DoD Manual 5110.04, Volume 1

Manual for Written Material: Correspondence Management

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Purpose: This manual is composed of two volumes, each containing its own purpose. In accordance with the authority in DoD Directive 5105.82, the July 11, 2014 Deputy Secretary of Defense (DepSecDef) Memorandum, the February 1, 2018 Secretary of Defense (SecDef) Memorandum, and the policy in DoD Instruction (DoDI) 5025.13:

- This manual provides guidance for managing:
  - The correspondence of the SecDef, the DepSecDef, and the Executive Secretary of the DoD (ExecSec).
  - The correspondence of the OSD and DoD Components that is directed to the SecDef, the DepSecDef, and the ExecSec.
- This volume:
  - Assigns responsibilities and provides procedures for preparing and submitting correspondence to SecDef, DepSecDef, and ExecSec using appropriate formatting, grammar, and writing guidelines in accordance with DoDI 5025.13.

- Establishes the Director, Executive Services Directorate (ESD), under the authority, direction, and control of the Director, Washington Headquarters Services (WHS) as the lead agent for processing, controlling, disseminating, and archiving official classified and unclassified correspondence addressed to and sent by the SecDef, the DepSecDef, and the ExecSec.

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SECTION 1: GENERAL ISSUANCE INFORMATION

1.1. APPLICABILITY.

This issuance applies to OSD, the Military Departments, the Office of the Chairman of the Joint Chiefs of Staff and the Joint Staff, the Combatant Commands, the Office of the Inspector General of the Department of Defense, the Defense Agencies, the DoD Field Activities, and all other organizational entities within the DoD (referred to collectively in this issuance as the "DoD Components").

1.2. INFORMATION COLLECTIONS.

The Standard (SD) Form 391, "Secretary of Defense Correspondence Action Report," (located at https://www.esd.whs.mil/Portals/54/Documents/DD/forms/sd/sd0391.pdf) referred to in Paragraph 3.5.a., does not require licensing with a report control symbol in accordance with Volume 1 of DoD Manual 8910.01.

1.3. SUMMARY OF CHANGE 1.

This administrative change updates the reference for the current version of the Director of Administration and Organizational Policy, Office of the Chief Management Officer of the Department of Defense's memorandum, "Listing of Addressees and Addressing DoD Memorandums."

SECTION 2: RESPONSIBILITIES

2.1. DIRECTOR, ESD.

Under the authority, direction, and control of the Director, WHS, the Director, ESD:

a. In coordination with the ExecSec, executes the correspondence management, processing, distribution, and archival functions of SecDef, DepSecDef, and ExecSec official correspondence in accordance with Director of Administration and Organizational Policy, Office of the Chief Management Officer of the Department of Defense (DAOP OCMO) responsibilities for SecDef, DepSecDef, and ExecSec correspondence and this manual.

b. Develops and distributes correspondence guidance as necessary through appropriate channels such as memoranda, websites, amended appendixes or administrative updates to this volume, or other communications with OSD and DoD Component correspondence management offices (CCMOs) as appropriate.

c. Oversees Correspondence and Task Management System (CATMS) administration for managing the official correspondence of the SecDef and the DepSecDef in accordance with DoDI 5045.01.

2.2. ASSISTANT TO THE SECRETARY OF DEFENSE FOR PUBLIC AFFAIRS (ATSD(PA)).

In addition to the responsibilities in Paragraph 2.5., the ATSD(PA) coordinates on all correspondence that:

a. Contains information with public affairs implications.

b. Involves requests for SecDef or DepSecDef participation in public forums, such as:

(1) Speaking and media events.

(2) Events in DoD or military settings that may draw media coverage.

2.3 ASSISTANT SECRETARY OF DEFENSE FOR LEGISLATIVE AFFAIRS (ASD(LA)).

In addition to the responsibilities in Paragraph 2.5., the ASD(LA) coordinates on all correspondence that:

a. Is addressed to members of Congress.

b. Has legislative implications.

2.4. GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE (GC DOD).

In addition to the responsibilities in Paragraph 2.5., the GC DoD coordinates on all correspondence that:

a. Has legal implications or makes the Department susceptible to legal action.

b. Has a statutory reference.

