced, labeled, and subdivided.
4. **Against the Position.** Summary of each argument against the position. Be accurate when representing opposing views. You don't want your boss surprised by their strength.
5. **Rebuttals.** Summary of rebuttals to opposing arguments. Ideally, rebuttals will reinforce your position.
6. **Sources.** List sources:
  - Action officer (name, office, phone).
  - Subject matter experts.
  - Supporting documents.
  - Related point or position papers.

If using only one source, label this paragraph specifically (e.g., **Point of Contact.**)

MAJ Sample/ATTG-I/1234  
APPROVED BY \_\_\_\_\_

**Figure 7-8. Sample Position Paper**



**Commanding General**  
United States Army Training and Doctrine Command  
7 Fenwick Road  
Fort Monroe, Virginia 23651-1049

Lieutenant General John A. Doe  
Commander  
U.S. Army Combined Arms Center  
415 Sherman Avenue  
Fort Leavenworth, Kansas 66027-2300

Dear General Doe:

Margins on a star letter should be at least 1 inch and text should be centered on the page as if it were to be "picture framed." As with other Command Group correspondence, the star letter should not be dated prior to signature. After signature, civilian-style date will be centered two lines below printed return address, e.g., June 1, 1998. Paragraphs will be indented four spaces, type on the fifth.

Do not use abbreviations in the address or signature blocks with the exception of D.C., U.S., P.O. Box, Mr., Mrs., Dr., Jr., Sr., 2d, II, III, Ret., and the points of the compass: NE, NW, SE, and SW. Always spell out state names. Fully identify enclosures in text.

Sincerely,

**John C. Smith**  
General, U.S. Army

Enclosures

Figure 7-9. Sample CG star note

**Chapter 8  
Conferences and Briefings**

**8-1. Conference room locations and responsible staff offices.**

a. Executive Services Division, OSGS, is responsible for scheduling conferences and briefings held in the CCR, Building 37, and the Morelli Auditorium, Building 133 (see para [1-4c\(2\)](#)). For scheduled events involving the Command Group, Executive Services will—

(1) Prepare seating charts upon receipt of attendee information from lead agency coordinating the meeting/briefing.

(2) Establish costs, collect funds, purchase, prepare, and serve food, as requested.

b. Deputy Chiefs of General and Chiefs of Special Staffs are responsible for scheduling conferences and briefings in their respective conference rooms (fig 8-1).

**8-2. Procedures.**

a. Deputy Chiefs of General and Chiefs of Special Staffs are responsible for notifying the CG of short-notice taskers from DA and other sources to provide briefings to senior officials. To obtain Command Group input as early in the process as possible, staff principals will forward details and outline via E-mail, preferably within 24 hours of receiving the mission. When possible, CG will attend CSA briefings.

b. Heads of staff offices will obtain DCG/CofS approval before conducting conferences or briefings requiring Command Group participation.

c. Meetings, conferences, or symposiums involving the Command Group will begin no earlier than 0830 to avoid conflicts with physical training schedules.

d. When arranging conferences and briefings, AOs will--

(1) Coordinate with Command Group schedulers and/or XOs to arrange the date, time, and location of conferences/briefings. The CG and DCG/CofS Calendar Event Worksheets are located in the Public Folders of Outlook, under Staff Guidance.

(2) Coordinate with ADCSOPS to preclude scheduling conflicts with the TRADOC Master Activities Calendar (TMAC).

(3) Coordinate with Executive Services Division, OSGS, to reserve the CCR or Morelli Auditorium. Provide names of attendees for preparation of seating charts and nameplates, audiovisual requirements, etc., NLT 24 hours prior to briefing.

<u>Facility</u>	<u>Location</u>	<u>Coord. Office</u>	<u>Seating Capacity</u>	<u>Facility Clearance</u>	<u>Equipment Capability</u>
Morelli Auditorium	Bldg 133	Executive Services x4403	75	Secret	Dual screen rear projector viewgraph transparency (VGT), TV w/VCR & cable, multimedia, Proxima: VTC capability, two networked computers, laptop video and network connection.
Command Conference Room	Bldg 37 DePuy Hall	Executive Services x4901	20	Secret	Dual screen, DVD, conference telephone w/Proxima overhead projector, VCR & cable; unclas VTC capability, one networked computer, laptop video connection.
CIO Conference Room	Bldg 162 84 Patch Rd	CIO x2528	22	Unclas	Dual plasma screen, VTC with Internet access. Conference phone.
DCSPIL/NERO Conference Room	Bldg 5A 1 <sup>st</sup> Flr	PIL/NERO x5011/x5014	30	Unclas	Double screen front double projector VTC, TV w/DVD, VCR & cable.
DCSRM Conference Room	Bldg 5G 1st Floor	DCSRM x4164	30	Unclas	Single screen, Polycom video tele-conference floor & cable.
*DCSINT Conference Room	Bldg 133 Room 210	SSO x3630/2315	15	TS/SCI	Dual monitor PC VGT, DVD & VCR, unclas single point-to-point VTC.
*To use conference room, attendees must have TS/SCI clearance.					
VTC Facility (STUDIO A)	Bldg 266 19 Tidball Road	DOIM x3744/x3750	75	Secret	Rear projector wide screen video wall; 4 - 61" dual plasma screens; viewgraph transparency; VTC with Internet access; cable TV; STE conference phone; 7 cameras on front wall, 1 on rear wall; 3' x 5' mobile SMARTBOARD; and symposium.
VTC Facility (STUDIO B)	Bldg 266 19 Tidball Road	DOIM x3744/X3750	20	Secret	61" plasma screens; viewgraph transparency; VTC with Internet access; cable TV; STE conference phone; 1 camera on front wall, 2 on rear wall; 3' x 5' mobile SMARTBOARD; and symposium.
Futures Center Conference Room	Bldg 133	FC x4428	18	Unclas	Dual screen plasma displays, computer-driven Polycom iPower 9000 codec; DVD/VHS direct-replay, integrated tele-conference system.
IAPD Conference Room	Bldg 139 Rm 101	IAPD, FC x3310	15	Unclas	Single screen, front projection VGT, DVD, VHS, Polycom VTC, cable TV.
Cadet Command Main Conference Room	Bldg 56	Cadet Cmd X4523	34**	Unclas	Full featured VTC, single screen & digital projector, dual flat panel monitors, TV/VCR remote controlled environment, cable TV, and computer.
**14 seats at the table (horseshoe) and 20 seats around the perimeter of the room.					

Figure 8-1. HQ TRADOC/Fort Monroe tenants conference facilities

**TRADOC Memo 1-11**

<u>Facility</u>	<u>Location</u>	<u>Coord. Office</u>	<u>Seating Capacity</u>	<u>Facility Clearance</u>	<u>Equipment Capability</u>
IG Main Conference Room	Bldg 10	OIG x5413	14	Unclas	Single screen front projector, TV w/VCR & cable. LAN connection. Printing, drierase board.
OCPA Conference Room	Bldg 27	OCPA x3333	10	Unclas	TV w/VCR & cable.
DCSOPS&T Conference Room	Bldg 161	DCSOPS&T x5710	24	Unclas	Single screen front projector VGT, TV w/VCR & cable, Picture Tel VTC.
DCSPIL Conference Room	Bldg 5G	DCSPIL x5186	23	Unclas	Single screen - front projection; no operational projection or other multimedia equipment.
SJA Conference Room	Bldg 10	OSJA x2302	6***	Unclas	None.
***6 seats available around the table; additional 14 chairs around the perimeter of the room.					
ACA-NR Conference Room	Bldg 10 2 <sup>nd</sup> Floor	ACA-NR x2305/x4008	20-25	Unclas	Picture Tel VTC capability; conference phone; portable projector.
Bay Breeze Community Center Main Ball Room	Bldg 185 490 Fenwick	FM MWR x5656	200	Unclas	Data lines, screens, microphone, podium available.
Chesapeake North	"	"	60-80****	Unclas	"
Chesapeake South	"	"	30-50****	Unclas	"
Casemate	"	"	50-70****	Unclas	"
****Capacity dependant on seating configuration.					
NOTE: No food or beverages from outside. Refreshment and meal options available (break, breakfast, lunch & dinner). Operating hours: 0800-1600.					
Fitness Center Classroom	Bldg 171	Fitness Ctr x3090	40	Unclas	Table top projector/pull-down wall mounted screen.
Coast Artillery Room	Bldg 77	Post HQ x3241	20	Unclas	None. (NOTE: No food or drink. Garrison Commander has priority.)
DRM Conference Room (formerly Post Conference Room)	Bldg 105	DRM x2006	50	Unclas	Single screen LCD w/projector & VCR.

**Figure 8-1. HQ TRADOC/Fort Monroe tenants conference facilities (cont)**

(4) Submit a HQ TRADOC Form 30 for DCG/CofS approval of all conferences or briefings requiring expenditure of HQ TRADOC funds. This Form 30 will include:

- (a) The date, time, and location of the conference or briefing.
- (b) Attendance requirements.
- (c) Name or title of chair.
- (d) Purpose of conference or briefing.

- (e) Security classification.
- (f) Title, order of presentation, and time set aside for each part of the conference or briefing.
- (g) Special instructions (e.g., prebriefing requirements, attendee allocations, etc.).
- (h) Uniform requirements.
- (i) A request that names of attendees are provided to the AO.

