

Department of the Army
Headquarters, USFCOEFS
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Fort Sill, Oklahoma 73503
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***Fort Sill Regulation 1-11**

Administration
Staff Procedures

Summary. This regulation prescribes policy, procedures, and formats for preparing and coordinating correspondence and other administrative actions for Headquarters (HQs), U.S. Army Fires Center of Excellence (USAFCoE). It also provides responsibilities and procedures for scheduling conferences and briefings.

Applicability. This regulation applies to all USAFCoE agencies that prepare correspondence for HQs USAFCoE and Fort Sill.

Supplementation. Supplementation of this regulation and establishment of command and local forms are prohibited without prior approval from the Office of the Secretary of the General Staff.

Suggested Improvements. The proponent of this regulation is the Office of the Secretary of the General Staff. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to the Office of the Secretary of the General Staff.

Distribution. This regulation is distributed solely through the Directorate of Human Resources, Administrative Services Division Homepage at:

http://sill-www.army/dhr/admin_svcs_Div/index/html

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Chapter 1

Introduction

1-1. Purpose

This regulation prescribes administrative policy and staff procedures for Headquarters (HQs), U.S. Army Fires Center of Excellence and Fort Sill (USAFCoE and Fort Sill) and agencies that prepare correspondence for HQs USAFCoE and Fort Sill.

1-2. References

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

1-3. Explanation of Abbreviations and Terms

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

1-4. Responsibilities

a. The Secretary of the General Staff (SGS) will-

(1) Establish policy and procedures to prepare and manage USAFCoE and Fort Sill correspondence.

(2) Review all correspondence sent to the Command Group for administrative completeness and correctness, appropriate coordination, proper level of signature, and compliance with established policies. Enforce policies, regulations, and instructions governing correspondence for USAFCoE and Fort Sill.

(3) Serve as primary tasking authority for all non-operational taskers generated by the Commanding General (CG), Deputy to Commanding General (DtCG) and Chief of Staff (CofS) to include CG and CofS due-outs.

(4) Distribute and track official mail addressed to the Command Group and actions generated by the Command Group (see para 2-8).

(5) Assign staff and unit responsibility for USAFCoE and Fort Sill special/ethnic observances and recurring events.

(6) Maintain the content of the SharePoint Dash Board.

(7) Schedule the USAFCoE and Fort Sill Command Conference Room (CCR) and Regimental Conference Room (RCR) (see para 4-1a).

- b. The Deputy Chief of Staff (DCofS), G-3/5/7 Current Operations (G-33) will-
 - (1) Serve as primary tasking authority for all internal (IN), external (EX), and operational (OP) actions not generated by the USAFCoE and Fort Sill Command Group (see para 2-3d) in accordance with (IAW) USAFCoE Regulation 10-5.
 - (2) Receive and process all requests for military aircraft travel.
 - (3) Process all external suspense (ES) actions generated by higher headquarters. Manage tasking continuity via SharePoint.
- c. The SGS and G-1/4 will process awards IAW chapter 5.
- d. The DCofS and G-2 Special Security Office (SSO) will provide guidance on and store Eyes Only messages.
- e. The Director, Fort Sill Directorate of Human Resources (Military) will-
 - (1) Control and process incoming/outgoing classified mail/correspondence.
 - (2) Distribute incoming/outgoing mail/correspondence.
- f. The Chief, STRATCOM USAFCoE and Fort Sill will – Review and endorse requests for the 77th Army Band.
- g. Executive officers (XOs) and admin officers at major subordinate organizations (MSOs), schools, and HQs USAFCoE and Fort Sill will-
 - (1) Ensure proper coordination and formatting of all staff products forwarded to the Command Group.
 - (2) Appoint designated organization POCs.
 - (3) Provide a designated organization POC list (name, e-mail address, and phone number) to the USAFCoE and Fort Sill SGS and update as necessary.
 - (4) Records (hardcopy or electronic) created and/or received will be maintained IAW AR 25-400-2.
- h. Action officers (AOs) will –
 - (1) Prepare and process USAFCoE and Fort Sill correspondence in compliance with regulatory guidance.
 - (2) Print all necessary documents necessary for processing of actions. SGS will not print any actions for AO.

(3) Print and provide appropriate number of copies of products to be staffed.

i. SGS and G1 will process Evaluations IAW AR 623-3, DA Pam 623-3 and USAFCoE Regulation 1-11, Chapter 6.

j. CG's Speechwriter is responsible for all talking points, speeches, and engagements in which the CG is speaking. Specific requirements for requesting the Commanding General to participate at events are listed below:

(1) All Events (Including Opening Remarks, Closing Remarks, Speeches):

(a) Order of Events

(b) Theme and/or Intent of Event

(c) Preferred Talking Points or Theme for the CG

(2) Awards and Presentations:

(a) BIO Card (provided by Speechwriter for completion after initial contact)

(b) ORB/Civilian Equivalent

(3) CG's Briefs (Include CCC, BOLC, PCC, AFTB):

(a) Demographics, in format provided by Speechwriter after initial contact, where required.

(b) The Brief's will be updated by the Speechwriter and emailed to necessary organization (organization's responsibility to print copies for each attendee).

(4) For all events in which the CG is speaking, the Speechwriter will be provided all information and products IAW the above requirements NLT 2 Weeks prior to the events. Additionally, the Speechwriter will be CC'd on all email communications related to all speaking engagements.

Chapter 2 Staff Policy and Procedures

2-1. Correspondence. Army Regulation (AR) 25-50 prescribes policies, procedures, and standard formats for preparing and processing Army correspondence. It is available on the Army Publishing Directorate (APD) Web site at http://www.apd.army.mil/pdf/r25_50.pdf. This regulation prescribes guidance specific to the USAFCoE and Fort Sill.

a. Prepare correspondence for the CG, DtCG, CofS, and CSM in final form, unless directed otherwise.

b. Use USAFCoE and Fort Sill letterhead stationery and the proponent's office symbol for all formal memorandums for Command Group signature. Use CG letterhead stationery for letters to civilians, members of congress, and dignitaries. Do not use either office titles or office symbols on CG's letters; the space under "Reply to the Attention Of" should remain blank. Electronic letterhead templates are available on the USAFCoE and Fort Sill Website @ (https://sillc2doi462002/dhr/Admin_Svcs_Intranet/fs_letterheads/default.html)

c. Present the authorized slogan, **FIRES STRONG!**, as the last paragraph in letters, memorandums, or messages of a complimentary, positive nature going to individuals and/or higher or subordinate commands. Use of the slogan is optional; omit if it adds a second page to the correspondence.

d. As a general rule, respond in like form. For example, use a memorandum to respond to a memorandum; personal letter to a personal letter, etc.

e. Address memorandums of commendation "THRU" the chain of command and "FOR" the recipient, by name.

f. Use Fort Sill Form 51 (Staff Action Memorandum) for all correspondence (hard copy or electronic) going to the Command Group.

g. Staff offices must route actions through the SGS, who will assign a control number, proof and edit, return for corrections if required, and forward the correspondence to the Command Group. Actions routed throughout the Command Group without SGS initial screening will be returned without action. The SGS is available to review actions to be presented to the CG, DtCG, CofS, and CSM prior to a final form being presented for signature.

h. The SGS Admin will assign control number, suspense date and track actions to its completion. Command Tracker showing status of actions pending in the Command Group will be sent digitally to proponents daily by the SGS Admin. Allow 5 to 7 days for actions to process throughout the Command Group. Upon completion of the action, the SGS Admin contacts the appropriate office telephonically or via email and prepares the action for distribution utilizing DA Form 200. Place the action in the appropriate distribution box. A copy of the correspondence will be scanned and placed in the SGS Share Point library. Proponents are responsible to maintain their records IAW AR 25-400-2.

i. Provide executive summaries (EXSUMs) and/or tasker updates to SGS on Fort Sill Form 51. SGS will review and forward to Command Group. Type EXSUMs on Fort Sill Form 51 in the discussion section of block 9 (instead of attaching it as a tab). When proponent head chooses to route the EXSUM directly to the CG, as a minimum, provide a courtesy copy (CC) to the following individuals:

(1) For EXSUMs sent directly to the CG, provide CC to:

(a) DtCG.

- (b) CofS.
- (c) Deputy Chief of Staff (DCofS).
- (d) CSM.
- (e) SGS or Deputy SGS to track response/close tasker.
- (2) For EXSUMs sent directly to the DtCG, provide CC to:
 - (a) CofS
 - (b) DCofS.
 - (c) CSM.
 - (d) SGS or Deputy SGS to track response/close tasker.

j. Multiple-addressee correspondence, memorandums of instruction, policy memorandums, electronic messages, and standing operating procedures will not be used as substitutes for issuing, changing, or revising USAFCoE and Fort Sill-wide policy and procedure publications IAW AR 25-30, paragraph 3-38a.

k. Ensure interim policy or procedural guidance messages or memorandums are coordinated and incorporated into the publication within 6 months of issuance, IAW AR 25-30, paragraph 1-25d(4).

2-2. Commanding General (CG) actions

a. Actions requiring CG's approval and/or signature take precedence over routine actions. Ensure staff principals handle in a priority manner.

b. Fort Sill Form 51 will accompany all CG correspondence, whether for information, signature, or approval.

c. Unless otherwise indicated, items for CG approval, information, review, or signature are assigned a 5-duty day suspense and a control number.

d. CG-generated requests for information or action require feedback within 5 duty days. Complex actions still require initial feedback within 5 duty days. Provide interim response to USAFCoE and Fort Sill SGS via e-mail, who will forward to the CG, and CC the DtCG and CofS. Follow up with weekly updates until complete.

(1) Coordinating staff and/or their deputies will submit responses to simple questions and interim responses in EXSUM format. Follow EXSUM forwarding instructions in paragraph 2-1j.

(2) For detailed actions requiring more than 5 duty days to complete, provide current status and way ahead with milestones to complete the tasking.

(3) When delivering responses to CG actions to SGS, maintain positive control to ensure expeditious processing through the DtCG and CofS to the CG by the suspense date.

e. To provide CG proposed draft e-mail responses for dispatch:

(1) Send draft e-mail, along with e-mail address of recipient, to the CG's Aide, with a CC to USAFCoE and Fort Sill SGS and CofS.

(2) Use the following guidelines when preparing draft e-mails for the CG:

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

(b) Bottom line up front (BLUF). State the answer as the USAFCoE sees it, up front, to prevent wasting the addressee's time. Example: "The classrooms you saw are the last scheduled for renovation. Completion is contingent upon Department of the Army (DA) releasing \$15 million (M), currently withheld."