2.5. OSD AND DOD COMPONENT HEADS.

The OSD and DoD Component heads:

a. Establish correspondence management functions for their respective Components to ensure correspondence for SecDef, DepSecDef, or ExecSec consideration is prepared and submitted in accordance with this manual.

b. Support their CCMOs in reviewing correspondence prepared for SecDef, DepSecDef, or ExecSec attention for:

(1) Proper format.

(2) Clarity of purpose and intent.

(3) Application of appropriate security markings and instructions.

(4) Correspondence package consistency and assembly, including appropriate coordination.

c. Enable action officers to receive, generate, assign, and control internal OSD Component tasks and workflow using CATMS.

d. Designate appropriate level staff to sign responses to individuals who write to the President or other White House officials when the correspondence is sent to DoD for Reply Direct.

SECTION 3: GENERAL CORRESPONDENCE MANAGEMENT

3.1. ASSIGNING ACTION ON SECDEF, DEPSECDEF, AND EXECSEC CORRESPONDENCE.

a. The Correspondence Management Division (CMD), ESD will receive, analyze, and assign actions in CATMS for:

(1) Correspondence addressed to the SecDef, the DepSecDef, or the ExecSec.

(2) Congressional correspondence on behalf of a constituent addressed to the ASD(LA).

(3) All White House correspondence referred to the DoD.

b. CMD will assign and identify correspondence using a control number consisting of the letters "OSD," followed by a six-digit number, a hyphen, and the last two digits of the current year (e.g., "OSD012345-19").

3.2. ASSIGNING SUSPENSE DATES.

a. CMD will use the date of receipt of the document as the basis for assigning the action and associated tasker suspense date, starting on the next working day. The suspense timelines are shown in Table 1.

b. CMD may alter timelines when actions require shorter or longer processing times.

Table 1. Action Suspense Types and Timelines

Standard Action Types	Suspense (Business Days)
Answer SecDef Note (ASN)	5
Answer DepSecDef Note (ADN)	5
Prepare Reply for ExecSec Signature (PRE)	10
Comments and Recommendations (C&R)	5
Prepare Reply for SecDef Signature (PRS)	10
Prepare Reply for DepSecDef Signature (PRD)	10
Reply Direct by the Component Head (RDC)	14
Reply Direct (RD)	14
For Appropriate Action (FAA)	-
Information and Retention (I&R)	-
Situation or Category-Specific Action Types	**Suspense (Business Days)**
President, Vice President, White House Chief of Staff	1 calendar day
Cabinet Heads, U.S. Governors, and Senior White House Staff	5
White House Referrals	6
Members of Congress	5
Ministers of Defense	5
White House Bulk RED-DOT Cases (RD)	5
Non-Congressional Correspondence (PRS or PRD)	10
Congressional Constituent Inquires Addressed to ASD/LA) (RD)	10
White House Bulk Cases (RD)	14
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3.3. ROUTING INCOMING CORRESPONDENCE.

a. To forward incoming SecDef, DepSecDef, and ExecSec correspondence to the OSD and DoD Components, CMD will use CATMS to:

(1) Disseminate action and information copies to the appropriate offices.

(2) Indicate what action the office of primary responsibility (OPR) will take and establish a suspense date for the action. See Table 1 for a complete list of directed actions and standard suspense times.

(3) Identify required coordination.

(4) Provide specific guidance as necessary.

(5) Assign an OSD control number in accordance with Paragraph 3.1.b.

b. If correspondence is received by a Component and is addressed to the SecDef, the DepSecDef, or the ExecSec, it must be forwarded to CMD for controlling purposes.

3.4. PROCESSING OSD AND DOD COMPONENT ACTIONS.

CCMOs must process SecDef, DepSecDef, and ExecSec materials through CMD, except those materials in Table 2, which must be processed as indicated.