(5) Prepare a message or memorandum for DCG/CofS signature, to announce the conference or briefing, when personnel from organizations outside HQ TRADOC are invited.

e. Staff agencies making presentations during conferences and briefings should provide their own equipment operators/slide flippers.

f. The lead general or special staff office for organizing a conference or briefing for the Command Group will provide a notetaker to record taskings and issues that surface during the conference/briefing (see [para 8-4](#), below).

g. Staff agencies will provide a seating chart for the CG when the CG holds a VTC or desk-side VTC. **See figures 8-2 and 8-3 for examples of seating charts.**

h. Payment of conference fees for locally hosted conferences:

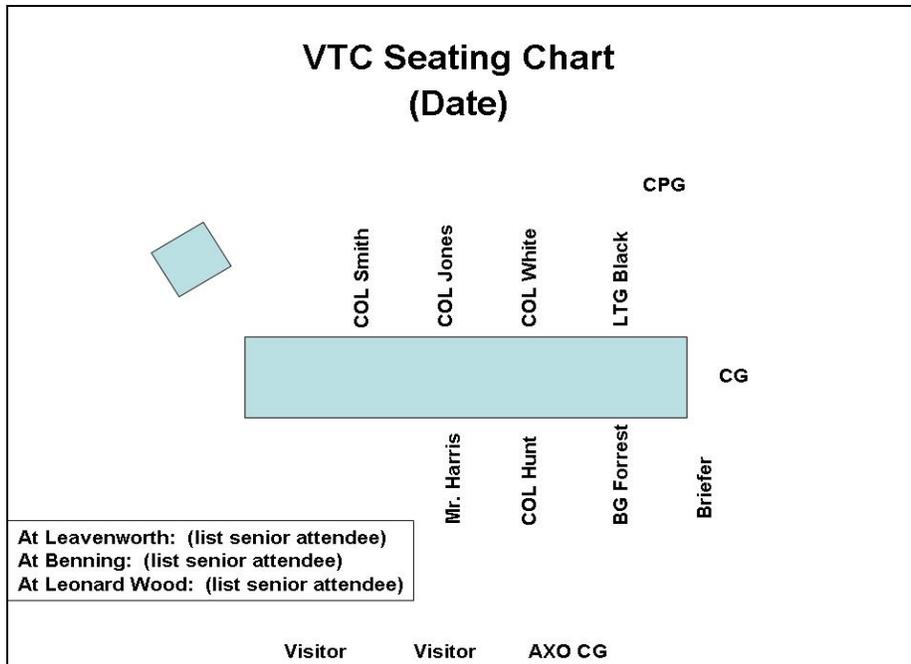
(1) Each DCS will provide the conference host with a list of attendees prior to the conduct of the conference.

(2) The conference host will use Government Purchase Card or Accommodation Checks to pay conference fees. If for any reason the card is not accepted, contact the Agency Program Coordinator for Fort Monroe (878-5123) for assistance in providing applicable Material Category Code to the vendor to allow the transaction to go through, or for information on Accommodation Check procedures.

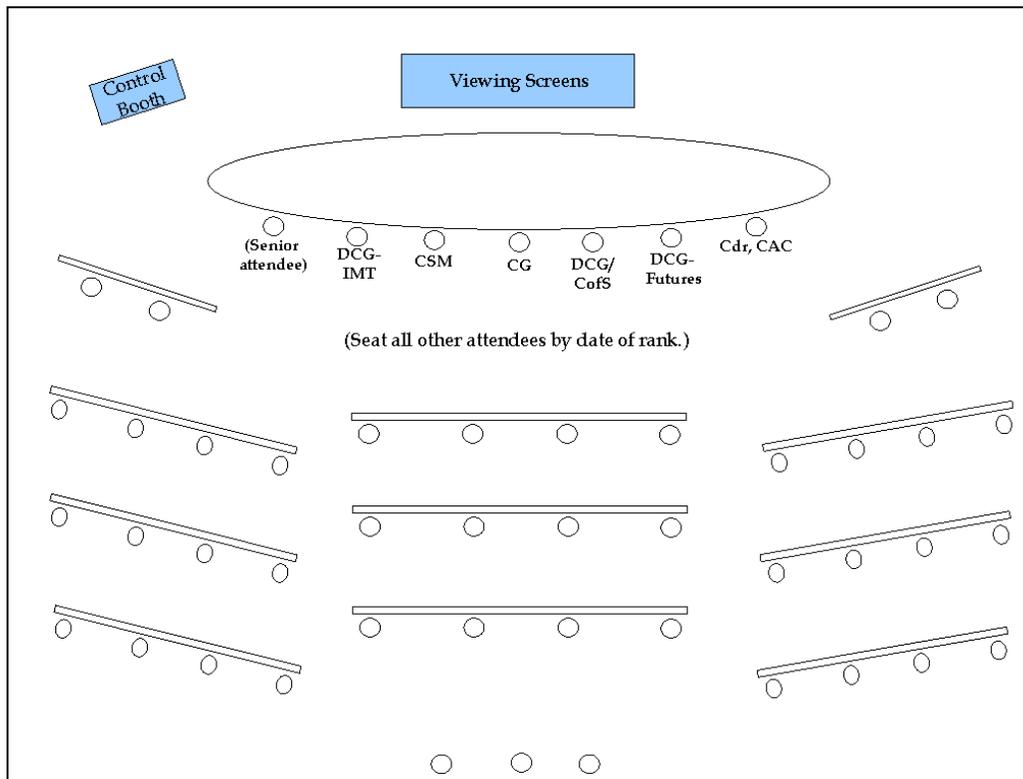
(3) The host will provide DCSR Budget Directorate, HQ Activities, a summary list of costs, broken out by directorate.

(4) The DCSR HQ Activities office will locally reprogram the funds from the applicable DCS/activity to reimburse the host.

(5) Use of the Government Purchase Card is for official conference items only. Fees for icebreakers and socials are not reimbursable.



**Figure 8-2. Seating chart for VTC and desk-side VTC**



**Figure 8-3. Seating chart for VTC facility**

(6) Meal reimbursement for local attendees must comply with the following:

(a) The meals are incidental to the meeting.

(b) Attendance of the employee at meals is necessary for full participation in the business of the conference.

(c) The employee is not free to take meals elsewhere without missing essential formal discussions, lectures, or speeches concerning purpose of the conference.

(7) Payment of refreshments is not authorized or reimbursable for local attendees.

### **8-3. Preparing visual aids.**

a. When preparing visual aids, consider equipment limitations of conference room used (fig 8-1).

b. Guidelines.

(1) Logos, banners ("TRADOC--Where Tomorrow's Victories Begin!"), frames, and other nonessential graphics will appear on the cover slide only. Subsequent slides will contain only briefing material.

(2) Do not use background tints and other features that burn memory/bandwidth and tend to make slides hard to read when projected.

(3) Use no smaller than 24-point type or equivalent for letters and numbers in titles. Use no smaller than 18-point type or equivalent for letters and numbers in text.

(4) Ensure each chart or graph has the BLUF, conveys a single idea or thought, and is simple/straight forward.

(5) Any slide should immediately communicate the intent to the audience within 30 seconds.

(6) For audiences outside of the military, assume the audience has no military experience. Avoid use of Army acronyms; graphics must stand alone to convey an effective message.

(7) Number VGTs or 35mm slides in the order they are displayed. For dual-screen projection, place "L" or "R" after the number to specify left or right screen as viewed from the audience. To allow easy change/reordering, annotate numbers on the viewgraph frame rather than the transparency itself.

(8) Mark classified slides at top and bottom IAW [AR 380-5](#). Ensure classification is clearly visible during the presentation.

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

(10) If more than one map is shown on a single visual aid, use the same scale.

(11) If paper copies of slides are provided to visiting dignitaries, GOs, or GO equivalents and above, use color copies. All other attendees' copies are in black and white.

(12) Do not distribute paper copies of slides/conference materials to multiple attendees. Transmit material via E-mail or File Transfer Protocol (FTP) site using following procedures:

(a) Ensure all files use similar format; e.g., all text files in MS Word format and all slide shows in PowerPoint format. Include a text file titled "README.TXT" which describes contents of all files.

(b) Compress all conference files into a single executable file using PkZip (contact your Information Systems Officer (ISO) for assistance).

(c) Coordinate with DOIM (x2525) to have compressed file transmitted to attendees. Provide DOIM a list of POCs at each location that needs to receive the file.

(d) Send an advance E-mail note notifying conference attendees of the compressed file; how to access, download, and decompress the file; what software is needed to display/print the conference material; and POC telephone numbers. The DOIM and your ISO can help with technical details.

(e) When possible, conduct transmission and download after duty hours to avoid E-mail system degradation. As a general rule, files over 500 Kb are transferred via FTP. See your ISO for assistance in using FTP.

**8-4. Tasking memorandums.** Tasking memorandums for DCG/CofS signature will include significant discussions and taskers. Indicate proposed lead agency for each tasker. Tasking memorandums—

a. Are addressed to Deputy Chiefs of General and Chiefs of Special Staff Offices, HQ TRADOC, and any commanders, commandants, or agencies tasked during the conference/briefing.

b. Are submitted for DCG/CofS signature under HQ TRADOC Form 30. For a conference/briefing the CG attended, coordinate with the Commander's Planning Group (CPG).

c. Consist of the following paragraphs, in order:

(1) Purpose. Brief statement of purpose of memorandum, including conference/briefing title, date(s), location, and principal attendees; e.g., "Purpose. Summarize significant dialogue,

issues, decisions, and taskings from TRADOC Family Team Building Conference, 1-12 Jan 03, Fort Monroe. Conference attended by LTG Jones and MG Barrett."