(c) Analysis. This key piece is not simply a history lesson, but explains why the CG should become personally involved. As applicable, address the implications for the Army of accepting or rejecting the USAFCoE position. Example: "Release of \$15M by 14 May 07 is essential to fully realize our vision of 21st century classrooms throughout USAFCoE. Of the \$50M invested in classroom renovation since 2005, \$7.5M was provided from within the USAFCoE's already limited budget. We absorbed this level of funding in the past, with some painful tradeoffs in the length and content of the Officer Basic Course, as well as Advanced Noncommissioned Officers' Course. Funding the final \$15M from within the USAFCoE budget will force us to either further reduce instructor contact hours in both courses or eliminate the field training exercise from Officer Basic Course. Either option 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 Sill is DA's release of \$15M by 14 May 09. I stand ready to discuss this further with you as you desire."

f. Expedite all returned CG actions for rewrite, corrections, questions, etc. through the SGS. 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. Coordinating staff and Major Subordinate Organizations (MSOs) will assign an Action Officer (AO) to assigned tasks to ensure that the suspense is met.

b. AOs will—

(1) Become familiar with AR 25-50, USAFCoE Regulation 10-5 series, and this regulation. Follow regulatory guidance to determine action required, level of approval, and appropriate signature for the action. Contact the SGS with questions on signature/approval authority of ES actions prior to processing actions.

(2) Conduct a thorough mission analysis of the action. Before taking action, thoroughly consider the issue and why the CG is involved, staff recommendations, implications for accepting or rejecting the staff recommendations, and assessment of supporting and background information. Provide Command Group the second- and third-order effects and the implications to the Army, TRADOC and the USAFCoE. Think at the strategic level.

(3) If the organization assigned as lead believes the tasker is outside of their area of responsibility, they will, within 2 duty days of receipt of tasker, contact the XO of the organization they consider the appropriate lead via e-mail (with a CC to the G3/5/7 Tasking Officer and the SGS) and include detailed justification for transfer of lead. The gaining organization has 1 duty day to assess the request for lead change and reply to the originating organization (with CC to the G3/5/7 Tasking Officer and the SGS) of their acceptance/rejection. If both agencies agree, transfer must occur within 3 duty days of the initial assignment of the tasking. If after 3 days no agreement is reached, SGS will determine the lead.

(4) Provide maximum help to subordinate commands/activities. Ensure instructions to subordinate commanders are clear, concise, and leave no doubt of the objectives. Act on subordinate commander requests or recommendations promptly. If review of the subordinate command request or recommendation results in disapproval, discuss the decision with the affected organization before forwarding to the Command Group for final action/signature. This gives the field an opportunity to understand the forthcoming response and ensures consideration of the most critical data points from the school's 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 the USAFCoE require CG and/or CofS approval.

(5) Ensure subordinate commanders receive copies of their requests that HQs USAFCoE and Fort Sill endorses to Headquarters, Department of the Army (HQDA) or Headquarters, TRADOC for consideration. Until actions are complete, provide periodic updates, through their XO or admin officer, on status of requests.

(6) Ensure content of action is consistent with other similar staff actions and cites 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 MSOs, special activities, schools and HQs USAFCE and Fort Sill organizations and staff IAW USAFCE and Fort Sill Regulation 10-5, paragraph 2-11. Ensure coordinating office is commensurate with level of signature. Include directorate, point of contact (POC), date and concur or nonconcur on Fort Sill Form 51. If they nonconcur, include additional tab that explains objections.

(9) Comply with AR 380-5 for security considerations.

(10) Ensure the distribution is appropriate.

(11) Obtain approval of the proper authority within respective directorate or MSO.

(12) Ensure SGS is aware of time-sensitive actions to facilitate quick turnaround and tracking. Highlight the Fort Sill Form 51 or attach a note that clearly states the reason why an action is time sensitive.

(13) Prepare letters of appreciation/commendation expeditiously (within 15 days of the event). For actions that require sending a number of different letters or invitations, the following will expedite the process:

(a) When sending the same letter to multiple recipients, submit one letter or memorandum through the SGS to the Command Group for signature. Include a complete list of addressees in mailing format, with proposed salutations for approval. Once approved, the action is returned to the proponent to complete the remaining letters/memorandums. Forward the approved packet back to the SGS for signatures on the remaining correspondence. If go by names are appropriate, place go by names on yellow sticky on each memo.

(b) Prepare Command Group invitations to major events early enough so they may be mailed 15 days prior to the event. Submit one letter or memorandum along with a list of the names of all individuals invited. Present the names in categories (for example, retirees, former commanders, civilian contractors, etc.), along with mailing address, in correct format, and proposed salutation for approval. If the CG wants to personally deliver or pen a personal note to some of the invitees, 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.

(14) Determine method of delivery of signed correspondence or other information to addressees, based on sensitivity of contents, suspense dates, etc., to ensure expeditious receipt of correspondence (see para 8-3). Options include e-mail, fax and express mail.

(a) To deliver correspondence or information to all HQs, USAFCE and Fort Sill subordinate commands and/or schools, and activities, e-mail the action to the SGS for distribution, appropriate tracking and delivery to the command groups.

(b) AOs are responsible for ensuring delivery and receipt of actions.

(c) When the CG, DtCG or CofS signs correspondence with a command-directed suspense for subordinate activities, an implied task for the G3/5/7 Tasking Officer is to follow through with an EXSUM informing the CG, DtCG or CofS of the status or that the deadline was met and mission is complete. Submit the EXSUM to the USAFCoE SGS with the Fort Sill Form 51. The SGS will forward to the Command Group.

(15) Maintain and manage life-cycle recordkeeping requirements for the record copy of correspondence and electronic records IAW AR 25-400-2.

(16) While coordinating documents, mark draft versions with the “For Official Use Only” (FOUO) designation IAW AR 25-55, paragraph 4-100. Exemption 5 applies to draft documents, as they are pre-decisional and a deliberative part of the decision making process. Mark draft documents FOUO IAW AR 25-55, paragraph 4-200, in bold letters at least 3/16 of an inch at the bottom on the outside of the front cover, on each page, and on the outside of the back cover. Remove FOUO markings from correspondence before uploading the electronic file IAW appendix I.

c. Proponents will forward documents associated with CG and CofS taskers for Command Group approval/signature IAW appendix I.

d. Office of the Secretary General Staff.

(1) Upon receipt of correspondence, assign a number to actions generated by the proponent requiring USAFCoE CG, DtCG or CofS approval.

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

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

(4) Date all correspondence the Command Group signs before returning to proponent for dispatch.

(5) Maintain electronic file copies of completed actions and return original to AO for dispatch.

(6) Schedule and conduct SGS calendar scrubs weekly and monthly to provide forum for enhanced communication between staff sections and agencies.

(7) Provide support for large group and small group staff meetings as prescribed by CG, DtCG or CofS.

e. G-33 will--

- (1) Process and track operational and organizational taskers until completed, to include:
 - (a) External taskers: originating outside USAFCoE to elements within USAFCoE, except for White House and congressional inquiries.
 - (b) Internal and Operational taskers: Originating within USAFCoE, except USAFCoE CG, DtCG and CofS. External to originator's organization that require significant resources, involve changes in policy, generate new policy, or require formal concurrence/comment.
- (2) Receive the complete tasking in the current USAFCoE tasking order (TASKORD) format from the originator of the tasking.
- (3) Conduct brief mission analysis, scan, assign staff lead/assists, and immediately dispatch taskings to respective designated organization POCs, coordinating staff, and AO (if known) via SharePoint tasking, lead and assist organizations, and initial suspense date.
- (4) Disseminate taskings within 1 duty day of receipt.
- (5) Follow up with a phone call to the tasked office to confirm receipt and AO's acknowledgement of the short suspense for quick-turnaround taskers (less than 1 week). Once received, AOs will comply with staffing procedures in paragraph 2-3b.
- (6) Monitor correspondence to ensure appropriate actions are taken.
- (7) Review and process Installation Support Orders prepared by the Garrison Command.
 - (a) Review, process and forward Installation Support WARNO (Initial Staffing) to ensure synchronization of resources and de-confliction between mission and installation support requirements.
 - (b) Review, process and forward for signature Support OPORDs to the CofS for approval.
 - (c) Publish installation support orders as required.

f. Lead organizations will:

- (1) Conduct a thorough mission analysis of the tasking (see para 2-3b(3)) and take responsibility for satisfactory completion of the tasker.
- (2) Construct the tasking following the current USAFCoE TASKORD format.

(3) Accomplish all required communications and coordination, within the proponent organization, external and higher organizations, and across the command (see USAFCoE Regulation 10-5).

(4) Use the Telephone Directories/Rosters maintained and provided by the SGS to contact all assist organizations within 1 duty day and identify their primary AO and his/her contact information.

(5) Identify and task additional organizations required to complete action.

(6) Coordinate and approve requests for extension and CC G-33 on all extension requests and status.

g. Within 1 duty day, assist organizations will provide the lead organization their AO and contact information. Assist the lead, as directed/required, to complete the tasking.

h. Procedures to request transfer of lead:

(1) Within 2 duty days of receipt of tasker if the organization assigned as lead believes the tasker is outside of their area of responsibility, they will contact the XO of the organization they consider the appropriate lead via e-mail with a CC to the G-33 Tasking Office and include detailed justification for transfer of lead. The gaining organization has 1 duty day to assess the request for lead change and reply to the originating organization with a CC to the G-33 Tasking Office of their acceptance/rejection. Transfer must occur within 3 duty days of the initial assignment of the tasking if approved by the G33.

(2) If the gaining organization accepts the lead, G-33 will retask the action to the new lead and notify all concerned.

(3) If the tasked organization cannot gain concurrence from the new organization within 3 duty days, USAFCoE DCofS, G-3/5/7 will make the final decision on the organization to assume the lead for completing the tasker.

i. Requesting Extensions.

(1) When proponents cannot meet suspense, they will request an extension via e-mail citing control number, subject, and rationale for extension to the G-33 Tasking Office. Base the rationale for requesting an extension upon AO/subject matter expert (SME) analysis of the tasker and what is required to prepare the response. (For example, requesting data from the field, coordination, availability of DCS/coordinating staff for approval, etc.) For actions with an external suspense, proponents will ensure the external suspense is extended based upon coordination between the AO/SME and the external POC before requesting G-33 extension. Early-on coordination facilitates clear communication and understanding of the required action and timeline.

(2) Interim responses are encouraged and will contain acknowledgment of the requirement/request, plan of action/approach, milestones, and an estimated date of completion.

2-4. Read-Aheads (RAs). RAs are a special type of staff action forwarded with the Fort Sill Form 51 (see para 3-3), tasked on short notice (less than 10 duty days), that require immediate action. RAs prepare the CG for trips, visits of military/civilian dignitaries, or briefings. A complete RA is critical to the success of CG calendar events. RAs **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. As the CG has limited time to review RAs, ensure all pertinent issues are covered succinctly in the executive overview. See appendix C for procedures to prepare RAs. Submit RAs to the SGS NLT 5 days in advance with complete number of copies for all Command Group personnel that will be attending the briefing/meeting.