Table 2. Materials Not Processed Through CMD

Type of Material	Where to Deliver
Read-ahead material	ExecSec Confidential Assistant
Intelligence daily summaries	Executive Secretariat Rear (ESR)
Operational summaries (daily and weekly) from the Operations Directorate of the Joint Staff	ESR
Notification to White House of Service member death	ESR
Time-sensitive communications requiring SecDef or DepSecDef attention within 2 hours, as confirmed by the ExecSec, who takes them directly to the SecDef or DepSecDef	ESR

3.5. PROVIDING STATUS OR REQUESTING CHANGES TO ACTIONS.

a. Use of SD Form 391, "Secretary of Defense Correspondence Action Report."

(1) CCMOs must submit an SD Form 391 to CMD with all action correspondence to request the actions in Paragraphs 3.5.a.(1)(a) through 3.5.a.(1)(f). The SD Form 391 is available at https://www.esd.whs.mil/Directives/forms/sd_forms, or can be generated from the CATMS tasker. The SD Form 391 can be used to:

(a) Close an action.

(b) Request a suspense extension.

(c) Provide a copy of an interim reply to CMD.

(d) Request cancellation of an action.

(e) Appeal and request transfer of an assigned action to another OSD or DoD Component.

(f) Request downgrade of an assigned action.

(2) CMD will update CATMS with a scanned copy of the approved or disapproved SD Form 391, and share it with the OPR.

b. Changes to Action Assignments.

(1) To appeal an action assignment, the OPR CCMO must contact CMD within 24 hours of the date assigned in CATMS. When provided with a reasonable rationale for reassignment, CMD will typically accept the action for transfer without further coordination and re-task the action. If approved, CMD will assign a new suspense in CATMS, and assign to the new OPR.

(2) The OPR is responsible for coordinating all action assignment transfers after the initial 24-hour period. When requesting a transfer, the OPR must:

(a) Ensure the Component CCMO accepts transfer of the action.

(b) Annotate the SD Form 391 with the name, office, and telephone number of the accepting official.

(c) Forward the action to CMD. CMD will route the action to the ExecSec for final decision.

(3) When newspaper articles, press releases, speeches by DoD officials, or policy change announcements result in repeated public inquiries or a write-in campaign, the OPR may initiate a transfer to the ATSD(PA) and request the Office of the ATSD(PA) be designated as the OPR for future inquiries on the subject.

(a) When initiating a transfer to the ATSD(PA), the OPR must return the original correspondence (if the original was received) and proposed reply to CMD along with the SD Form 391 annotated with the name and telephone number of the ATSD(PA) accepting official.

(b) The originating OPR must provide the ATSD(PA) with information for creating replies and updated information if circumstances change.

(4) On occasion, the SecDef or the DepSecDef, their Military or Special Assistants, or the ExecSec may change an action assignment. In these instances, CMD will update the action assignment in CATMS and share it with the new OPR.

(5) If the OPR requests an extension to a congressional tasking, an OPR-generated interim response must be included in this request to change, and sent to the Office of the ASD(LA) for approval or disapproval. The OASD(LA) POC who approves the action must be included on the request to CMD, with a copy of the interim response.

(6) The Component approval authority for SD Form 391 depends on the type of action and the number of extensions, and are listed in Table 3. Component heads may designate in writing an additional senior official for this purpose by submitting an Information Memorandum to ExecSec.

Table 3. SD Form 391 Approval Authorities

Action Type	Approval Authority
PRS (Prepare Reply for SecDef Signature)	Component Head, Principal Deputy, or Designated Senior Official (Extensions Only)
PRD (Prepare Reply for DepSecDef Signature)	
ASN (Answer SecDef Note)	
ASD (Answer DepSecDef Note)	
C&R (Comments and Recommendations)	
PRE (Prepare Reply for ExecSec Signature)	
RDC (Reply Direct by the Component Head)	Component Correspondence Management Officer (1st and 2nd Extension Request)
RDC (Reply Direct by the Component Head)	Component Head, Principal Deputy, or Designated Senior Official (3rd Extension Request and Higher)
RD (Reply Direct) – Component Level Expert	Component Correspondence Management Officer
24-Hour Transfer Rule Request	
All other changes (Upgrade, Downgrade, Cancellation, Action Complete, etc.)	