(2) Objectives. Brief statement of conference/briefing objectives.

(3) Summary of significant discussion. Discuss each issue/tasking in a separate subparagraph. At the end of each subparagraph, indicate action required and recommended action/assist agency, if any (e.g., "(INFO)" or "(LEAD: DCSRM; ASSIST: DCSOPS&T, CIO).". If an action/assist agency for an issue is not identified during a conference/briefing, use TRADOC Reg 10-5 to determine appropriate action/assist agencies.

(4) A POC line indicating notetaker rank, name, E-mail address, office symbol, and telephone number.

**8-5. Tracking taskers.** Lead agency for the conference (e.g., TRADOC Commanders' Conference, Former TRADOC Commanders' Conference, RC GO Conference) will have responsibility for tracking, collating, and updating the Command Group on status of conference taskers on a periodic basis.

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## Appendix A References

### Section I Required Publications

DOD 4500.54-G  
Department of Defense Foreign Clearance Guide (<http://www.fcg.pentagon.mil/>)

[AR 25-11](#)  
Record Communications and the Privacy Communications System

[AR 25-30](#)  
The Army Publishing Program

[AR 25-50](#)  
Preparing and Managing Correspondence

[AR 25-52](#)  
Authorized Abbreviations, Brevity Codes, and Acronyms

[AR 25-55](#)  
The Department of the Army Freedom of Information Act Program

[AR 55-46](#)  
Travel Overseas

## **TRADOC Memo 1-11**

[AR 340-21](#)

The Army Privacy Program

[AR 380-5](#)

Department of the Army Information Security Program

[AR 600-8-22](#)

Military Awards

[AR 672-20](#)

Incentive Awards

[DA Pam 672-20](#)

Incentive Awards Handbook

[TRADOC Supplement 1 to AR 672-20](#)

Incentive Awards

[TRADOC Reg 10-5](#)

U.S. Army Training and Doctrine Command

[TRADOC Reg 25-35](#)

Preparing and Publishing U.S. Army Training and Doctrine Command Administrative Publications

[TRADOC Reg 95-5](#)

Flight Operations

[TRADOC Pam 25-51](#)

Office Symbols

[TRADOC Memo 1-2](#)

Courier Service Between HQ TRADOC and HQDA

## **Section II**

### **Related Publications**

[AR 1-20](#)

Legislative Liaison

[AR 10-87](#)

Major Army Commands in the Continental United States

[AR 20-1](#)

Inspector General Activities and Procedures

[AR 25-1](#)

Army Knowledge Management and Information Technology Management

[AR 25-51](#)

Official Mail and Distribution Management

[AR 25-400-2](#)

The Army Records Information Management System (ARIMS)

[AR 335-15](#)

Management Information Control System

United States Government Printing Office Style Manual (available on-line:  
<http://www.gpoaccess.gov/stylemanual/browse.html>)

The Gregg Reference Manual

**Section III**

**Prescribed Forms**

[HQ TRADOC Form 30](#)

Transmittal, Action, and Control (prescribed in paras 2-1h and j, 2-3a(11) and (13), 2-4, 2-11e(4)-(6), 2-11f, 2-16e, 5-3b, 7-2, 7-2a and c, 7-3, 7-4a(2) and (5), 7-11, 8-2d(4), 8-4b, B-3a, b, d, and o, B-4a, B-5a, B-6a(7), B-6c(2), C-1b, C-2, D-2, E-1, and app F)

[HQ TRADOC Form 31](#)

Transmittal, Action, and Control (CG TRADOC) (prescribed in paras 2-1h and j, 2-2c, 2-3a(11), 2-4, 2-11e(5) and (6), 2-11f, 2-16e, 5-3b, 7-2, 7-2a, 7-3, 7-11, B-3a, b, d, and o, B-4a, B-5a, B-6a(7), B-6c(2), C-2, D-2, E-1, and app F)

HQ TRADOC Label 1001

Pouch Mailing Label (prescribed in paras 4-3d and 6-2a)

**Section IV**

**Referenced Forms**

DA Form 1256

Incentive Award Nomination and Approval

DA Form 3964

Classified Document Accountability Record

DD Form 285

Appointment of Military Postal Clerk, Unit Mail Clerk, or Mail Orderly

## TRADOC Memo 1-11

DD Form 2501  
Courier Authorization Card

[DD Form 2768](#)  
Military Air Passenger/Cargo Request

DA Label 116  
Signature or Initials Marker

[TRADOC Form 712-R](#)  
Request for Official OCONUS Temporary Duty Travel

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### **Appendix B** **Helpful Hints for Preparing Correspondence and Processing Actions**

**B-1. Introduction.** Most information contained in this appendix is found elsewhere in this publication, but is presented here as a collection of helpful hints to highlight some of the most common errors found during proofreading.

**B-2. Reference materials.** Use the following references to assist in preparing correspondence:

- a. Staff Officer Orientation Brief ([http://www.tradoc.army.mil/cofs/staff\\_brief.htm](http://www.tradoc.army.mil/cofs/staff_brief.htm)).
- b. AR 25-50 ([http://www.usapa.army.mil/pdffiles/r25\\_50.pdf](http://www.usapa.army.mil/pdffiles/r25_50.pdf)).
- c. DA Pam 25-50 ([http://www.usapa.army.mil/pdffiles/p25\\_50.pdf](http://www.usapa.army.mil/pdffiles/p25_50.pdf)).
- d. The MAML on MS Outlook, under "Public Folders"--"Fort Monroe Folders"--"General Officer News."
- e. The Gregg Reference Manual (Ninth Edition).
- f. "Staff Guidance" on MS Outlook under "Public Folder "--"Fort Monroe Folders."

**B-3. Processing staff actions.**

- a. PURPOSE statements on HQ TRADOC Transmittal, Action and Control Forms (Form 30 for DCG/CofS; Form 31 for CG) should state in one concise sentence action to take (e.g., To obtain DCG/CofS or CG signature (as appropriate) on memo (TAB A) to MG Brown nonconcurring with his proposed changes to FM XX-X (TAB B)).
- b. Ensure the CATS control number is in the upper left-hand corner of the HQ TRADOC Form 30/31. If the action is self-generated, the CGAC will assign an ES control number for tracking purposes. Action Officers are required to precoordinate signature/approval authority of ES (self-generated) taskers with SGS and/or ACofS prior to working actions.

c. TAB A is paper requiring signature or action. When forwarding more than one action for approval/signature, use TABs A1, A2, A3, etc.

d. TAB B is the document that generated the action. Additional background information follows, using succeeding tabs in order mentioned in HQ TRADOC Forms 30 or 31.

e. Always use editing and proofing tools available on MS Word (i.e., spelling and grammar check) as an initial step in the proofing process. Peruse correspondence to ensure document is error free and ready for signature and dispatch, prior to submission to SGS for Command Group signature.

f. Ensure signature flags are included in packages requiring signature. **DO NOT USE PLASTIC EXECUTIVE COVER SHEETS.**

g. Ensure your SGS SACO is aware of time-sensitive actions so that the SGS can assist in expediting the action through the Command Group.

h. Include disk with all actions requiring Command Group signature. The SACO will make minor corrections that do not change the intent of the correspondence, time permitting.

i. If SGS returns action for corrections, **ALWAYS** return marked-up copy with package.

j. Handcarry actions returned for corrections to CGAC or your SACO. Actions are logged out on CATS and must be logged back in to maintain tracking system.

k. Courier 12 or Courier New 12 is the TRADOC standard font and is used in all correspondence, except Point Papers, proposed E-mail for the CG, and items included in RAs. These are prepared in Courier or Courier New 14.

l. Ensure headers and footers are in the same font as text.

m. The CGAC dates correspondence upon Command Group signature, and original is returned to the appropriate action office for dispatch.

n. Do not send comeback copies or internal routing slips to the Command Group.

o. Route all actions through CGAC/SGS; do not take actions directly to or from Command Group offices. Correspondence presented for signature during briefings is provided in advance to SGS for proofing, editing, assignment of CATS control number, and approval prior to presentation during the briefing. Following briefing, return a copy of HQ TRADOC Form 30 or HQ TRADOC Form 31 and signed correspondence to SGS for official files.

#### **B-4. Coordination.**

a. HQ TRADOC Forms 30 and 31 should show rank, name, position, and date.

## TRADOC Memo 1-11

- b. The DCS or deputy must sign nonconcurrency/considerations of nonconcurrency.
- c. Coordinate all Congressional actions with the Congressional Activities Office (CAO).
- d. Coordinate all conferences/major briefings with ADCSOPS to avoid conflicts with the TMAC.
- e. Coordinate major ceremonies with Executive Services Division, OSGS, and Post (Plans and Training).
- f. Coordinate Reserve/National Guard issues with ODCG(USAR)/ODCG(ARNG).
- g. Coordinate medical actions with TRADOC Surgeon/U.S. Army Medical Command, as appropriate.
- h. Keep CSM and DCGs informed; coordinate actions as appropriate.