2-5. Command Group Notification, Review, or Approval. Proponents will notify the Command Group of these specific items of interest requiring Command Group notification, review, approval, and/or signature:

a. Any meetings/visit of distinguished visitors that provide less than 15 days notification must have CofS approval.

b. Outgoing correspondence making personal reference to CG (CG, DtCG, CofS, or CSM SENDS, PERSONAL FOR messages, or any correspondence using first person in reference to CG, DtCG or CofS). Only the CG, DtCG or CofS may release such correspondence.

c. Responses to incoming communications addressed personally to CG, DtCG or CofS unless directed otherwise.

d. Memorandums of agreement/understanding between HQs USAFCoE staff organizations and organizations external to USAFCoE require CofS approval.

e. Correspondence to and from:

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

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

Note: Responses to the CSA and VCSA also require a HQDA Form 5.

(3) DA staff principals (i.e., Corps of Engineers, HQDA DCS G-1; HQDA DCS G-2; HQDA DCS G-3/5/7).

(4) Commanders, Directors or Commandants.

f. Nonconcurrency and disapprovals.

- (1) Nonconcurrency of actions proposed by higher HQs or other ACOMs.
- (2) Disapproval of actions proposed by subordinate commands (see para 2-3b(5)).

g. USAFCoE and Fort Sill administrative publications that establish new policy, revise existing policy, delegate authority, or assign responsibility (that is, USAFCoE and Fort Sill supplements to ARs, regulations, circulars, and memorandums) require CofS approval. See USAFCoE Regulation 25-35 for additional instructions on preparing and coordinating administrative publications. Publish new policies, or a major change to existing policies, in the appropriate publications medium.

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 higher HQs or other ACOMs alleged.

j. Reports of significant financial or property irregularities.

k. Serious accidents or incidents involving members of the command or occurring at MSOs, schools and HQs USAFCoE and Fort Sill IAW USAFCoE and Fort Sill Regulation 1-8.

l. Communications of exceptional information or importance that require prompt command attention or that existing policy does not cover.

m. Assignment, reassignment, or relief-for-cause actions involving Senior Officers or Noncommissioned Officers (NCOs).

n. Requests for approval of outside continental United States (OCONUS) or conference travel. See Department of Defense (DOD) 4500.54-G, Department of Defense Foreign Clearance Guide (<https://www.fcg.pentagon.mil/>), and AR 55-46, chapter 8, for guidance on submitting requests for OCONUS or conference travel.

o. Reports of annual general inspections of USAFCoE subordinate activities.

p. Recommended decorations and awards.

q. Evaluations of personnel in the FCOE Command Group Rating chain.

r. Two Star Notes.

s. Promotion and reduction of Senior Officers and Noncommissioned Officers.

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. Command correspondence is military correspondence the CG does not sign that contains command decisions, policy, official recommendations, suspense dates, taskings directed to subordinate commands, or addressed outside USAFCoE. Such correspondence will bear a "FOR THE COMMANDER:" authority line with the CofS signature block.

c. Omit the authority line when there is a phrase in the text such as "The Commanding General received your 2 Jan 06 memorandum, and asked that I respond on his behalf."

2-7. Signature Blocks/Complimentary Closings.

a. AR 25-50, chapter 6, section II, and USAFCoEFS provides guidelines on signature blocks. Signature blocks begin at the center of the page, on the fifth line below the authority line or last line of text. See AR 25-50, figure 2-5 for CG, DtCG and CofS signature blocks format.

b. Use "Sincerely" as the complimentary closing on all letters addressed to military and civilian equivalents or subordinates that the CG, DtCG, CSM or CofS signs. Use "Very respectfully" when addressing the CSA, VCSA, members of Congress, or higher authorities, as well as retired four-star GOs. 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.

2-8. Suspenses.

a. The SGS designates the proponent for all CG, DtCG, CSM and CofS taskers. G-33 designates the proponent for Internal, External, and Operational taskers.

b. For suspense information regarding CG actions, see paragraph 2-2c.

c. Items for CofS approval, information, review, or signature are generally assigned a suspense of 10 duty days.

d. When staff offices cannot meet suspenses, AOs or designated representatives will submit subject and rationale for extension to SGS and G-3/5/7 Tasking Officer. Base the rationale for requesting a suspense extension upon AO/SME analysis of the tasker and what is required to prepare response (for example, requesting data from the field, coordination, availability of DCS/coordinating staff for approval, etc.). For actions with an external suspense, XOs will ensure the external suspense is extended based upon coordination between the AO/SME and the external POC before requesting an extension from the SGS. This early-on

coordination between the HQ USAFCoE AO/SME and the external POC facilitates clearer communication and understanding of the deliverable, action required, and timeline.

e. Interim responses are encouraged and will contain acknowledgment of the requirement/request, plan of action/approach, milestones, and an estimated date of completion. For guidance on interim responses to USAFCoE CG taskers, see paragraph 2-2d.

f. Written congressional inquiries normally have a 5-duty day suspense from the date of receipt. Ensure inquiries are processed expeditiously and without delay.

(1) SGS will task and track congressional inquiries. The task overview outlines the inquiry processing instructions and requested deliverable. SGS can provide preformatted response templates to the AO with congressional member addressing instructions and general guidance for use in responding to inquiries.

(2) Task leads will staff and coordinate response with agencies listed as assist when appropriate, as well as local staff judge advocate for legal review when deemed necessary. Staff all draft replies with SGS prior to final signature.

(3) For time-sensitive e-mail or telephone inquiries, SGS will coordinate directly with organization commander or director via telephone or e-mail in ascertaining a response.

(4) Tasked inquiries have 5-duty day suspense. However, there may be a circumstance where an extension is required. Tasked agencies seeking an extension will immediately notify the SGS with the reason for the extension request. SGS will seek approval for extensions directly from HQDA, Office of the Chief of Legislative Liaison.

(5) When circumstances prevent a final or draft reply by the suspense date, provide an interim reply. The interim reply will acknowledge receipt of the inquiry, contain as much information that is available at the time, inform the congressional member of the reason for the delay (if appropriate), and set a specific time period for a final response. These instances are rare and reserved for very complex issues that require additional time to prepare an adequate answer.

(6) Delegate signature for routine inquiries is typically at the Colonel or civilian equivalent level. Signature by position (for example, CofS) is appropriate when the tasked office does not have a Colonel or civilian equivalent available for signature.

(7) E-mail SGS for further guidance or questions concerning responding to or processing congressional inquiries.

2-9. Note Taking and Suspenses.

a. CG taskers. It is important to make note of any guidance, taskings, and/or observations the CG provides in various venues (for example, during meetings, video teleconferences (VTCs), visits, conferences, discussions en route, etc.). To ensure unity of effort and maintain visibility, responsible staff offices will, within 2 duty days of event, e-mail a summary of significant issues

that arose to the SGS for dissemination, with CC to the CG Aide, DCofS and CofS. Highlight only significant CG guidance, decisions, and taskings and provide the who, what, when, where, and why (5Ws) of the event. Ensure you include the type of deliverable (for example, EXSUM, briefing, memorandum, decision memorandum, etc.). See chapter 4 for guidance on conferences and taskings.

(1) CG calendar event (office, video teleconference (VTC), etc.). Staff lead submits an e-mail summary of CG decisions, taskings, and/or guidance to SGS within 2 duty days.

(2) CG VTC with all commanders (when no staff lead). The SGS submits an e-mail summary of decisions, taskings, and/or guidance to DCofS, CofS, and participating commanders within 2 duty days.

(3) CG-Directed Conference. Staff lead submits a summary not later than (NLT) 5 duty days in memorandum format for CofS to send to all commanders and coordinating staff (see para 4-4 and 4-5).

b. DtCG Taskers. Responsible staff offices will serve as note takers and e-mail to the SGS a summary of significant issues and taskings directed by the DtCG during any venue (for example, meetings, VTCs, visits, conferences, discussions en route, etc.) for dissemination within 2 duty days.

c. CofS Taskers. Responsible staff offices will serve as note takers and, in coordination with the DSGS, e-mail to the SGS a summary of significant issues and taskings directed by the CofS during any venue (for example, meetings, VTCs, visits, conferences, discussions en route, etc.) for dissemination within 2 duty days.

2-10. Staff Assistance. All taskers initiated through SGS or G-33 will identify a lead, as well as staff sections and/or subordinate commands or activities that may need to provide assistance to the lead. On occasion, the initial tasking may not identify all "assist" staff sections. A good staff requires a "one team" mindset when it comes to assisting others in completing taskers. Even if a special staff office is not identified on the original tasker, consider the request from the staff lead as a valid requirement. Resolve conflicts at the XO/deputy level before bringing an issue to G-33/SGS/DCofS level.

2-11. Coordination.

a. Examine actions from the CG's viewpoint and thoroughly coordinate to pull all pieces of the action together. Do not limit coordination to horizontal staffing. An action may also require coordination with subordinate and higher HQs. Ensure coordinating offices are commensurate with the level of signature. For subordinate commands, coordinate action with the respective USAFCoE counterpart POC(s) and include that coordination on the Fort Sill Form 51.

b. Staff coordination of actions requiring CG approval and/or signature require priority handling and take precedence over routine actions. Staff sections are given 24 hours to provide their position (concurrence/nonconcurrence) on CG actions.

c. For routine actions, give activities a reasonable period of time (for example, 72 hours) to provide their position (concurrence/nonconcurrence), within the constraints of the suspense date. Request extensions to allow for required coordination. If a coordinating activity fails to submit concurrence/nonconcurrence within a reasonable period and the action comes due, submit the action to the CofS with an explanation for not achieving/completing coordination.

d. Contact the SGS and/or DCofS with questions on signature/approval authority of Command Group actions prior to processing actions.

e. Use telephone calls, e-mail, desktop VTC, and briefings to coordinate actions. To expedite coordination:

(1) Coordinate thoroughly 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 online document location for simultaneous staffing.

(4) Lead agency coordinating staff will initial and date Fort Sill Form 51, block 6 to indicate their internal chain of approval. Possible entries could include Commandant, Director, and Deputy Director. The appropriate releasing authority should sign and date the action once they have approved it for forwarding to the next appropriate office.

(5) When staffing an action for review and comment, include the respective organization's chief or their representative's information on Fort Sill Form 51, block 10. Each chief or representative will indicate their concurrence by checking the corresponding block and returning it to the originator. If the chief or representative nonconcur with comments, include those comments at an appropriate tab. All staff actions going to the Command Group must either show coordination or on the rare occasion no coordination is required, include the statement "Coordination not required" on Fort Sill Form 51, block 9, discussion section.

(6) Commandants, Directors and/or Deputy Directors, 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 Fort Sill Form 51. The commander/director or deputy who originated the staff action will personally contact the nonconcurring office director and attempt to resolve the difference(s). If the nonconcurrence is not resolved, the originating action office will prepare a consideration of nonconcurrence in memorandum format and attach it as the last tab to the staff action. The originating AO will address each nonconcurrence separately based on its own merit; however, prepare only one consideration of nonconcurrence. Directors and special staff office chiefs or their deputies will sign all nonconcurrence and considerations.