3.6. COORDINATING ASSIGNED ACTIONS.

CCMOs will coordinate with OSD and DoD Components designated in the action assignment and any others that may have an interest in or be affected by the outcome of the action. Coordination with those Components will be done simultaneously to ensure a timely response.

a. For correspondence prepared for the SecDef, the DepSecDef, or the ExecSec signature, obtain concurrence or comments from the OSD and DoD Component heads or, in their absence, from their deputies.

b. For correspondence prepared for signature of OSD and DoD Component head or below, obtain coordination at the appropriate level as determined by the responding Component.

c. Disagreements about recommendations or a lack of response from a coordinating office will not delay the action. To address such situations, CCMOs will:

(1) List nonconcurrences and place the comments at the coordination tab of the action package.

(2) Address nonconcurrence issues in the action memorandum or attached supplement.

(3) For failures to respond, note on the coordination sheet when coordination was attempted but not accomplished.

d. If no coordination is required on an action or information memorandum (referred to in this issuance as "action" or "info" memoranda), enter "NONE" on the coordination line. See Paragraphs 7.3. and 7.4. for details.

e. Coordinate with the ATSD(PA) on all correspondence that:

(1) Contains information with public affairs implications.

(2) Involves requests for SecDef or DepSecDef participation in public fora, such as speaking and media events, or in events in DoD or military settings that may draw media coverage.

f. Coordinate with the GC DoD on all correspondence having legal implications, statutory references, or that make the Department susceptible to legal actions.

g. Coordinate with the ASD(LA) on all correspondence to members of Congress.

h. Coordinate with the Assistant to the SecDef and DepSecDef for protocol on all SecDef and DepSecDef schedule proposals. See Volume 2 of this manual for information on preparing schedule proposals.

3.7. SUBMITTING MATERIALS TO THE SECDEF, THE DEPSECDEF, OR THE EXECSEC.

CCMOs submitting materials to the SecDef, the DepSecDef, or the ExecSec will:

a. Use either an action or info memorandum. See Paragraphs 7.3. and 7.4. for details.

b. Submit packages to CMD for control and forwarding through the appropriate channels.

c. Flag correspondence requiring expeditious processing with a red flag or tab in the upper-left corner. CMD staff must ensure these materials receive priority processing and prompt delivery to the ExecSec.

d. Flag extremely urgent communications requiring SecDef or DepSecDef attention within 2 hours with a green flag or tab in the upper left corner and hand-carry to CMD for expeditious processing or, if directed, hand-carry to the ExecSec.

3.8. SUSPENSE REPORTING.

CMD must maintain correspondence suspense and status reports available to CCMOs and other authorized personnel in CATMS at https://crm.osd.mil/CATMS1/main.aspx and select "Component Reports."

a. CMD will:

(1) Electronically submit the coordination report to all CCMOs before each weekly coordination meeting.

(2) Publish and electronically dispatch the weekly stoplight report and the monthly correspondence awards for excellence.

b. CMD may publish other correspondence tracking and suspense reports as necessary.

SECTION 4: WHITE HOUSE CORRESPONDENCE MANAGEMENT

4.1. GENERAL PROCESSING INFORMATION.

a. OSD receives correspondence from the President, Vice President, Assistant to the President for National Security Affairs, and senior White House staff involving national security issues and inter-DoD affairs. The White House Military Office (WHMO) forwards communications from the Office of the President concerning routine administrative, logistical, transportation, military personnel, and emergency action matters not involving national security policy to the DoD ExecSec through CMD. DoD responses to the Office of the President will be sent to the WHMO.

b. Communications from the President or White House staff sent directly to the OSD and DoD Components will be referred to the ExecSec.

c. Signing officials will be determined by the correspondence level.

(1) The SecDef or the DepSecDef will sign DoD correspondence to the President, the Vice President, the Chief of Staff to the President, and the Assistant to the President for National Security Affairs.

(2) The ExecSec will sign conveyance memoranda, forwarding routine staff-to-staff written communications to offices within the White House and to the Deputy Assistant to the President, the Director of WHMO, the Executive Secretary of the National Security Agency, and the Assistant to the President for National Security Affairs.

(3) The OSD and DoD Component heads will designate appropriate level staff to sign responses to individuals who write to the President or other White House officials when the correspondence is sent to the DoD for reply.