### **B-5. General.** The following "helpful hints" apply to all correspondence:

- a. Put yourself in the shoes of the person signing the action. Ensure the HQ TRADOC Form 30 or 31 answers the 5Ws—who, what, where, when, and why. When preparing CG correspondence, write for four-star eyes.
- b. Write in active voice—subject, verb, and object.
- c. Prepare all staff action papers using the Army effective writing "package" structure:
  - (1) Make reference(s) the first paragraph.
  - (2) Begin the paper with the "bottom line up front."
  - (3) Separate the body of the paper, clearly dividing sections using paragraphs, headings, or titles.
- d. Avoid the overuse of "I" in official CG correspondence.
- e. Avoid the use of "my" as an adjective; e.g., "my staff." Use instead "The headquarters staff" or "The TRADOC staff."

### **B-6.** The following guidelines are provided for specific types of correspondence.

#### a. **Letters.**

- (1) Use your office title instead of office symbol. NOTE: CG prefers not to have a "REPLY TO THE ATTENTION OF" title line on letters for his signature.

(2) Reference letter responding to; e.g., "Thank you for your March 24, 2004, letter emphasizing the importance of..."

(3) Use civilian dates in letters; e.g., January 2, 2004.

(4) Use appropriate personal letterhead stationery; e.g., CG letterhead for CG signature; DCG/CofS letterhead for DCG/CofS signature.

(5) Center on page, so letter is framable.

(6) Use 1-inch margins. On short letters, 1.5-inch margins, centered on page, is permissible.

(7) In salutation, use "Dear General Richardson" instead of "Dear Bill." Include addressees' first name or nickname so the GO can line through the salutation and write in the name, if desired. Include information in the HQ TRADOC Form 30 or 31; e.g., PURPOSE: To obtain CG signature on letter (TAB A) to Mr. Joseph (Joe) E. Jones for his selection as TRADOC Employee of the Year; or put first name/nickname on small yellow Post-It note on each letter within package.

(8) Use "Sincerely" as the complimentary closing for same rank and below and "Very respectfully" for VCSA, CSA and above; congressmen and senators; as well as retired four-stars.

(9) In signature block, use upper and lowercase letters for name, as shown in [figure 2-4](#).

(10) Never use Copy Furnished on letters. If a copy is furnished to anyone other than the addressee, place a statement in the body of the letter, preferably in the last paragraph, indicating that a copy (copies) is (are) furnished and to whom.

(11) Submit thank you and congratulatory letters in a timely manner to optimize affect. Do not repeat congratulations/thanks in the first paragraph and then again in the last paragraph.

**b. Memorandums.**

(1) Use TRADOC letterhead stationery for formal memorandums, and plain bond paper for informal memorandums.

(2) Use your office symbol.

(3) Place three returns between office symbol and "MEMORANDUM FOR;" two between "MEMORANDUM FOR" and "SUBJECT." Three returns are placed between "SUBJECT" and the first paragraph of text.

(4) When referencing other correspondence, follow guidance in [AR 25-50](#), paragraph 1-31; e.g., Memorandum, HQ TRADOC, ATCS-X, 12 Dec 04, subject: New Staff Procedures.

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(5) Do not show copies furnished to subordinate commanders on CG memorandums to higher headquarters.

### c. DMS messages.

(1) Staff actions containing DMS messages for Command Group approval/release are packaged IAW guidance in paragraph 7-2, above, and processed the same as other actions.

(2) "ADMINISTRATIVE INSTRUCTIONS" recommending the mode to send message is included on the HQ TRADOC Form 30 or 31; e.g., Once approved, recommend sending message signed, but not encrypted (or signed and encrypted).

(3) Message preparers must synchronize their Personal Address Books (PAB) with the Directory Information Tree (DIT) prior to creating the DMS message and selecting the **TO** and **CC** addressees from their PAB. Recommend releasers do the same prior to dispatching messages.

(4) For quick reference of DMS organizational account addresses for HQ TRADOC staff principals and commanders/commandants, use the MAML found in the Public Folders on Microsoft Outlook under Monroe Folders--General Officer News.

(5) Make sure message has a SUBJECT line. To highlight PERSONAL FOR messages in organizational mailboxes, begin subject lines at the top with the words "PERSONAL FOR:" followed by appropriate subject.

(6) If PERSONAL FOR, ensure addresses and addressees match. PERSONAL FOR addressees for subordinate commanders are listed in rank order IAW guidance found in the MAML.

(7) Classification is automatically inserted at the beginning of the text if the message is sent signed/encrypted. If administrative instructions state sending the message signed, but not encrypted, include the classification at the beginning of the text.

(8) SENDS, e.g., CG SENDS, is used on DMS organizational messages for emphasis when sending messages directive in nature to subordinate activities.

(9) SIGNED; e.g., SIGNED GEN SMITH, is used on DMS organizational messages when it is important to emphasize who released the message (over and above the address on the FROM line).

(10) Include the completed message on a disk (only one message per disk) with hardcopy of message at TAB A. Label disk with classification, file name of message, office symbol, and name/telephone number of AO.

(11) The DMS automatically places the date time group (DTG) at the beginning of the subject line when the message is dispatched. To receive a comeback copy with the dispatched DTG, action offices should blind carbon copy (BCC) themselves. When referencing DMS messages, use the DTG at the beginning of the subject line.

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## **Appendix C**

### **Procedures and Formats for Readaheds**

#### **C-1. Procedures.**

a. The Office of the CG or DCG/CofS determines RA requirements and generates a calendar worksheet to the SGS. The SGS assigns CATS control numbers and notifies designated action offices, via E-mail, and paper version is forwarded to the action agencies from the CGAC. The SGS checks RA for format compliance and distributes to the appropriate offices.

b. The staff POC is normally identified on the calendar worksheet. If not, SGS will assign an office of primary responsibility (OPR) as the HQ TRADOC staff lead. The OPR directly coordinates with external agencies and other staff offices to obtain pertinent topics and information for timely completion of RA products. For events a member of the Command Group or external agencies schedule, OPR consolidates all input and assessments into the final RA product. The OPR must E-mail reply with the name of the action POC to all concerned within 24 hours of receipt of action. Suspense for submission of the RA to SGS is 4 working days prior to the event. Pending GO/SES approval or receipt of information from external agencies must not delay submission. The partial submission is vital to alert all concerned of the status and to initiate review and analysis. Partial submissions must include a "placeholder" page to identify what is pending, from whom, and date of expected completion. Upon completion of delayed items, add to the initial partial submission as an update, rather than reconstructing an entirely new submission. All CG events require three copies of the RA in three-ring binders--one original for the CG and two copies (one for the DCG/CofS and one for the CSM). The two additional copies are to be packaged and tabbed the same as the original, with a copy of the Form 30 on the front of each book.

c. Staff POC will provide OCG a "seating chart" every time CG uses DVTC or VTC facility, to include personnel in the VTC room with the CG, as well as VTC participants—first name, last name, and position. The POC is responsible for notifying all attendees of cancellations or changes in times and/or locations as they occur.

d. Staff proponents should contact the CPG upon receipt of a CG RA tasking for advice and/or recommendations to ensure an accurate, timely, and usable product for the CG.

e. If RA contains correspondence, AOs are required to coordinate and provide advance copy to SGS and DCG/CofS offices for review/proofing. Submit the final coordinated and approved version with the RA, if a member of the Command Group is asked to sign during the briefing/meeting. Once the correspondence is signed, provide a copy to SGS for official files.

## TRADOC Memo 1-11

f. Coordinate any required or desired "Opening Remarks" with CPG prior to submission of the RA and mention in the Executive Overview (TAB A).

### C-2. Format.

a. Composition. Compile RAs in three-ring binders, as described below. Top document is always the HQ TRADOC Form 30 (for DCG/CofS) or 31 (for CG), as appropriate.

b. HQ TRADOC Form 30/31. Forward all RAs to the Command Group with a one-page HQ TRADOC Form 30 or 31, as outlined below. The HQ TRADOC Form 30 or 31 is a vital and important record. The following paragraphs on the HQ TRADOC Form 30 or 31 should include minimal information. Include expanded details in the Executive Overview (TAB A).

(1) PURPOSE. To complete the sentence "Prepare the CG for . . ." explain the 5Ws—who, what, where, when, and why (see [fig C-7](#)).

(2) SUMMARY.

(3) COORDINATION. Ensure pertinent coordination across TRADOC. Consider early contact with Special Staff offices, especially Public Affairs Office, Staff Judge Advocate, Executive Services Division, OSGS, and STRATCOM.

(4) DCS/OFFICE CHIEF APPROVAL. Commanding General RAs require review/initials of the DCS/ADCS or staff office chief on the HQ TRADOC Form 31. In the event the DCS/ADCS/staff office chief is absent, clearly indicate the name of the delegated official approving the HQ TRADOC Form 31.

c. Table of Contents. See figure C-1 for an example of a Table of Contents for the RA. Place the Table of Contents directly under the HQ TRADOC Form 30 or 31 and identify with a tab labeled "Table of Contents."

**C-3. Readahead Configuration.** There is no requirement to begin TABs with "A", as long as they are in sequence.

a. Briefings.

(1) TAB A – Executive Overview.

(2) TAB B – Briefings (with facing pages, as required).

(3) TAB C – Point/Info Papers.

b. Commanding General office calls.

(1) TAB A – Executive Overview.

- (2) TAB B – Biography (only if CG not familiar with visitor).
- (3) TAB C – Briefings (as appropriate and with facing pages, as required).
- (4) TAB D – Point and/or Information Papers.
- (5) TAB E – Social Schedule (as appropriate).

c. Conferences.

- (1) TAB A – Executive Overview.
- (2) TAB B – Agenda.
- (3) TAB C – Participants.
- (4) TAB D – Briefings.

d. Foreign country visits.