(7) Conditional concurrences are not authorized. Proponents will work to satisfy conditions before sending an action forward. If not resolved satisfactorily, the 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 describe how the action will affect the RC and/or USAFCoE in terms of resources in a separate paragraph on Fort Sill Form 51, block 7, discussion section. Coordinate appropriate actions with resource impacts with the USAFCoE DCS, G-8/DRM. Coordinate actions having an environmental impact with USAFCoE DCS, G-1/4 and USAFCoE Directors, G-3/5/7.

g. Conduct internal and external staff coordination electronically. Internal and external staff coordination conducted electronically will be executed as extensively as hard copy staffing. Indicate on Fort Sill Form 51, as appropriate, the office, rank, last name, position, concur/nonconcur, and date of coordination.

h. To preclude schedule and facility conflicts, coordinate all major events, symposiums, conferences, seminars, etc., with G-33 for inclusion in the USAFCoE Master Activities Calendar (FMAC).

i. Coordinate all actions impacting strategic communications with STRATCOM, PAO, CGs Office, and SGS.

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

k. When addressing correspondence to all MSOs, special activities, field operating activities, schools and centers, and HQ TRADOC, type distribution list as shown in AR 25-50, figure 2-7.

2-12. Distribution.

a. If offices both external and internal to the HQs receive the correspondence, the AO will determine whether to show the internal distribution on the original correspondence. When the 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 USAFCoE Principal Commanders and Key Staff Officers Roster identifies USAFCoE subordinate activities and key HQ coordinating staff and is located on the SGS SharePoint, Helpful Tools link (requires AKO logon).

c. To determine correct addresses use: U.S. Army Addresses and Office Symbols (AAO) database at <https://www.rmda.army.mil/aa/Search.aspx>.

2-13. Abbreviations and Acronyms. Use acronyms in correspondence except when writing to individuals or organizations not familiar with their use. The first time an abbreviation, brevity code, or acronym (ABCA) is used in text, spell it out and follow it with the abbreviation in parentheses. Thereafter, use the acronym. Authorized ABCA are located at <https://www.rmda.army.mil/abbreviation/MainMenu.asp>. See AR 25-52 for examples of acceptable and unacceptable capitalization of meanings of abbreviations, brevity codes, and acronyms.

2-14. Type Font and Size. Use Times New Roman, size 12 for all correspondence.

2-15. Identification of Point of Contact (POC). POC information is generally placed in the last paragraph of the correspondence: military rank or civilian prefix, name, DSN and commercial telephone numbers, and e-mail address. For example, "Point of contact is Mr. Sample, Office of the DCS, G-1/4, DSN 680-XXXX, (580) 442-XXXX, joe.a.sample@us.army.mil." Do not include POC statements on correspondence going to CSA or higher.

2-16. Distinguished Visitors.

a. Visits to HQ USAFCoE. Prior to any Distinguished Visitors coordination to visit Fort Sill for any reason or event, a request for approval will be forwarded to the CofS by the Proponent. Coordination will also be made with STRATCOM and Protocol. During the weekly CofS sync meeting, all aspects of the visit or event will be briefed.

(1) Upon CofS approval:

(a) If there is Command Group involvement, the staff lead will prepare an RA for the CG and/or CofS, as appropriate and conduct in-progress review(s) (IPR) as required.

(b) If there is no Command Group involvement, the staff lead will prepare an RA for the host and conduct IPR as required.

(c) Ensure visit or event is added to the FMAC.

(2) Upon CofS disapproval, proponent will notify all concerned.

b. COL(P) and above, civilian equivalents to the rank of major general and above, active and/or retired and/or foreign dignitary visits to subordinate commands and/or activities. Electronically report initial notification of distinguished visitors through protocol channels on a weekly basis to SGS.

Chapter 3

U.S. Army Fires Center of Excellence & Fort Sill (USAFCoE&FS) Forms and Formats

3-1. Guidelines. This chapter prescribes specific forms and formats to use within HQs USAFCoE. Use HQ USAFCoE and Fort Sill letterhead stationery for military correspondence, annotated with the proponent's office symbol. Use personal stationery for letters (for example, CG, DtCG and CofS letterhead). Do not change or modify electronic or printed letterhead stationery IAW AR 25-30, paragraph 7-7. Templates are available on the USAFCoE Web site: https://sillc2doi462002/dhr/Admin_Svcs_Intranet/fs_letterheads/default.html.

The following general guidelines apply to all staff actions:

- a. Always use editing and proofing tools available (that is, spelling and grammar check) as an initial step in the proofing process. Review correspondence to ensure document preparation follows guidelines in AR 25-50, is error free, and ready for Command Group signature/approval prior to submission to SGS.
- b. Use the correct font (see para 2-14), and ensure headers, footers, and page numbers are in the same font as the text.
- c. In order to maintain appropriate tracking of actions submitted to the Command Group, all actions will be routed initially through the SGS. Do not take actions directly to the Command Group Offices.
- d. The SGS will make minor administrative corrections, but return staff actions requiring substantive changes or containing inordinate amount of errors for rewrite and/or corrections. Resubmit corrected documents to SGS with the marked-up copy folded over and included at the back of the package.

3-2. Assembling a Staff Action. Assemble all staff actions, except RAs, as shown in Appendix D-1. Include signature flags in packages requiring signature. Do not use plastic executive cover sheets. It is not mandatory to use "A" as the first tab, but ensure tabs are consecutive and explained in order on the Fort Sill Form 51. Refer to Appendix C, when assembling RAs.

- a. First tab: Original document requiring signature (or approval). If more than one page, assemble in normal sequence and place signature flag to mark signature page. When transmitting more than one document for signature or approval with Fort Sill Form 51, attach the separate documents as tabs A-1, A-2, A-3, etc. When multiple letters similar in content require signature, forward the Fort Sill Form 51 with only one letter for signature and a listing of other addressees/proposed salutations who will receive similar letters. Once the SGS approves the letter, the document is returned to the originating staff office to prepare the remaining memorandums or letters. Entire package is returned to SGS for signature on the remaining correspondence.
- b. Second tab: Originating document (correspondence or tasker) that generated the action, if applicable. If tab A is a response, tab B contains 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 on items discussed in the body of Fort Sill Form 51. Use succeeding tabs in the order mentioned on Fort Sill Form 51. Use pertinent extracts of lengthy publications and reference documents, including messages.

d. Assemble any enclosure printed in landscape mode (printed along the long axis of the paper) 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. See Appendix D-1.

3-3. Fort Sill Form 51. Fort Sill Form 51 accompanies staff actions processed for Command Group information, signature, or approval. The current version of this form is posted on the SGS SharePoint Page. Use of Fort Sill Form 51 ensures correct tracking of staff actions within the Command Group and provides an official record of final determination, distribution and disposition of actions. Pay special attention when preparing Fort Sill Form 51 because it is more than just an administrative tool to track, record, and file. Ensure the information is well thought out and succinct so the CG, DtCG and CofS can quickly review a summary of the details they need to know at their level prior to making a recommendation or determination on the requested action. Obtain the appropriate approval/release signature(s) within your organization before forwarding to SGS. A well-prepared Fort Sill Form 51 eliminates the need to return the package for corrections and ensures speedy processing through the Command Group for signature/approval of the action without questions. See Appendix D for instructions on completing Fort Sill Form 51. See SGS Folder on the Share Point.

3-4. Point Paper. Use a point paper to provide assessment, recommendations, and discussion points in outline form. It features short, to the point, easy to read bullet phrases. Use point papers when the reader has a thorough knowledge of the subject. Appendix D-3, below, provides instructions on preparing a point paper. Minor variations in the point paper format are acceptable if needed to better present the information. See Appendix D-3.

3-5. Executive Summary. Use e-mail EXSUMs to provide information, updates, and interim responses to the Command Group. Although not intended to replace all other staff papers, the EXSUM provides important information to the Command Group in a timely manner. Whenever possible, use EXSUMs instead of information papers. See Appendix D-4 for format.

a. Procedures. Requests for EXSUMs are tasked IAW procedures in paragraph 2-1i.

b. Internal/external EXSUM formats. Format for internal EXSUM (see Appendix D-4). Format for external EXSUM (for higher HQs) (see Appendix D-4). Right justify the POC information and the “approved by” information.

(1) Do not exceed 15 lines. Use Times New Roman 12 font.

(2) The EXSUM will be one paragraph, marked with the appropriate classification. A separate classification for the title is also required.

(3) In the first sentence, state reason for EXSUM. Do not use or refer to attachments in the EXSUM. Spell out all acronyms when first used. See Appendix D-4.

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: Rank/Mr./Mrs./Ms. Surname" on line below AO name. DCSs and chiefs of special staff offices and organization command groups will forward EXSUMs, via e-mail, to the CG (and the CG's Aide) or CofS (DCofS). Provide CC to SGS to ensure tracking system is updated.

3-6. Decision Memorandum. Use a decision memorandum, when directed, to obtain decisions from Command Group or higher HQ. Prepare this special-purpose action in informal memorandum format. Do not exceed two pages, excluding supporting documents.

a. General. AR 25-50 directs the use of 1-inch margins for the informal memorandum. Use Times New Roman 12 font. 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. Use Fort Sill Form 51 when submitting decision memorandums to the Command Group. Keep information in the Fort Sill Form 51 brief, with a purpose statement, short background summary, and coordination.

b. Format of the decision memorandum (see Appendix D-5).

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

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

(3) Address. Address the decision memorandum FOR the person making the decision. Include appropriate members of the chain of command on the THRU lines. At a minimum, actions for the Commander, USAFCoE will go through the CofS.

(4) Paragraph 1, Decision. Paragraph 1 states: For DECISION.

(5) Paragraph 2, Purpose. In one concise sentence state the action to be taken (for example, "To gain CG approval of the issues developed at the USAFCoE Commanders' Conference held at Fort Sill, 23-24 January 2009").

(6) Paragraph 3, Recommendation(s). This paragraph contains specific recommendations; for example, "CG sign the enclosed memorandum at TAB A-1." Under each recommendation type:

“APPROVED _____ DISAPPROVED _____ SEE ME _____”

(7) Paragraph 4, Background. This paragraph explains the origin of the action and conveys assumptions and facts necessary to understand the recommendation. Present facts as a chronological summary of actions or events leading to or bearing on the issue.

(8) Paragraph 5, Discussion. This paragraph lists/assesses the alternatives considered. 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.

(9) Paragraph 6, 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."

(10) Paragraph 7, Coordination. This paragraph indicates with whom and when the action was staffed. Indicate concurrence/nonconcurrence by lining through the word that does not apply. Type or write the rank, name, and title of the individual who 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. Prepare each line as follows:

ORG _____ CONCUR/NONCONCUR _____ DATE

(11) Paragraph 8, Point of Contact. Include POC, name/rank, title, telephone number and email address.

(12) Second page. If a decision memorandum is longer than one page, at the top of all continuation pages, type the office symbol at the left margin, 1 inch from the top edge of the paper, and the subject line on the next line below the office symbol. Subject line should be same on all pages. Begin typing the text on the third line below the subject phrase. See Appendix D-5.

3-7. Information Paper. Use an information paper to provide the reader pertinent facts in a clear and concise format. Appendix D-6 provides format and instructions for preparing an information paper. See Appendix D-6.