4.2. ASSIGNING SUSPENSE DATES FOR WHITE HOUSE CORRESPONDENCE.

a. Incoming White House correspondence for which CMD assigns suspense dates and processes replies falls into three categories and is tasked in accordance with Paragraph 3.2.

(1) Special.

Correspondence from the President, Vice President, Assistant to the President for National Security Affairs, and senior White House staff. Correspondence in this category normally involves national security issues and inter-DoD affairs.

(2) Referrals.

Correspondence containing DoD-related subject matter from members of Congress, corporate executives, former U.S. Government officials, or foreign officials, or correspondence

involving special interest items addressed to the President or the Vice President or brought to the attention of the White House staff.

(3) White House Bulk.

All other routine correspondence from private citizens addressed to the President or White House staff and forwarded to the DoD for reply.

b. Upon receipt of White House correspondence, CMD will:

(1) Task the correspondence to the responsible OPR via CATMS or, depending on topic, provide a paper copy for distribution only.

(2) Monitor the correspondence on the open tasks list until completion.

4.3. REPLYING TO WHITE HOUSE CORRESPONDENCE.

Responsible CCMOs must prepare replies for White House correspondence according to directions in the action assignment.

a. Draft Reply.

Draft replies must be:

(1) Prepared on plain bond paper with 1-inch margins and a space between each paragraph.

(2) Submitted as a signature package to the ExecSec through CMD (original, plus one copy) for forwarding to WHMO. The package must contain a:

(a) Memorandum to the ExecSec briefly explaining the case.

(b) Memorandum on OSD letterhead, to WHMO for ExecSec signature, that provides the draft reply as an attachment.

b. Interim Reply.

When a CCMO is unable to provide a final reply by the designated suspense date, an interim reply to the writer of the incoming correspondence must be prepared stating the:

(1) Reason for the delay.

(2) Steps being taken to obtain the necessary information.

(3) Date the writer may expect a final reply.

c. Final Reply.

Submit final reply with Standard Form 391, "Secretary of Defense Correspondence Action Report" for closure to CMD. CMD will close the action and respond to the White House. Copies of replies to DoD Hotline cases are not required to be submitted to CMD; however, the Office of the Inspector General will submit a SD Form 391 to CMD stating the action is complete.

4.4. PREPARING DOD-ORIGINATED WHITE HOUSE CORRESPONDENCE.

a. For DoD correspondence signed by the SecDef or the DepSecDef and sent to White House officials, CCMOs will prepare materials using the appropriate letterhead in accordance with Section 12. Such correspondence must also be forwarded using an action memorandum. CCMOs will prepare the action memorandum in accordance with Paragraph 7.3., memorandum in accordance with Paragraph 7.2, and the letter in accordance with Section 8.

b. Correspondence addressed to the President is privileged. Information copies of the signed correspondence are not immediately available. However, CMD will provide OPRs a copy of the approved action memorandum.

4.5. FORMS OF ADDRESS.

a. The addresses, salutations, and complimentary closings in Tables 4 and 5 must be used when corresponding with the President and the Vice President.

b. The appropriate agency, building, and room number must be clearly marked on all correspondence and envelopes addressed to the White House to ensure appropriate delivery.

Table 4. Addressing the President

Letter		
Address on Letter and Envelope		Salutation and Complimentary Close
President (Full Name) The White House 1600 Pennsylvania Avenue, NW Washington, DC 20500		Dear Mr./Madam President: Respectfully yours,
Memorandum		
Address on Memorandum	Address on Envelope	Salutation and Complimentary Close
MEMORANDUM FOR THE PRESIDENT	President (Full Name) The White House 1600 Pennsylvania Avenue, NW Washington, DC 20500	None

Table 5. Addressing the Vice President

Letter		
Addressee	Address on Letter and Envelope	Salutation and Complimentary Close
Vice President	Vice President 276 Eisenhower Executive Office Building Washington, DC 20501	Dear Mr./Madam Vice President: Sincerely,
Vice President as President of the Senate	The Honorable (Full Name) President of the Senate S-212 Capitol Building Washington, DC 20510-0012	Dear Mr./Madam President: Sincerely,
Memorandum		
Address on Memorandum	Address on Envelope	Salutation and Complimentary Close
MEMORANDUM FOR THE VICE PRESIDENT	Vice President 276 Eisenhower Executive Office Building Washington, DC 20501	None

SECTION 5: CONGRESSIONAL CORRESPONDENCE MANAGEMENT

5.1. CMD PROCEDURES REPORTING.

CMD will:

a. Process congressional correspondence that is:

(1) Addressed to the SecDef, the DepSecDef, the ExecSec, or the ASD(LA).