- (1) TAB A – Executive Overview.
- (2) TAB B – Itinerary.
- (3) TAB C – Point and/or Information Papers.

e. Installation visits.

- (1) TAB A – Executive Overview.
- (2) TAB B – Briefings.
- (3) TAB C – Point and/or Information Papers.
- (4) TAB D – Biography(s) (as appropriate).
- (5) TAB E – Social Schedule (as appropriate).

f. Social events.

- (1) TAB A – Executive Overview.
- (2) TAB B – Itinerary.
- (3) TAB C – Logistics.

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### g. Speaking Engagements.

- (1) TAB A – Executive Overview.
- (2) TAB B – Speech.
- (3) TAB C – Itinerary.
- (4) TAB D – Point and/or Information Papers.
- (5) TAB E – Logistics.

### C-4. TABs.

a. TAB A – Executive Overview. One to two pages to succinctly frame all primary issues. Include any joint perspective and a strategic analysis. What is the issue or topic? Identify each stakeholder, their position, and both the implications of their position and any hidden agendas they have for engaging the CG. What are the response options available to the CG on each issue or topic? What is the recommended TRADOC position on each issue based on the detailed staff assessment, joint perspective, and strategic analysis?

### b. TAB B – Briefing(s) (in presentation/agenda timetable sequence).

(1) Print paper slides on one side, in color, if the use of color differentiates data. Punch 3-ring binder holes at the top of the page for slides in landscape orientation, or on the left side for portrait orientation.

(2) TRADOC staff analysis in the form of “facing pages” or comments from the staff, applied directly to the slides, must accompany briefs received from outside TRADOC (see [fig C-6](#)). Affix or print a facing page directly on the back of the previous slide so that both the target slide and facing page show simultaneously. If the slide is self-explanatory, no facing page is required; otherwise address the message or purpose of the slide in one bullet.

### (3) Consider the following during analysis of the briefing:

- Is the information complete?
- What is missing?
- What requires explanation and elaboration?
- Are there any hidden agendas in the slide? What are they?
- Does the slide imply or direct action?
- What are the second and third order effects of either action or inaction?
- What is the DOD position?
- What is the Army position? Implications across the Army, Joint community?
- What is TRADOC’s position on the information (concur or nonconcur? why)?
- What is the point you recommend the CG make when this slide comes up?

(4) Briefs from within TRADOC do not require “facing pages” and must follow the rules of simplicity. Begin with the bottom line up front (BLUF) (see [fig C-7](#)). Slides must stand alone and deliver a simple straightforward message. Persons unfamiliar with the subject must read and understand the slides within 30 seconds. The logic must flow easily from the brief. See [paragraph 8-3](#), above, on preparing visual aids.

c. TAB C – Point and/or Information Paper(s). Include only when additional details have a distinct bearing on the purpose of the event involving the CG. Focus on identified issues or hidden agendas. Do not duplicate information contained in the executive overview or primary brief. Only include papers directly relevant to the purpose of the brief. Do not inundate the CG with too much information. Use standard formats for discussion, information, point, or position papers, as appropriate for the topic(s) and event. Use Decision memorandums only in exceptional cases.

d. TAB D – Itinerary. Provides the when, where, and what, in sequential order, and cross-references these events with details found at various tabs in the RA book (see example at [fig C-3](#)). Provide full itinerary for VIP visitors while with the CG. Provide short comments on who the VIP previously saw or is going to see after the CG and why. This information could impact the CG's discussion with the VIP.

e. TAB E – Participants. List the attendees, including all those from TRADOC, in descending order, senior official at top, to include grade, name, title, and organization (see example at [fig C-4](#)). E-mail list to appropriate Command Group Office NLT one week prior to event. Provide updates on participants as they occur. If the CG is attending, include a seating chart diagram of the meeting room (see [fig 8-2](#)). Do not provide the CG biographies of TRADOC personnel or other GOs that he knows or works with routinely.

f. TAB F – POCs/Phone Numbers. Identifies those individuals with primary responsibility for actions during the event and telephone numbers where they can be reached at their office and during the event (including cellular and pager numbers) (see example at [fig C-5](#)).

g. TAB G – Other Items of Interest. This includes topics not on the itinerary, but which may occur should the opportunity present itself. Include tentative office calls and anticipated sidebar discussions here. Use the Point Paper format to convey this information. TAB G, if used, will include a list and biographical sketches of key attendees, any formal remarks, and the seating arrangement for the CG's table.

h. TAB H – Social Schedule. Include as required. If no social event, omit this TAB.

i. TAB I – Background Material. Includes other biographies, historical information, and related documents (E-mail, articles, White Papers, etc). Include additional papers when they have a distinct bearing on the purpose of the event that involves the CG, but do not duplicate information contained in the primary brief.

j. TAB J – Logistical Requirements. Transportation details (who, what, where, when, how) and billeting information for the CG. The OCG can provide this information.

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k. TAB K – Work Plan. This is for use primarily by the AO, but may be helpful when answering questions from the CG during IPRs or prebriefs. TAB contains a list of all AOs contributing to the RA, the IPR schedule, and the After Action Report, which the AO compiles the week following the event.

Visit of General (R) Moring  
30-31 January 2004

TABLE OF CONTENTS

Executive Overview	TAB A
Briefing on Transformation	TAB B
Point Paper on Transformation Program Details	TAB C
Itinerary	TAB D
Participants	TAB E
POCs/Phone Numbers	TAB F
Other Items of Interest	TAB G
Social Schedule	TAB H
Background Material	TAB I
General (R) Moring Biography	TAB I-1
AAR from Office Call (General Wilson and General Lewis)	TAB I-2
Logistical Requirements	TAB J
Work Plan	TAB K

Figure C-1. Readahead table of contents

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EXECUTIVE OVERVIEW

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Visit of General (R) Moring  
30-31 January 2004

1. **GENERAL.** This provides an overview of the visit of General (R) Moring, Former French Army Chief of Staff.
2. **BACKGROUND.** This CSA-invited visit results from a meeting between French Army Chief of Staff and CSA on 20 April 2003 in the Pentagon. General (R) Moring led the French Army's transformation efforts. The visit focus is to share lessons learned. See TAB I.
3. **RECOMMENDATIONS.** Actions or comments the CG should consider:
  - Express that France is an important ally and close friend to the U.S., Army-to-Army relations, in particular, are excellent, as evidenced by French and American soldiers serving together in DESERT STORM and in the Balkans.
  - Endorse the utility of maintaining the full-time liaison and exchange personnel within the French and U.S. Armies. Highlight the key role that Colonel Revel (French Army Senior Liaison to TRADOC) and Colonel Allen (TRADOC Senior Liaison to French Army), in particular, play in keeping TRADOC and CDES synchronized.
4. **STRATEGIC ANALYSIS.** The French-U.S. Army liaison and exchange network remains robust and very beneficial.
  - The France/U.S. Army Staff Talks program has existed since 1979 and 27 Staff Talks have been conducted to date. Staff Talks have been focused on doctrine, training and education, materiel and equipment, and logistics. These areas facilitate an ongoing dialogue on transformation-related topics. The theme for the 2004 Staff Talks is "Future Warfighting in Military Operations in Urban Terrain by a Digitized and Reinforced Combined Arms Brigade.

Figure C-2. Readahead executive overview (TAB A)

5. **MOST SIGNIFICANT ISSUES.** Current U.S. objectives toward its relations with France:

- Encourage a strong French defense; encourage close French-NATO cooperation; and to maintain a bilateral defense relationship designed to maximize common interests around the globe.
- In 1997, the French military began its latest round of dramatic transformation. This effort will see the French Army shrink by almost half (TAB C).

6. **ATTENDEES/PARTICIPANTS.** Principal attendees are General (R) Moring (former Chief of Staff of the French Army and creator of French Rapid Reaction Forces), Colonel Millard (Army Attaché at French Embassy in Washington, D.C., and former French Liaison Officer to HQ TRADOC). See TAB E for all participants.

7. **DATE/TIME/PLACE.** Arrival 30 January 2004 at 1300, CG office call 1330-1430; DCG/CofS office call 1430-1445; transformation roundtable discussion in the Command Conference Room 1500-1700; and CG hosted dinner in the evening. Departure after a no-host breakfast on 31 January 2004 at 0900. See TAB D for detailed itinerary, and TAB H for social schedule.