3-8. Position Paper. Use a position paper to define an organization's position or policy on an issue and promotes or defends a position. See Appendix D-7 for format and preparation instructions. See Appendix D-7.

3-9. Star and SES Notes.

a. Only GOs and SES use star/SES notes, normally for brief personal replies or to convey congratulations, appreciation, welcome, regrets, etc. Prepare the Star or SES note for the CG and DtCG's signature and submit to the SGS along with a FS 51 with required information. Preparer

may also place a small adhesive on the notes with the first/nickname of individuals to receive the Star/SES notes. The SGS will track and route notes through the command group for signature and return to requested agency upon completion. Star/SES notes are one page in length. See Appendix D-8 for a sample CG/SES Star note with formatting instructions.

Note: Cover the embossed print on the star stationery with an adhesive note before feeding the stationery through a laser printer to prevent reprinting of the embossed area.

b. Use Times New Roman 12 font with at least one-inch margins and center text on the page for framing. Do not date the star note prior to signature, but leave space for it when typing. After signature, center the civilian-style date, for example, August 10, 2009, two lines below printed return address. Indent paragraphs five spaces and begin typing at the sixth space.

c. Do not use abbreviations in the address or signature blocks. Exceptions: DC, U.S., P.O. Box, Mr., Mrs., Dr., Jr., Sr., II, III, Ret., and the points of the compass (NE, NW, SE, and SW). Always spell out the state names in star notes. Fully identify enclosures in text. See Appendix D-8.

3-10. USAFCoE and Fort Sill Policy Letters.

a. USAFCoE and Fort Sill policy letters are statements the CG signs that apply to all subordinate activities, schools, and HQ staff offices. These letters express the commander's intent or position on selected topics of concern (such as prevention of sexual harassment and Equal Opportunity (EO)).

b. Staff elements will forward policy letters under cover of a Fort Sill Form 51, coordinated through the SJA, for CG approval. Once the CG approves, SGS will consecutively number in coordination with MPD and maintain an index of the policy letters for publishing on the USAFCoE Intranet.

Chapter 4

Conferences and Briefings

4-1. Conference Room Locations and Responsible Staff Offices.

a. The USAFCoE and Fort Sill SGS is responsible for scheduling conferences and briefings held in the Command Conference Room, the Regimental Conference Room, and Regimental Break Out Room located in McNair Hall. For scheduled events the CG, DtCG or CofS hosts, send requests for support to the SGS Admin NCOIC.

b. Commanders, Directors and staff leads are responsible for scheduling conferences and briefings in their respective conference rooms.

4-2. Procedures for Conferences/Briefings.

a. Commanders, Directors and staff leads are responsible for notifying the CG of short-notice taskers from TRADOC and other sources to provide briefings to senior officials. To obtain Command Group input as early in the process as possible, coordinating staff will forward details and outline via e-mail, preferably within 24 hours of receiving the mission. As required, CG will attend all TRADOC Commander Briefings.

b. The SGS will obtain 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 the SGS and Command Group executive administrative assistants to arrange the date, time, and location of conferences/briefings that the CG, DtCG, CSM and CofS will attend.

(2) Coordinate with SGS and G-33 to preclude scheduling conflicts with the FMAC.

(3) Send request via email to coordinate with SGS NCOIC to reserve the CCR or RCR for conferences and briefings and 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 (for example, pre-briefing requirements, attendee allocations, etc.).

(h) Uniform requirements.

(i) A request that names of attendees are provided to the AO.

(4) The lead staff office will provide a seating chart to the SGS when the CG, DtCG, CSM, and CofS will be attending the meeting or VTC.

(a) Staff offices making presentations during conferences and briefings will provide their own personnel to operate equipment and flip slides.

(b) The lead staff office for organizing a conference or briefing for the Command Group will provide a note taker to record taskings and issues that surface during the conference/briefing (see para 4-4).

(c) The lead staff office will provide a seating chart for the CG when the CG holds a VTC or desk-side VTC.

(5) Telephones are not allowed in the CCR or RCR during SVTCs or classified meetings. A member of the Command Group will collect up phones prior to the briefing and hold until the conclusion.

4-3. Preparing Visual Aids.

a. When preparing visual aids, consider equipment limitations of conference room used.

b. Guidelines.

(1) Logos, banners, slogans (for example, Fires Strong!), 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 make slides hard to read when projected.

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

(4) Slides should immediately communicate the intent to the audience within 30 seconds.

(5) 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.

(6) Number presentation 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.

(7) Mark classified slides at top and bottom IAW AR 25-55 and AR 380-5. Ensure classification is clearly visible during the presentation.

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

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

(10) Provide color copies of slides to visiting dignitaries, GOs, civilian equivalents, and above. All other attendees receive black and white copies.

(11) Do not distribute paper copies of slides/conference materials to multiple attendees. Transmit material via e-mail.

(a) Ensure all files are created with approved Army (Army Gold Master) word processing, e-mail, and presentation software and have similar format.

(b) As a general rule, upload files over 500 kilobytes to AKO and provide the AKO address for users to access the files.

Chapter 5 Awards

5-1. Military Awards.

Refer to AR 600-8-22 and TRADOC Supplement 1 to AR 600-8-22 guidance to recommend Soldiers for military awards.

a. Submit a completed DA Form 638 along with supporting documents to USAFCE G1 via e-mail prior to presentation date as follows:

(1) In order to comply with TRADOC and State Department guidelines, awards for allied Soldiers must be submitted to the USAFCE G1 at least 180 days prior to the presentation date.

(2) Distinguished Service Medal submitted at least 120 days prior to the presentation date.

(3) Legion of Merit submitted at least 90 days prior to the presentation date.

(4) Meritorious Service Medal and below submitted at least 30 days prior to the presentation date.

b. All Distinguished Service Medal and Legion of Merit recommendations must be e-mailed to the USAFCE G1 with narrative, proposed citation, and proposed memorandum for TRADOC CG signature.

c. The following supporting documents will accompany all award recommendations:

(1) DA Form 638

(2) DA Form 705, with profile data if necessary

(3) ORB/ERB

d. CG, USAFCE has delegation authority to downgrade award recommendations of the Distinguished Service Medal and Legion of Merit.

e. Supervisors will anticipate and plan to ensure awards are submitted in a timely manner. Nominations requiring less than the specific timeframe must have a memorandum of lateness addressed to CG, USAFCE and Fort Sill stating specific reason for late submission.

f. An information packet on preparation of senior leader and spouse awards is available on the G1 SharePoint Site.

5-2. Honorary and Public Service Awards.

Refer to AR 672-20, DA Pamphlet 672-20, and TRADOC Supplement 1 to AR 672-20 guidance to recommend civilians for honorary and public service awards.

a. Submit a completed DA Form 1256 to HQ USAFCE, G1 electronically prior to presentation date as follows:

(1) Decoration for Exceptional Civilian Service Award and other awards requiring Secretary of the Army approval at least 120 days prior to the presentation date.

(2) Meritorious Civilian Service, Distinguished Civilian Service Award, and Secretary of the Army Public Service Award at least 90 days prior to the presentation date.

(3) Superior Civilian Service Award, Commanders Award for Civilian Service and Achievement Medal for Civilian Service at least 30 days prior to the presentation date.

(4) All nominations must include a memorandum with the following information:

a) reason for the award submission and identify if award is being presented at ceremony

b) awardee's name

c) presentation date

d) nominee's previous awards

e) Nominations submitted outside the specified timeframe must have a memorandum of lateness addressed to CG, USAFCE (Meritorious Civilian Service Medal and below) or TRADOC CG (Exceptional Civilian Service Award) stating specific reason for late submission.

b. Approval authority for the following awards apply:

- (1) Decoration for Exceptional Civilian Service Award: Secretary of the Army.
- (2) Meritorious Civilian Service Award: Secretary of the Army or MACOM commander may approve.
- (3) Superior Civilian Service Award: Any commander in the rank of MG and above or civilian equivalent may approve.
- (4) Commander's Award for Civilian Service and Commander's Award for Public Service: Any commander in the rank of Colonel and above or GS-15 equivalent may approve.
- (5) Achievement Medal for Civilian Service and Certificate of Appreciation for Patriotic Civilian Service: Any commander in the grade of Lieutenant Colonel or above or civilian equivalent (GS-13/14) and above may approve.

c. For honorary awards within the commander's level of approval authority, the commander or his designee will sign block on DA Form 1256 affirming that the nominee's records have been reviewed and that there are no current EEO complaints or personal adverse actions pending against the nominee, and no past history of adverse findings in EEO complaints or adverse actions based on performance or conduct.

d. For honorary awards above the nominating commander's level of approval authority, Part II of the DA Form 1256, will be signed by the local equal employment opportunity (EEO) and civilian personnel officers verifying there are no past/outstanding EEO complaints or adverse actions against the recommended individual.

e. If there is a past adverse finding, the commander/activity principal may certify the nomination "is not inconsistent with attainment of EEO and affirmative action goals and/or disciplinary/adverse personnel action will not reflect adversely on DA." (See AR 672-20, para 2-2 for additional guidance.)

f. In no event will an award be approved for a period of time in which the nominee was found to have personally acted in a discriminatory manner in violation of EEO guidelines or standards of conduct.

g. Honorary awards to contractors. It is DOD policy not to recognize contractors with honorary awards unless the contribution is substantially beyond that specified or implied by the terms of the contract and the recognition is clearly in the public interest – a very high standard. AR 672-20, chapter 9, recognizes this very high standard and generally prohibits recognizing Army contractors with honorary and public service awards. If performance by contractor personnel is deemed to meet the DOD standard, then recognition of a nominal value (for example, letter of appreciation or a unique certificate) may be appropriate. Any such recognition must first be coordinated with the cognizant contracting officer, who will send it to the contractor. Also, obtain legal counsel regarding the propriety of any honorary award action involving a contractor. Prior coordination is required because the contracting officer may be

taking action to correct deficiencies in the contractor's performance. The Government must communicate clearly and with one voice to enforce contract performance.

h. When an award is approved by a COL level commander or lower, the DA Form 1256 will be filed in the employee's Official Personnel File (OPF) by the local unit and copy provided to the individual.

i. When an award is approved by the FCOE Commander, the DA Form 1256 will be filed in the employee's Official Personnel File (OPF) by the USAFCoE G1 and copied provided to the nominating commander.

5-3. Nominations for Competitive Awards.

a. Solicitations for nominations are processed through G-33 to task out to organizations. G1 is the lead agency to ensure that all requirements are met. See paragraph 2-3d(2) for guidance on preparing the TASKORD that accompanies the package. Address correspondence and/or e-mail to organizations soliciting nominations from subordinate organizations for Installation level competitive awards. Forward through SGS to ensure Command Group awareness of the requirement and tracking of suspense for timely submission of nominees to higher HQ and/or other affiliated organizations. Units will forward recommendations to G1/4 who will consolidate awards. G1/4 submits award recommendations to the SGS for CG approval/recommendations.

b. When preparing Command Group staff actions forwarding USAFCoE nominations for award competitions, for example, Presidential Rank Awards, Federal Energy Conservation Awards, Society of American Military Engineers Awards, Association of the United States Army Awards, etc., include the following information in the Fort Sill Form 51:

(1) The regulatory guidance (AR, TRADOC regulation, or letter of instruction) covering the specific award. You may include excerpts from regulations 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 USAFCoE.