As of: 12 Dec 04  
Prepared: LTC Bos/5669  
Approved: COL Letendre/5690

**TRADOC Memo 1-11**

**ITINERARY  
IPR - THE MARS COLONY MISSION 2004**

<b>DATE/TIME</b>	<b>WHAT</b>	<b>WHERE</b>	<b>TAB</b>
31 Dec 0500-0630	C21 Flight	LAFB to Kennedy Space Center	
0700-0745	Breakfast	KSC HQ Bldg Dining Facility	
0800-0930	NASA Project Status Overview	HQ Bldg, Rm 19	
0945-1030	OMB Budget Brief	HQ Bldg, Rm 21	
1045-1145	DOD Overview	HQ Bldg, Rm 21	
1200-1300	Working Lunch	HQ Bldg, Rm 46	
1300-1330	USAF Astronaut Selection Status	HQ Bldg, Rm 35	
1330-1430	Army Corps of Engineers Martian Facility Model	KSC Vehicle Assembly Bldg	
1445-1615	DOTMLPF Model Application	VTC Facility	
1615-1700(T)	Office Call with CINCSPACE	HQ Bldg, Rm 7	
1800-1 Jan 0100	Social/Dinner	KSC Club	H
1 Jan 0130-0300	C21 Flight	KSC to LAFB	J

**Figure C-3. Readahead itinerary (TAB D)**

CG Trip  
 Vint Hill Farms Station  
 5 Nov 04

**PARTICIPANTS**

1. Video Teleconference - Division Capstone Exercise After Action Review and Lessons Learned (5 Nov/1600-1800):

LTG XXXXX	Commander	CAC
MG XXXXX	DCSOPS&T	TRADOC
BG XXXXX	Dep Comdt	CGSC
BG XXXXX	DCG, Futures	TRADOC

2. Leader Development (6 Nov/1130-1220):

LTG XXXXX	Commander	CAC
MG XXXXX	DCSOPS&T	TRADOC
BG XXXXX	Dep Comdt	CGSC
BG XXXXX	DCG, Futures	TRADOC

3. Video Teleconference - Integrating New Operational Environment into Training and Leader Development (6 Nov/1230-1345):

LTG XXXXX	Commander	CAC
MG XXXXX	DCSOPS&T	TRADOC
BG XXXXX	DCG, Futures	TRADOC
BG XXXXX	DCSPIL	TRADOC
BG XXXXX	Dep Comdt	CGSC
BG XXXXX	Commander	JRTC
BG XXXXX	Commander	NTC

**Figure C-4. Readahead participants (TAB E)**

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**CG Trip  
Arlington Hall Station  
6 Nov 04**

**POCs/Phone Numbers**

XO, Commander CAC, LTC XXX XXXXX, 913-XXX-XXXX, DSN:  
XXX-XXXX

CAC Project Officer, Executive Services, MAJ XXX XXXXX, 913-XXX-XXXX, DSN: 552-XXXX, Cellular 913-XXX-XXXX

CGSC, Staff Group Leader POC, LTC XXX XXXXX, 913-XXX-XXXX, DSN:  
552-XXXX

Division Capstone Exercise II AAR and Lessons Learned Brief  
Project Officer, LTC XXX XXXXX, 913-XXX-XXXX, DSN: 552-XXXX

TRADOC Command Planning Group POC, LTC XXX XXXXX, 757-XXX-XXXX,  
DSN: 680-XXXX

DCSOPS&T, TRADOC, Readahead POC, MAJ XXX XXXXX, 757-XXX-XXXX,  
DSN: 680-XXXX

**Figure C-5. Readahead POCs/phone numbers (TAB F)**

## Facing pages

Affix to the back of the preceding slide so that both the target slide and facing page analysis shows simultaneously

- What is the message or purpose of this slide?
  - Is this relevant?
- Is the information complete?
  - What is missing?
  - What requires elaboration or explanation?
- Are there any hidden agendas; what are they?
- Does the slide imply or direct action?
  - What are the 2<sup>nd</sup> and 3<sup>rd</sup> order effects of action or inaction
- What is the DOD position? What is the Army position?
- What is TRADOC's position on the info contained?
  - Concur
  - Non-concur and why
- What is the point you want the CG to make when this slide appears?

## Target Slide Title

Title of slide should be self explanatory and aid in the logic flow of the brief

- BLUF: Put the bottom line up front; the slide's message. Why is this slide important?
- Additional information should:
  - Put the main slide message in context of the entire brief
  - Clarify all stakeholder points of view
    - What does each need to hear?
  - Clearly demonstrate why TRADOC's point of view is best
    - For the short term
    - For the long term
- Transition to next slide; why this message is relevant to what you'll see next
- NOTE: Is all information contained in the slide easily read and understood in 30 seconds by those unfamiliar with the subject?

**Figure C-6. Briefing “facing pages”**

**READAHEAD GUIDANCE**

**HQ TRADOC FORM 30 and 31:** What is the purpose of the CG's participation in the event, visit, or brief? The answers should address the following:

- Who is participating?
- What is TRADOC there to accomplish?
- When will the event take place?
- Where will it occur?
- Why is it important to the Nation, the Army, and TRADOC to do this and why now?

(Specifics)

**BLUF:** Is this Readahead going to prepare the CG for the event? Will this Readahead ensure the CG is expert at representing TRADOC's position?

- Include only essential items, using key points the CG should know before the event.
- Ensure all pertinent issues are covered succinctly and to the point in the Overview.
- Do not delay submission pending GO or SES approval.
- CPG review of RA is for content and relevancy.
- The Overview must capture all salient points found in the remainder of the RA.
- Must include a **Strategic Analysis** with reference to points in following tabs in the RA (tabs are listed on the Table of Contents):

- Overview (*required*)
- Itinerary (*required for visits, events*)
- Participants (*required only for first meetings with personnel outside the HQ*)
- POCs (*usually not required*)
- Other items (*Put briefs here*)
- Social Schedule (*for social events only*)
- Background (*only topics directly relevant to the main issue or brief; include biography only if this is the first meeting with the CG*)
- Logistical Requirements (*not usually required; CG's office will develop*)
- Work Plan (*include only if this is a prep for a major event or conference, like Requirements Review Council or Association of United States Army*)

**Figure C-7. Readahead guidance**

**Appendix D**

**Executive Summary Format**

**D-1. Procedures.** Requests for EXSUMs are tasked IAW procedures in [paragraph 2-8](#), above.

**D-2. Format.** See figure D-1 for internal format and figure D-2 for external EXSUM format. Internal EXSUMs may be placed directly on HQ TRADOC Form 30 or 31, as appropriate. The AO name, office symbol, phone and Approved By statement in bottom right-hand corner is omitted when EXSUM is submitted on a HQ TRADOC Form 30 or 31.

- a. Do not exceed 15 lines. Use Courier or Courier New 12 font unless tasking office directs otherwise.
- b. In the first sentence, state why EXSUM was written. Do not use or refer to attachments in the EXSUM. Spell out all acronyms when first used.
- c. Type "PROVIDE MEMO \_\_\_\_\_" after last sentence. Recipient will check here if more information is desired in memo format.
- d. Right justify name of AO/office symbol/telephone number two lines below the last line (internal format only).
- e. Type "APPROVED BY \_\_\_\_\_" on line below AO name. Chiefs/deputies of general and special staff offices will approve all EXSUMs forwarded to the Command Group (internal format only). This is not required if EXSUM is placed directly on HQ TRADOC Form 30 or 31.

Control number 6 AUG xx
(U) UNIT PHYSICAL FITNESS. Considerable resources are programmed in the future budget years, all designed to improve the overall health and lifestyle of our soldiers and their families. The Program stresses a total approach concept and is not limited to strict conditioning. Too often, commanders fall into the trap of competing with one another on how far or fast their unit can run. While running is an integral part of fitness, it is not the only element. It is not the Army's intent to measure fitness by 9-mile runs in 90 minutes. Fitness is measured by overall health of command. The new Soldier Physical Fitness Center at Fort Benning, GA, is the proponent. Graduates will provide commanders technical fitness expertise. PROVIDE MEMO _____
MAJ Sample/ATTG-I/1234 APPROVED BY

Figure D-1. EXSUM format

## TRADOC Memo 1-11

Sir,

EXSUM below responds to your question in 6 Aug 04 E-mail,  
subject: Unit Physical Fitness, "Tell me about the program."

V/R,  
John

6 AUG xx

(U) UNIT PHYSICAL FITNESS. Considerable resources are programmed in the future budget years, all designed to improve the overall health and lifestyle of our soldiers and their families. The Program stresses a total approach concept and is not limited to strict conditioning. Too often, commanders fall into the trap of competing with one another on how far or fast their unit can run. While running is an integral part of fitness, it is not the only element. It is not the Army's intent to measure fitness by 9-mile runs in 90 minutes. Fitness is measured by overall health of command. The new Soldier Physical Fitness Center at Fort Benning, GA, is the proponent. Graduates will provide commanders technical fitness expertise.

PROVIDE MEMO \_\_\_\_\_

### Figure D-2. EXSUM from Command Group to Higher Headquarters

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#### Appendix E

##### Decision Memorandum Format

**E-1. General.** AR 25-50 directs the use of 1-inch margins for the informal memorandum. Use TRADOC standard Courier 12 or Courier New 12. When read, the memorandum should represent the complete situation without reference to enclosures. Summarize issues, and reserve enclosures for a detailed analysis or explanation of the summary presented in the memorandum. Identify enclosures contained at tabs in the body of the decision memorandum. A sample decision memorandum is at figure E-1. Note that a HQ TRADOC Form 30 or 31, as appropriate, is still required when submitting decision memorandums to the Command Group. It is an important transmittal and tracking document. HQ TRADOC Form 30 or 31 forwarding decision memorandums will be extremely brief with a PURPOSE statement, short background summary, and coordination.

**E-2. Format.**

a. Office symbol. Type the office symbol of the proponent office at the left margin, one inch below the top of the page.

b. Date. Type or stamp the date of the decision memorandum at the right margin on the same line as the office symbol.

c. Address. Address the decision memorandum FOR the person making the decision. Include appropriate members of the chain of command on the THRU lines. As a minimum, actions for the Commander, TRADOC, will go THRU the DCG/CofS.

d. Paragraph 1, Decision. Paragraph 1 states: For DECISION.

e. Paragraph 2, Purpose. In one concise sentence state the action to be taken; e.g., "To gain CG approval of the issues developed at the TRADOC Commanders' Conference held at Fort Monroe, 23-24 January 2004."

f. Paragraph 3, Recommendation(s). This paragraph contains specific recommendations; e.g., "CG sign the enclosed memorandum at TAB A1." Under each recommendation type:

APPROVED \_\_\_\_\_ DISAPPROVED \_\_\_\_\_ SEE ME \_\_\_\_\_

g. Paragraph 4, Background and Discussion. This paragraph explains the origin of the action, conveys assumptions and facts necessary to understand the recommendation, and lists/assesses the alternatives considered. Present facts as a chronological summary of actions or events leading to or bearing on the issue. Assess the alternatives considered for the decision in terms of advantages and disadvantages. Include documents that support the recommendation as enclosures at tabs. Summarize their key points in the decision memorandum.

h. Paragraph 5, Impact. This paragraph indicates impact of the recommended decision. A staff action may have an impact on personnel, equipment, funding, stationing, etc. Identify individuals or organizations the recommendation impacts, and to what extent. If none, state "No impact."

i. Paragraph 6, Coordination. This paragraph indicates with whom and when the action was staffed. Prepare each line as follows:

ORG \_\_\_\_\_ CONCUR/NONCONCUR \_\_\_\_\_ DATE

Indicate concurrence/nonconcurrence by lining through the word that does not apply. Type or write the rank, name, and title of the individual that gave the feedback on the blank to the left of CONCUR/NONCONCUR. Type or write the date the individual provided feedback in the blank before DATE.

j. Paragraph 7, Point of Contact. Include POC, name/rank, title, and telephone number.

**TRADOC Memo 1-11**

OFC SYMBOL

10 January 2001

MEMORANDUM THRU Chief of Staff

FOR CG

SUBJECT: Decision Memorandum Format

1. For DECISION.
2. PURPOSE. To obtain...
3. RECOMMENDATION(S). CG sign memorandum at TAB A1.  
APPROVED\_\_\_\_\_ DISAPPROVED\_\_\_\_\_ SEE ME\_\_\_\_\_
4. BACKGROUND.
5. DISCUSSION.
  - a. Course of Action (COA) 1: (Advantages/Disadvantages)
  - b. COA 2: (Advantages/Disadvantages)
  - c. COA 3: (Advantages/Disadvantages)
6. IMPACT.
7. COORDINATION.  
DCSRM\_\_\_\_\_CONCUR/NONCONCUR\_\_\_\_\_DATE  
DCSBOS\_\_\_\_\_CONCUR/NONCONCUR\_\_\_\_\_DATE
8. POC for this action is (name, agency/activity, xxx-xxxx).

Encl

XXXX X. XXXXXXXX  
Major General, GS  
XXXX XXXXX

**Figure E-1. Sample decision memorandum**

**Appendix F**  
**HQ TRADOC Forms 30 and 31**

**F-1. Completing the forms.** Use HQ TRADOC Form 30 for DCG/CofS correspondence; and HQ TRADOC Form 31 for CG correspondence. See figure F-1 for sample HQ TRADOC Form 30 and figure F-2 for sample HQ TRADOC 31. General instructions follow:

a. **CONTROL:** Enter CATS control number (CSXXXXXX) if responding to a Command Group suspense; otherwise, leave blank. The CGAC will enter ES number upon arrival if action is self-generated.

b. **CLASS:** Enter classification of highest classified document to be included with the HQ TRADOC Form 30. Indicate if the form may be declassified once classified enclosures are separated.

c. **SUSPENSE DATE:**

(1) For DCG/CofS correspondence, enter CATS suspense date and external suspense date, if applicable, on HQ TRADOC Form 30. If suspense date is extended, show only the most recent suspense date in this block.

(2) For CG correspondence, enter only the external suspense date to higher headquarters on HQ TRADOC Form 31. Enter NA if no external suspense date or action is self-generated.

d. **SUBJECT:** Enter subject. Use the same subject from the CATS tasking document, to include ECC control numbers, if applicable, when responding to a Command Group suspense.

e. **ACTION OFFICE SYMBOL:** Enter action office (e.g., DCSPIL, DCSRM) and office symbol.

f. **INFORMATION/ASSIST:** Enter AO name, rank, and telephone number; e.g., POC at subordinate activity or other HQ staff office that has additional information.

g. **ACTION OFFICER NAME/TELEPHONE NUMBER:** Enter AO rank, name, and telephone extension.

h. Indicate what action is requested; i.e., signature, approval, or information.

i. Mark Y or N (yes or no) for resource impact. If there is a resource impact (manpower, dollars, or environmental), you must explain it in the summary. See paragraph [2-10f](#).

j. Mark Y or N (yes or no) for RC impact. If there is a RC impact, coordinate the action with the DCG(USAR)/DCG(ARNG) and explain in summary.

k. Indicate approval authority route for the action by placing an "X" in the appropriate fields.

## TRADOC Memo 1-11

1. HQ TRADOC Forms 30 and 31 will contain these parts in order:

(1) **PURPOSE.** In one concise sentence, state purpose of the action. Below are sample purpose statements.

(a) Item for signature: “CG sign memorandum (TAB A) to MG White approving proposed Ranger training for ROTC cadets as requested by Commander, AAC (TAB B).”

(b) Item for approval: “DCG/CofS approve publication of revised TRADOC Reg 25-35, Preparing and Publishing United States Army Training and Doctrine Command (TRADOC) Administrative Publications (TAB A).”

(c) Item of information: “Update DCG/CofS on status of Armored Gun System (AGS) Program.”

(d) Item of information (RA): “Prepare CG for visit of MG Sakal, Commander of Israeli Ground Forces, on 14 Nov 04.”

(2) **RECOMMENDATION** (optional). State recommended action only if different from purpose; e.g., if purpose were to provide recommendations on a site for a conference, recommendation block would indicate the preferred choice.

(3) **SUMMARY.**

(a) Write a succinct background of the subject, explaining tabs in appropriate order—(TAB C) (TAB D) (TAB E), etc.

(b) If there are resource or RC impact(s), a paragraph describing impact(s) should be included in summary.

(c) Special administrative instructions. If there are any, include them immediately before coordination.

(4) **COORDINATION.** Coordinate the action prior to forwarding to the Command Group. Directors must sign in the “Approval/Release” block before releasing for coordination. The office chief or designated representative of office coordinated with indicates completed coordination by entering rank, last name, position, and date; e.g., DCSRM COL Sample, Chief of Operations, CONCUR 26 Apr 03, or DCSPIL COL Good, ADCSPIL, NONCONCUR 19 Sep 03 (TAB D), or SJA COL Pete, Mil Law Off, CONCUR WITH COMMENTS 3 Oct 03 (TAB E). On rare occasions, when coordination is not required, state “Coordination: Not required.” (para 2-10).

m. **APPROVAL/RELEASE:** Enter grade, last name, initials, and date of approving officials. The DCS, or designated representative, must complete this block on all actions.

n. **APPROVAL AUTHORITY USE ONLY:** This block is reserved for the designated approval authority within the Command Group.

**F-2. Assembling the action.** Refer to [figure 7-1](#) for assembling the staff action in the proper order.

TRADOC Memo 1-11

TRANSMITTAL, ACTION AND CONTROL							
(For use of this form, see TRADOC Memo 1-11; the proponent is SGS)							
CATS CONTROL NUMBER: CS105500			CLASS: UNCLAS			SUSPENSE DATE: 9 Apr 04	
SUBJECT: Completing a Form 30 <i>(NOTE: If responding to Cmd Gp Tasker, use same subject as CATS Tasker)</i>							
ACTION OFFICE/SYMBOL: SGS/ATCS-X		INFORMATION/ASSIST: MAJ Kean/CAC/DSN 552-5711			ACT OFF NAME/PHONE NUMBER: MAJ Sample/2684		
<input checked="" type="checkbox"/> SIGNATURE <input type="checkbox"/> APPROVAL <input type="checkbox"/> INFORMATION <input type="checkbox"/> N RESOURCE IMPACT(Y/N) <input type="checkbox"/> N RC IMPACT(Y/N)							
<input type="checkbox"/> SACO <input type="checkbox"/> C, SAD <input type="checkbox"/> SGS <input type="checkbox"/> CSM <input type="checkbox"/> XO <input type="checkbox"/> ACofS <input checked="" type="checkbox"/> DCG/CofS							
PURPOSE: In one concise sentence, state action to be taken; e.g., DCG/CofS sign memorandum (TAB A) to BG Brown nonconcurring with his proposed changes to FM XX-X (TAB B).							
RECOMMENDATION: State recommended action only if different from the purpose; e.g., if purpose was to provide recommendations on a conference site, recommendation paragraph would indicate the preferred choice.							
SUMMARY: <ol style="list-style-type: none"> <li>1. Write a succinct background of subject.</li> <li>2. Explain tabs in order.</li> <li>3. Explain resource/RC impact, as appropriate.</li> <li>4. Keep information to one page.</li> <li>5. Any special administrative instructions should be included immediately before coordination.</li> </ol>							
COORDINATION: <ol style="list-style-type: none"> <li>1. Enter office, rank, last name, duty title, concur/nonconcur, and date.</li> <li>2. State "Coordination not required" if appropriate.</li> </ol>							
APPROVAL/RELEASE							
	NAME	INITIAL	DATE		NAME	INITIAL	DATE
BRANCH:				ADCS:	Mr. Test		
DIRECTORATE:	COL Smith			DCS/OFC CHIEF:	BG Livsey		
APPROVAL AUTHORITY USE ONLY				DCG/CofS APPROVAL-DISAPPROVAL-NOTED			
<b>NOTE:</b> This area is reserved for Command Group comments.							