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

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

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

5-4. Nomination for Ancient Order and Honorable Saint Barbara Awards.

Refer to the Air Defense and Field Artillery Association website for process and products to submit nominations for the Ancient Order and Honorable Saint Barbara and Molly Pitcher award. Air Defense Association: <http://firsttofire.com/saint-barbara/> and Field Artillery Association: http://www.fieldartillery.org/usfaa_awards/index.html

- a. CG, USAFCoE is the approval authority for the Air Defense and Field Artillery Ancient Order of Saint Barbara award.
- b. Submit nominations to the ADA and FA Association 30 days prior to presentation date.
- c. ADA and FA submits nominations through the Commandant's office to Command Group. Command Group will track and route nominations to the CG for determination. Completed award nominations are returned to the ADA and FA Commandant offices for distribution.

Note: During the CGs annual Saint Barbara's Day Ball, award nominations are held at the SGS for nominees that will be presented their award at the CG's ball.

Chapter 6 Evaluations

6-1. General. The Commanding General's policy is evaluations are due to the Command Group NLT the THRU date of the evaluation.

- a. Units will submit evaluations to the USAFCoE G1 electronically via email for tracking and processing no later than the THRU date of the evaluation.
- b. All evaluations will be submitted in compliance with the published USAFCoE Command Group Rating Scheme. Members of the command group will only rate, senior rate or review personnel documented on the approved Command Group Rating Scheme.
- c. Counseling will be conducted at the request of the Rated Officer. Requests will be submitted thru the SGS.
- d. Unit Commanders will ensure all required documents are submitted with the evaluation packet at the time of submission.
- e. Evaluation packets will include the following:
 - (1) DA Form 67-9/DA Form 2166-8 (Include proposed comments and block marking for CG)
 - (2) DA Form 67-9-1 and DA Form 67-9-1a (if required)/DA Form 2166-8-1

- (3) DA Form 705 (No older than 12 months and within rating period)
- (4) Profiles (if applicable)
- (5) DA Form 5500/5501 (if applicable)
- (6) ORB/ERB

6-2. Rating Scheme. USAFCoE G1 maintains the Command Group Rating Scheme. Units will submit updates/changes to be incorporated into the Command Group Rating Scheme to the USAFCoE G1 no later than the 1st day of the month or as soon as changes become known to the unit. **Do not submit your entire rating scheme, USAFCoE Command Group Rating Scheme only.**

6-3. Responsibilities.

a. USAFCoE G1 –

- (1) Ensure the maintenance of the Command Group Rating Scheme.
- (2) Screens evaluations for regulatory compliance and accuracy, and forwards all evaluation packets to the SGS immediately after review for correctness.

b. Secretary of the General Staff -

(1) Tracks and screens for regulatory compliance and accuracy, and forwards the evaluation packets to the respective Command Group POC immediately after review for correctness.

(2) For evaluations with the DtCG, CoS, or CSM in the rating chain, obtains the completed evaluation from the respective Command Group POC.

(3) Uploads the evaluation to HRC when signed by Rating Officials and Soldier.

c. CG Admin NCO -

(1) For evaluations with the CG in the rating chain, tracks and screens for regulatory compliance and accuracy, and forwards evaluation packets to the CG.

(2) Obtains Soldier's signature after CG signs.

(3) Uploads evaluation to HRC when signed by Rating Officials and Soldier.

6-4. Civilian Evaluations. Total Army Performance Evaluation System evaluations are processed IAW AR 690-400. See Performance Appraisal Application User Guide for instructions.

Chapter 7

USAFCoE Calendar

7-1. Fires Master Activities Calendar (FMAC). The FMAC is a web-based calendar that provides information on key events affecting organizations on Fort Sill. It is designed to keep the command informed of key events and to provide a leadership tool to prevent scheduling conflicts.

a. The FMAC is accessible to any Army user with a common access card. The FMAC is always current, as all approved items are immediately reflected in the calendar. Information contained on the calendar is classified as FOUO and will not contain movement data for GOs or members of the SES.

b. MSOs, special activities, units, schools, and HQ USAFCoE will designate a FMAC contributor to publish items to the FMAC.

c. Criteria for evaluation of events for placement on the FMAC are as follows:

(1) HQ USAFCoE-sponsored conferences, symposiums, meetings or events. Examples: (USAFCoE Synchronization Boards, Unit Status Reports, COL's Mess/COL's Friday, etc.)

(2) Major TRADOC or DA-sponsored events requiring USAFCoE input, attendance, or interest. Examples: GO Conferences, Army Training Leader Development Conference, Training General Officer Steering Committee events, Futures Session.

(3) Major USAFCoE recognized association/organization events.

(4) Significant MSO/Unit events. Examples: Brigade Level training exercises, unit deployments, changes of command; School graduations; Mobile Training Teams, NETs, etc.

(5) Major USAFCoE sponsored or USAFCoE attended exercises, simulations and wargames. Examples: Earth, Wind and Fire; FORGING SABRE, or Continuity of Operations exercise.

(6) Major Fort Sill Events. Examples: Retirement ceremonies, special observances, CG holiday reception.

(7) Major holidays (Federal or otherwise) and training holidays.

(8) Holiday block leave period (formerly Exodus).

(9) Any other event that will significantly engage the leadership's time, attendance, interest or attention. Examples: State, Local and tribal elections; ballot initiatives, etc.

Appendix A References

Section I Required Publications

ARs, DA pamphlets, and DA forms are available at <http://www.usapa.army.mil/>. TRADOC publications and forms are available at <http://www.tradoc.army.mil/publications.htm>.

AR 25-50
Preparing and Managing Correspondence

AR 25-52
Authorized Abbreviations, Brevity Codes, and Acronyms

TRADOC Regulation 10-5
U.S. Army Training and Doctrine Command

Section II Related Publications

A related publication is a source of additional information. The user does not have to read a related reference to understand this publication.

AR 1-20
Legislative Liaison

AR 10-87
Army Commands, Army Service Component Commands, and Direct Reporting Units

AR 20-1
Inspector General Activities and Procedures

AR 25-1
Army Knowledge Management and Information Technology

AR 25-30
The Army Publishing Program

AR 25-51
Official Mail and Distribution Management

AR 25-55
The Department of the Army Freedom of Information Act Program

AR 25-400-2

The Army Records Information Management System (ARIMS)

AR 55-46

Travel Overseas

AR 335-15

Management Information Control System

AR 340-21

The Army Privacy Program

AR 380-5

Department of the Army Information Security Program

AR 600-8-22

Military Awards

AR 600-8-105

Military Orders

AR 672-20

Incentive Awards

DA Pam 672-20

Incentive Awards Handbook

DOD 4500.54-G

Department of Defense Foreign Clearance Guide (available at <https://www.fcg.pentagon.mil>)

Joint Federal Travel Regulation (JFTR)

Joint Travel Regulation (JTR)

TRADOC Regulation 25-35

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

TRADOC Regulation 37-2

Temporary Duty Travel Policies and Procedures

TRADOC Regulation 95-5

Flight Operations

TRADOC Supplement 1 to AR 600-8-2

Military Awards

TRADOC Supplement 1 to AR 672-20

Incentive Awards

United States Government Printing Office Style Manual

(available at <http://www.gpoaccess.gov/stylemanual/browse.html>)

Section III

Prescribed Forms and Label

Fort Sill Form 51

Staff Action Memorandum

TRADOC Form 5

Transmittal, Action and Control

Section IV

Referenced Forms

DA Form 638

Recommendation for Award

DA Form 1256

Incentive Award Nomination and Approval

DA Form 3964

Classified Document Accountability Record

DD Form 285

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

DD Form 2501

Courier Authorization

DD Form 1351-2

Travel Voucher

Appendix B

Helpful Hints for Preparing Correspondence and Processing Actions

B-1. Introduction

Most information in this appendix is found elsewhere in this publication, but also 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. AR 25-50 (http://www.apd.army.mil/pdf/r25_50.pdf).
- b. DA Pam 25-50, paragraph 4a references the AAO database (<https://www.rmda.army.mil/abbreviation/MainMenu.asp>).
- c. The MAML (posted on the SGS Web site under Telephone Directories/Rosters link).
- d. United States Government Printing Office Style Manual (see <http://www.gpoaccess.gov/stylemanual/browse.html>).

B-3. Processing staff actions

- a. PURPOSE statements on Fort Sill Form 51 will state action to take in one concise sentence (for example, “CG or CofS (as appropriate) sign memo (TAB A) to MG Smith nonconcurring with his proposed changes to FM XX-X (TAB B)”).
- b. Ensure the control number is in block 1 on the Fort Sill Form 51. If the action is generated by the proponent, the SGS will assign a control number for tracking purposes. If AO questions appropriate signature/approval authority of SGS action, pre-coordinate with SGS prior to processing action.
- c. Tab A is the document requiring signature or action. When forwarding more than one action for approval/signature, use “TABs A-1, A-2, A-3,” etc.
- d. Tab B is the document that generated the action. Additional background information follows, using succeeding tabs in order mentioned in TRADOC Form 5.
- e. Always use editing and proofing tools available (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. United States Government Printing Office Style Manual, 2008, Washington, DC.

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

g. Ensure SGS is aware of time-sensitive actions to assist in expediting through the Command Group. If action requires a red folder, the reason must be included.

h. AOs will provide the SGS with a completed packet and an electronic copy of all documents to upload especially read-aheads. The SGS will make minor administrative corrections, but will not change the content of the documents.

i. If SGS or the Command Group returns action for corrections, ALWAYS include marked-up copy with returned package.

j. Handcarry actions returned for corrections to SGS. Actions are logged out on the SGS database and must be logged back in to maintain tracking system.

k. Use Times New Roman font, size 12 for all correspondence.

l. Ensure font in the headers and footers matches the font used in the text.

m. If not dated at time of signature, the SGS dates correspondence upon Command Group signature, and original is returned to the appropriate action office for dispatch.

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

o. AOs must route all actions going to the Command Group through the SGS. Do not take actions directly to or from Command Group offices. Actions received in the Command Group without SGS approval are returned to the SGS without action.

(1) If an action requires presentation to the CG, DtCG or CofS for signature during a briefing, provide the SGS an advance copy of the correspondence for proofing, editing, assignment of a control number, and approval prior to the briefing. Following the briefing, return a copy of both the Fort Sill Form 51 and the signed correspondence to SGS for file retention.

(2) In emergency situations, if a proponent picks up an action from the Command Group, ensure SGS receives a file copy of the signed/approved action and the Fort Sill Form 51.

B-4. Coordination.

a. Show name, title, and date on Fort Sill Form 51. Actions received in SGS without this information will be returned to the AO for clarification.

b. The DCofS, deputy, or organization command group must sign nonconcurrency/considerations of nonconcurrency.

c. Coordinate all Congressional actions with USAFCoE CAO and SJA.

d. Coordinate all conferences/major briefings with USAFCoE DCofS, G-3/5/7 and SGS to avoid conflicts with the FMAC.

e. Coordinate major ceremonies with USAFCoE DCS, G-3/5/7, SGS, and DPTMS.

f. Coordinate Reserve/National Guard issues with Senior National Guard Advisor.

h. Coordinate concepts for planned administrative publications and updates to existing publications with TRADOC DCS, G-6 prior to the coordination process.

B-5. Helpful Hints. The following hints apply to all correspondence:

a. Put yourself in the shoes of the person signing the action. Ensure the Fort Sill Form 51 answers the 5Ws. When preparing CG correspondence, write for 2-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 overusing the pronoun "I" in official CG correspondence.

e. Avoid the use of "my" as an adjective; for example, "my staff." Use instead "The HQ staff" or "The USAFCoE staff."

B-6. Tips For Specific Types of Correspondence. The following guidelines are provided for specific types of correspondence.

a. Letters.

(1) Use office title instead of office symbol. NOTE: On letters the CG signs, the space under "REPLY TO THE ATTENTION OF" remains blank.

(2) Reference letter responding to; for example, "Thank you for your May 1, 2007, letter emphasizing the importance of..."

(3) Use civilian dates in letters; for example, January 2, 2009.

(4) Use appropriate personal letterhead stationery; for example, CG letterhead for CG signature; DtCG letterhead for DtCG signature.

(5) Center text on page so letter is framed on the page.

(6) Use 1-inch margins. On short letters use 1.5-inch margins.

(7) In the salutation, use "Dear General Richardson" instead of "Dear Bill." Include addressee's first name or nickname so the GO can line-through the salutation and write in the name, if desired. Include information in the Fort Sill Form 51. For example, PURPOSE: "CG sign letter (TAB A) to Mr. Joseph (Joe) E. Jones on his selection as TRADOC Employee of the Year;" or put first name/nickname on a small adhesive note on each letter within package.

(8) Use "Sincerely" as the complimentary closing for same rank and below and "Very respectfully" for LTG and above; members of congress and senators; as well as retired four-star GOs.

(9) In signature block, use upper and lowercase letters for name, as shown in AR 25-50, figure 2-5.

(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. For example, "I am forwarding a copy of this letter to (name and address)."

(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 USAFCoE letterhead stationery for formal memorandums and plain bond paper for informal memorandums.

(2) Use the office symbol of the originating office.

(3) Type "MEMORANDUM FOR" on the third line below the office symbol. Type "SUBJECT" on the second line below the last line of the address. Begin the first paragraph of the text at the left margin on the third line below the last line of the subject.

(4) When referencing other correspondence, follow guidance in AR 25-50, paragraph 1-31 (provide type of correspondence, organization of origin, office symbol, date, and subject). For example, Memorandum, HQs USAFCoE, ATZR-C, 12 Dec 05, subject: New Staff Procedures.

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

(6) If a memorandum's distribution list is the only text on the second page, add: "Distribution (see next page)" two lines below the end of the signature block.

Appendix C

Procedures and Formats for Read Aheads (RAs)

C-1. Procedures for RA's.

a. Any event requiring the attendance/participation of the CG, DtCG, CofS or CSM requires a RA NLT 5 duty days prior to the event.

b. The lead coordinates directly with external agencies and other staff offices to obtain pertinent topics and information for timely completion of RA products. For events that a member of the Command Group or external agencies schedule, the lead consolidates all input and assessments into the final RA product. Suspense for submission of the RA to SGS is NLT 5 duty days prior to the event. Pending Commander or Director approval or receipt of information from external agencies must not delay submission; however, if the Commander or Director is TDY, the appropriate official should approve the RA prior to submission to SGS.

c. AOs can contact the SGS upon receipt of a CG RA tasking for advice and/or recommendations to ensure an accurate, timely, and usable product for the CG. Coordinate any required or desired "Opening Remarks" with CG's Aide and Speech Writer prior to submission of the RA and mention in the executive overview (first tab of RA). AO can contact the SGS office for administrative guidance or questions pertaining to RA preparation.

d. When the CG uses desktop VTC or VTC facilities, the AO will provide the office of the CG (OCG) a seating chart. Include personnel in the VTC room with the CG, as well as the VTC participants (first name, last name, and position). The AO is responsible for notifying all attendees of cancellations or changes in times and/or locations as they occur.

e. Upon submission of the RA to the SGS, the SGS checks for format compliance and distributes to the appropriate offices (CG, DtCG and CofS).

C-2. Format.

a. Composition. All CG events require three copies of the RA in three-ring white binders-- the original for the CG, and one copy each for the DtCG and CofS. Package and tab the two additional copies the same as the original, with a copy of the Fort Sill Form 51 on the front of each book. Provide electrons via email to the SGS and the CG's Aide. Refer to table C-1, below, for configuration of RAs. It is not necessary to begin tabs with "A," but keep tabs in alphabetical/numerical sequence. Top document is always the TRADOC Form 5. In the left pocket of the binder include a FS Form 786: Commanding General's Read Ahead Fact Sheet.

**Table C-1
Configuration of RA's**

	TAB A	TAB B	TAB C	TAB D	TAB E	TAB F	TAB G	TAB H	TAB I
Briefings	Executive Overview	Briefings	Point/Info Papers						
CG Office Calls	Executive Overview	Biography	Briefings	Point and Info Papers	Social Schedule	Visitor Quad			
Conferences	Executive Overview	Agenda	Participants	Briefings					
Installation Visits	Visitor Chart	Itinerary	Biography	STRATCOM Message	Final Invite	Invite List w/RSVPs	Menu	Seating Chart	Gift
Social Events	Executive Overview	Itinerary	Biography	STRATCOM Message	Final Invite	Invite List w/RSVPs	Menu	Seating Chart	Gift
Speaking Engagements	Executive Overview	Speech	Itinerary	Point/Info Papers	Logistics				
VTCs	Executive Overview	Briefings	Point/Info Papers						
Installation Events	Executive Overview	Itinerary	STRATCOM Message	Invite List w/RSVPs					

b. Fort Sill Form 51. Forward all RAs to the SGS with a one-page Fort Sill Form 51, as outlined below. The following paragraphs on the Fort Sill Form 51 will include minimal information. Include expanded details in the executive overview. Subject line on Fort Sill Form 51 should read exactly like the subject of the actual tasker.

(1) PURPOSE. To complete the sentence "Prepare the CG for . . ." explain the 5Ws (see fig C-1).

(2) DISCUSSION. Include your key discussion points.

(3) COORDINATION. Ensure pertinent coordination across FCoE IAW USAFCoE Regulation 10-5.

c. Table of contents. Place the table of contents as the first page within the binder. See figure C-2 for an example.

RA GUIDANCE

Fort Sill Form 51 : 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 USAFCoE there to accomplish?
- When will the event take place?
- Where will it occur?
- Why is it important to the Nation, the Army, and USAFCoE to do this and why now?
(Specifics)

BLUF: Is this RA going to prepare the CG for the event? Will this RA ensure the CG is expert at representing USAFCoE'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.
- SGS 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):
 - Executive Overview (**required**)
 - Itinerary (**required for visits, events**)
 - Participants/Points of Contact (**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)
 - Visitor Template (include for all but foreign visitors)
 - 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)

**Appendix D
Formats**

D-1. Staff Action

D-2. Staff Action Sheet (Fort Sill Form 51)

D-3. Point Paper

D-4. Executive Summary Format

D-5. Decision Memorandum Format

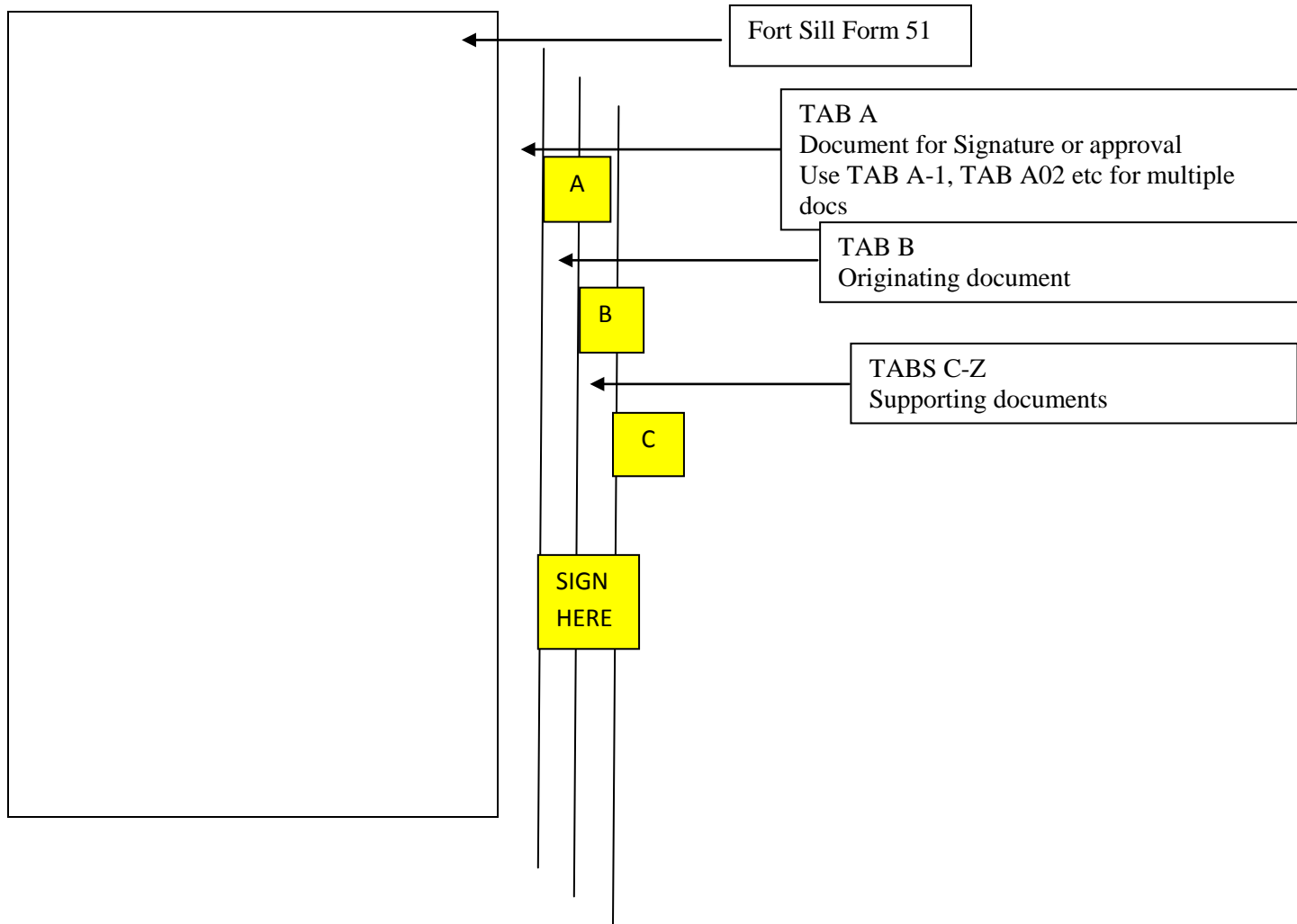
D-6. Information Paper Format

D-7. Position Paper Format

D-8. Two Star/SES Note Format

D-9. Consideration of Nonconcurrence Letter

D-1 Staff Action Packet



Note: Events that require the Command General to attend also require a FS Form 786 Commanding General's Read Ahead Fact Sheet.