HQ TRADOC FORM 30-R-E, Dec 04

Edition of Aug 04 is obsolete

8.5 x 11

Figure F-1. Sample HQ TRADOC Form 30

<b>TRANSMITTAL, ACTION AND CONTROL (TRADOC CG)</b> (For use of this form, see TRADOC Memo 1-11; the proponent is SGS)							
<b>EXPEDITE FOR COORDINATION AND STAFFING FOR TRADOC CG</b>							
CATS CONTROL NUMBER: CG100100		CLASS: UNCLAS		EXTERNAL SUSPENSE DATE: 15 Jan 05			
SUBJECT: Completing a Form 31 for TRADOC CG (NOTE: If responding to Cnd Gp Tasker, use same subject as CATS Tasker)							
ACTION OFFICE/SYMBOL: ITD, ODCSOPS&T/ATTG-I		INFORMATION/ASSIST: Mr. Smart/ATSC/878-1500		ACT OFF NAME/PHONE NUMBER: Mrs. Dunn/4333			
<input checked="" type="checkbox"/> SIGNATURE <input type="checkbox"/> APPROVAL <input type="checkbox"/> INFORMATION <input checked="" type="checkbox"/> RESOURCE IMPACT(Y/N) <input type="checkbox"/> RC IMPACT(Y/N)							
<input type="checkbox"/> SACO <input type="checkbox"/> C, SAD <input type="checkbox"/> SGS <input type="checkbox"/> CSM <input type="checkbox"/> XO <input type="checkbox"/> ACofS <input type="checkbox"/> DCG/CofS <input type="checkbox"/> CPG <input type="checkbox"/> CG, XO <input checked="" type="checkbox"/> CG							
PURPOSE: In one concise sentence, state action to be taken; e.g., CG sign memorandum (TAB A) to MG White approving proposed Ranger training for ROTC cadets as requested by Cdr, AAC (TAB B).  RECOMMENDATION: State recommended action only if different from the purpose; e.g., if purpose was to provide recommendations on a conference site, recommendation paragraph would indicate the preferred choice.  SUMMARY: 1. Write a succinct background of subject. 2. Explain tabs in order. 3. Explain resource/RC impact, as appropriate. 4. Keep information to one page. 5. Any special administrative instructions should be included immediately before coordination.  COORDINATION:  1. Enter office, rank, last name, duty title, concur/nonconcur, and date. 2. State "Coordination not required" if appropriate.							
APPROVAL/RELEASE							
	NAME	INITIAL	DATE		NAME	INITIAL	DATE
BRANCH:				ADCS:	Mr. Jones		
DIRECTORATE:	COL Smith			DCS/OFC CHIEF:	MG Right		
APPROVAL AUTHORITY USE ONLY				CG APPROVAL-DISAPPROVAL-NOTED			
NOTE: This area is reserved for Command Group comments.							
<b>EXPEDITE FOR COORDINATION AND STAFFING FOR TRADOC CG</b>							

Figure F-2. Sample HQ TRADOC Form 31

**Appendix G**  
**Zone Improvement Plan (ZIP)+4 Address Format**

**G-1. Mandatory lines of address.** An address must contain three mandatory lines (DOD activity name line; delivery address line; and city, state, and ZIP code line), but may include up to five lines. The United States Postal Service (USPS) has limited the DOD activity name line to 48 characters, to include spaces. Abbreviated DOD activity names are authorized, however, ensure the abbreviated name is clear and understandable to all parties concerned. The address, as it will appear in the USPS National ZIP Code Directory, will include the DOD activity name, delivery address, and ZIP code. An example of a 3-line address is shown in figure G-1.

OFFICE OF THE SECRETARY OF THE ARMY 101 ARMY PENTAGON WASHINGTON DC 20310-0101
--

**Figure G-1. Example of 3-line ZIP+4 address**

**G-2. Optional lines of address.** The two additional lines are optional and **MUST** appear above the mandatory three lines:

- 1st line: Office name line (*OPTIONAL*)
- 2d line: ATTN line (individual's name, office symbol) (*OPTIONAL*)
- 3d line: DOD activity name line (*MANDATORY*)
- 4th line: Delivery address line (*MANDATORY*)
- 5th line: City, state, ZIP code (*MANDATORY*)

Format the mailing address with a uniform left margin, with all characters typed or machine printed in UPPERCASE letters. The USPS automation equipment cannot read hand printing and rubber stamps; therefore they are not authorized. All punctuation is left out of the address format, except for the hyphen in the ZIP code. *NOTE:* Allow only one space between state and ZIP code.

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**Glossary**

ACofS	Assistant Chief of Staff
ADCS	Assistant Deputy Chief of Staff
ADCSOPS	Assistant Deputy Chief of Staff for Operations
AO	action officer
BLUF	bottom line up front

CAO	Congressional Activities Office
CATS	Command Action Tracking System
CCR	Command Conference Room
CG	Commanding General
CGAC	Command Group Action Center
CIO	Chief Information Officer
CofS	Chief of Staff
CPG	Commander's Planning Group
CS	Chief of Staff CATS Control Number Prefix
CSA	Chief of Staff, U.S. Army
CSM	Command Sergeant Major
DCG/CofS	Deputy Commanding General/Chief of Staff
DCG(IMT)	Deputy Commanding General Initial Military Training
DCM	DOIM Classified Mailroom
DCS	Deputy Chief of Staff
DCSINT	Deputy Chief of Staff for Intelligence
DCSOPS&T	Deputy Chief of Staff for Operations & Training
DCSPIL	Deputy Chief of Staff for Personnel, Infrastructure and Logistics
DCSRM	Deputy Chief of Staff for Resource Management
DMS	Defense Message System
DoD	Department of Defense
DOIM	Director of Information Management
DRM	Directorate of Resource Management

## TRADOC Memo 1-11

DTG	date time group
DVTC	Desktop Video Teleconference
ECC	Executive Communications and Control
EEO	Equal Employment Opportunity
EEOO	Equal Employment Opportunity Officer
EO	Equal Opportunity
ES	External Suspense CATS Control Number Prefix
EXSUM	Executive Summary
FTP	file transfer protocol
GO	general officer
HQDA	Headquarters, Department of the Army
HQ TRADOC	Headquarters, U.S. Army Training and Doctrine Command
IAW	in accordance with
IPR	In Process Review
ISO	Information Systems Officer
M&D	Mail and Distribution
MACOM	major Army command
MAML	Message Address and Mailing List
milair	military air
MS	Microsoft
MSC	major subordinate command
NCO	noncommissioned officer
NLT	not later than

OCG	Office of the Commanding General
OCLL	Office of Congressional Liaison
OCONUS	outside continental United States
ODCG(ARNG)	Office, Deputy Commanding General, Army National Guard
ODCG(USAR)	Office, Deputy Commanding General, U.S. Army Reserve
OMM	Official Mail Manager
OPR	office of primary responsibility
OSGS	Office of the Secretary of the General Staff
POC	point of contact
RA	readahead
RC	Reserve Component
ROTC	Reserve Officer Training Corps
SA	Secretary of the Army
SACO	Staff Action Control Officer
SAD	Staff Actions Division
SCI	Sensitive Compartmented Information
SCIF	Sensitive Compartmented Information Facility
SES	Senior Executive Service
SGS	Secretary of the General Staff
SJA	Staff Judge Advocate
SOOB	Staff Officer Orientation Briefing
SSO	Special Security Office
STRATCOM	Strategic Communications

## TRADOC Memo 1-11

TMAC TRADOC Master Activities Calendar

TDY temporary duty travel

USAR U.S. Army Reserve

USPS United States Postal Service

VCSA Vice Chief of Staff, U.S. Army

VGT viewgraph transparency

VTC video teleconference

XO Executive Officer

FOR THE COMMANDER:

OFFICIAL:

ANTHONY R. JONES  
Lieutenant General, U.S. Army  
Deputy Commanding General/  
Chief of Staff

/signed/  
JANE F.MALISZEWSKI  
Colonel, GS  
Chief Information Officer



## TRANSMITTAL, ACTION AND CONTROL (TRADOC CG)

(For use of this form, see TRADOC Memo 1-11; proponent is SGS)

CATS CONTROL NUMBER:

CLASS:

EXTERNAL SUSPENSE DATE:

**EXPEDITE FOR COORDINATION AND STAFFING FOR TRADOC CG**

SUBJECT:

ACTION OFFICE SYMBOL:

INFORMATION/ASSIST:

ACT OFF NAME/PHONE NUMBER:

SIGNATURE   
  APPROVAL   
  INFORMATION   
  RESOURCE IMPACT (Y/N)   
  RC IMPACT (Y/N)

SACO   
  C, SAD   
  SGS   
  CSM   
  XO   
  ACoIS   
  DCG/CoIS   
  CPG   
  CG, XO   
  CG

### APPROVAL/RELEASE

	NAME	INITIAL	DATE		NAME	INITIAL	DATE
BRANCH:				ADCS:			
DIRECTORATE:				DCS/OFC CHIEF:			

APPROVAL AUTHORITY USE ONLY

CG APPROVAL - DS APPROVAL - NOTED

**EXPEDITE FOR COORDINATION AND STAFFING FOR TRADOC CG**