D-2 Fort Sill Staff Action Sheet (FS Form 51)

FORT SILL STAFF ACTION MEMORANDUM (SAM)			1. CONTROL NUMBER: Self Explanatory	2. DATE: Self Explanatory	3. SUSPENSE DATE: Self Explanatory
4. ORGANIZATION / OFFICE SYMBOL: Director, HR/IMWE-SIL-HR			5. SUBJECT: Implementation of the Fort Sill Staff Action Memorandum (SAM) Ft Sill Form 51		
6. ACTION OFFICER: (Name/ Phone Number) Mr. Jim Miller 2-0145			7. ACTIONS REQUIRED: <input type="checkbox"/> APPROVAL <input type="checkbox"/> INFORMATION <input type="checkbox"/> INITIALS <input type="checkbox"/> SIGNATURE <input type="checkbox"/> DECISION PAPER <input checked="" type="checkbox"/> OTHER Staffing Action		
8. ROUTING:	INITIAL:	DATE:	COMMAND GROUP COMMENTS: To be utilized as needed by the approving officials identified to the left.		
CG or Manual Input	dh	25 Feb 10			
DtCG					
CofS					
DCofS					
CSM					
SGS					
APPROVED: <input type="checkbox"/> DISAPPROVED: <input type="checkbox"/> NOTED: <input type="checkbox"/> SEE ME: <input type="checkbox"/> COMMENT: <input type="checkbox"/>					
9. REMARKS: (1. PURPOSE 2. DISCUSSION 3. RECOMMENDATIONS 4. ENCLOSURES)					
<p>1. Purpose: Provide a Fort Sill form to be used as the primary method of staffing administrative actions for signature, guidance, approval, etc...</p> <p>2. Discussion:</p> <p>a. The Fort Sill Form 51 is PureEdge formatted. It allows the user to email the form and even post it on AKO. The form is fillable without altering the basic form. Staff actions can be coordinated paperless through email. This will speed up the staffing process significantly. The form can be used at all levels and in every tenant organization both internally and externally. It also has check spell capabilities.</p> <p>b. Other features include:</p> <p>(1) Blocks 1-7 is completed by the officer initiating the action. It's important that the action officer completes Block 7 correctly to ensure proper disposition of the action.</p> <p>(2) Block 8 may be completed by the action officer if he/she is aware of the approving officials. Each row in Block 8 offers a drop down menu to assist with routing of the action. Leave blank if to be completed by a higher headquarters. You also have the option to manually complete your routing list. These features make the form universal in nature and suitable for any command or organization on the installation. To the right of the routing list is ample space for typed or hand written notes concerning the action. At the bottom of Block 8 are options for the approving official to check.</p> <p>(3) Block 9 provides ample space for the basic decision paper format to be completed i.e.. 1. Purpose, 2. Discussion, 3. Recommendation, and 4. Enclosures.</p> <p>(4) Block 10, on the reverse side of the form, offer ample space for adding coordination requirements. Each of these row offers a drop down screen to assist with preparing your coordination list. Space is also provided for each coordinating official to date and make comments.</p> <p>(5) Block 11 serves as continuation space for all other blocks. (OVER)</p>					
FS Form 51 (DHR) 23 Feb 2010			Page 1 of 2		

http://sill-www.army.mil/dhr/Admin_Svcs_Div/FS_Blank_Forms/FS_BLANK_FORMS.htm

D-2 (Continued)

10. COORDINATION:	CONCUR /NONCONCUR:	DATE:	COMMENTS:
FA Commandant	<input checked="" type="checkbox"/> CONCUR <input type="checkbox"/> NONCONCUR	25 February 2010	Coordination officials can be added using the drop down
or Manual input	<input type="checkbox"/> CONCUR <input type="checkbox"/> NONCONCUR		
	<input type="checkbox"/> CONCUR <input type="checkbox"/> NONCONCUR		
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	<input type="checkbox"/> CONCUR <input type="checkbox"/> NONCONCUR		
	<input type="checkbox"/> CONCUR <input type="checkbox"/> NONCONCUR		
11. CONTINUATION / COMMENTS / RECOMMENDATIONS: (6) This space can be used for a continuation of comments from elsewhere on the form.			
3. Recommendation: Fort Sill adopt this form as the staff action memorandum for all organizations at all levels.			
4. Enclosures: NA.			

FS Form 51 (DHR) 23 Feb 2010 Page 2 of 2

- Accompanies all correspondence
- Ensures action is tracked
- Provides record of approvals/disapprovals
- Stand Alone Form
- Decision Papers
 - Information Papers
 - EXSUMs
- Routing/Staffing Flow
 - As required
- Command Group Routing/Staffing Flow
 - CG/DtCG/CofS/DCofS/CSM/SGS

D-3 Point Paper Format

MAJ R. Sample
ATCS-XE/2513
1 July 2013

POINT PAPER

SUBJECT: Point Paper Preparation

1. **Purpose:** To provide sample point paper format.
2. **Assessment:** Identify stakeholders and implications of his/her position on topic or issue. Consider impact to operations, organizations, resources, public opinion, etc.
3. **Recommendation(s):** Based on the assessment, provide the recommended position or course of action. NA (if not applicable).
4. **Discussion Points:**

Font: Times New Roman, 12. Margins: 1 inch for the top, bottom, left, and right.

Use bullet statements to outline discussion points supporting paragraphs 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.

D-4 Executive Summary Format

Executive Summary

Event

DTG

Attendees:

- Title/Name
- Commanding General USAFCoE and Fort Sill/MG James M. McDonald

Highlights:

- LTG Halverson-“What I Believe In”
 - If you are comfortable you are not moving forward
 - We are a Nation at War- Each unit and organization should mentally reflect that
 - Soldiers are in harm’s way—Not Business as usual
 - Must Sustain the All Volunteer Army
 - Parents have placed their trust in us to train their sons and daughters
 - Be a Team Player-You are a Member
 - Do not want to hear I, it is We
 - Fort Sill is a Team
 - Be “Fit to Fight”
 - Morally-Do the right thing when no one is watching
 - Physically
 - Mentally
 - Achieve Balance
 - Family
 - Mission
 - Community-Be involved...To be a good community, you have to help the community

Reviewed/Released By: MAJ James Smith, 3rd Brigade DCO

POC: CPT Jane Smith, 3rd Brigade S1

D-5 Decision Memorandum Format

OFC SYMBOL

Date

MEMORANDUM THRU Field Artillery Commandant

FOR USAFCE Commanding General

SUBJECT: Decision Memorandum Format

1. For DECISION.
2. PURPOSE. To obtain...
3. RECOMMENDATION(S). CG sign memorandum at TAB A-1.
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.
USAFCE DCS, G-8 _____ CONCUR/NONCONCUR _____ DATE
USAFCE DCS, G-1/4 _____ CONCUR/NONCONCUR _____ DATE
8. POC for this action is (name, agency/activity, xxx-xxxx).

Encls

- 1.
- 2.

Colonel, U.S. Army
XXXX XXXXX

D-6 Information Paper Format

1 July 2013

INFORMATION PAPER

SUBJECT: Information Paper Format

1. **Purpose.** To provide guidance on the preparation and use of an information paper. Font: Times New Roman, 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. Include the subject and the purpose. Paragraphs will contain only essential facts concerning the subject. There are two lines between the date and the title "INFORMATION PAPER." There is one line between "INFORMATION PAPER" and the subject line.

b. Information papers are self-explanatory and will not refer to enclosures, except for tabular data, charts, or photographs.

c. Information papers should not exceed one page in length. If a continuation page is unavoidable, number pages starting on page 2, bottom center. Do not repeat the subject line, title, or date on the second page.

d. Information papers do not require signature, but must include the AO's name and telephone number in the lower right corner. Type the AO's information two lines below the last paragraph. Type an approval line below AO's name and number to indicate directorate approval by principal, deputy, or director. Right justify the AO contact information and "APPROVED BY" lines.

e. Avoid using acronyms and abbreviations, except those that are familiar outside the Army. Avoid using classified information when it does not contribute to understanding the issue.

f. Information papers should not include a decision statement.

MAJ Smith/ATZR/8-1234

APPROVED BY: COL Jones

D-7 Position Paper Format

1 July 2013

POSITION PAPER

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

1. **Background.** Short overview that does not 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. There are two lines between the date and the title "POSITION PAPER." There is one line between "POSITION PAPER" and the subject line. Type the AO's information two lines below the last paragraph. Type an approval line below AO's name and number to indicate directorate approval by principal, deputy, or director. Right justify the AO contact information and "APPROVED BY" lines.

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.

5. **Rebuttals.** Summary of rebuttals to opposing arguments. Ideally, rebuttals will reinforce the position.

6. **Sources.** List sources:

- a. AO (name, office, phone).
- b. Subject matter experts.
- c. Supporting documents.
- d. Related point or position papers.

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

LTC Smith/ATZR-C/2-1234

APPROVED BY: COL Jones

D-8 Two Star Note Format



Commanding General
United States Army Fires Center of Excellence and Fort Sill
455 McNair Ave
Fort Sill, OK 73503

July 1, 2013

Dear General Smith:

Use Times New Roman 12 with at least 1 inch margins and center text on the page for framing. Indent paragraphs five spaces and begin typing at the sixth space. Date is centered on the second line after the letterhead.

Do not use abbreviations in the address or signature blocks. Exceptions: DC, U.S. P.O. Box, Mr. Mrs. Dr. Jr. Sr., II,III, Ret., and the points of the compass. Always spell out state names. Fully identify enclosures in text.

Fires Strong!

Sincerely,

John S. Jones
Major General, U.S. Army

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

D-9 Consideration of Nonconcurrency Example

OFFICE SYMBOL (Date)

MEMORANDUM FOR RECORD SUBJECT:

CONSIDERATION OF NONCONCURRENCE

1. The first sentence will read: "I have personally discussed this matter with XXXXXXXXXXXX, and we cannot reach agreement."
2. State the reason for not accepting the nonconcurrency. Be sure to address every point. Address all nonconcurrences on one memorandum for record.
3. Send a copy furnished to the nonconcurring office.
4. Place as last tab of the staff action.

PETER W. GREENE
Colonel, GS
Chief of Staff

CF: XXXXXXXXXXXX

ATZR-C



TRACY P. BANISTER
COL, GS
Chief of Staff

JAMES A. MILLER
Director, Human Resources

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