(2) Forwarded to the DoD from a member of Congress on behalf of a constituent.

b. Assign the action to the OPR and indicate the suspense date and the action required (e.g. PRS, PRD, PRE, RDC, or RD). The suspense dates for congressional correspondence are in Table 1.

5.2. SIGNATURE AUTHORITIES.

a. The SecDef normally signs replies to chairs and ranking members of DoD oversight committees and congressional appropriations committees and to Senate and House leadership.

b. The DepSecDef normally signs replies to correspondence addressed to him or her from Senate, House, and DoD oversight and appropriations committee leadership.

c. An individual appointed by the President with the advice and consent of the Senate, someone serving in an acting or performing the duties of status for such a position, or head of a legislative affairs liaison office may sign replies to letters referred to the Military Departments, the Defense Agencies and Field Activities, or the OSD Components for RDC. All other congressional correspondence signature authority is determined by the tasking type identified in Table 1.

5.3. OFFICES OF PRIMARY RESPONSIBILITY.

OPRs will:

a. If the tasking is at the PRS or PRD level, prepare a response to the member of Congress on the appropriate letterhead and with the appropriate signature block in accordance with Paragraph 5.2. Prepare the letter in accordance with Section 8.

b. Coordinate the reply with the offices listed in the CATMS CMD assignment instructions and with other organizations that may have an interest in or be affected by the response.

(1) Provide info copies to all coordinating offices.

(2) Coordinate on all correspondence addressed to members of Congress with the ASD(LA).

c. Forward the coordinated reply for signature through CMD using an action memorandum. Prepare the action memorandum in accordance with Paragraph 7.3. of this volume.

d. On DoD Component-level taskers from a member of Congress:

(1) Send RDC and RD replies directly to the member of Congress. Provide a copy of the response and SD Form 391 to CMD, and complete the tasker in CATMS. In addition, provide a copy to the ASD(LA).

(2) Address replies to congressional correspondence in accordance with Table 6.

(3) Provide a courtesy copy to the ranking member when sending correspondence to chairpersons of congressional committees or subcommittees.

(4) Address a reply letter from a congressional staff member to the member of Congress or the chair of the committee and mark the envelope to the attention of the staff member.

(5) Mark the envelope to a particular person's attention or address to a specific location (e.g., a home State congressional office) when the incoming correspondence requests that this be done or the person in the congressional office is interested in, has called about, or has signed the request for the member of Congress.

Table 6. Addressing Members of Congress

Senate		
To	Address on Letter and Envelope	Salutation and Complimentary Close
Washington, DC, Office	The Honorable (Full Name) United States Senate Washington, DC 20510 (+ 4)[1, 2]	Dear Senator (Last Name): Sincerely,
Home State Office	The Honorable (Full Name) United States Senator (Address)	Dear Senator (Last Name): Sincerely,
House		
Washington, DC, Office	The Honorable (Full Name) U.S. House of Representatives Washington, DC 20515 (+ 4)[1, 2]	Dear Representative (Last Name): Sincerely,
Home State Office	The Honorable (Full Name) United States Representative (Address)	Dear Representative (Last Name): Sincerely,

[1] May include "(+4)" if available. The nine-digit ZIP codes (ZIP+ 4) for individual members of U.S. House of Representatives, and Senate Congressional Directory may be found on their respective websites.
[2] Congressional correspondence signed by the SecDef, DepSecDef, or ExecSec is couriered. As such, when preparing Congressional correspondence for SecDef, DepSecDef, or ExecSec signature, it is not necessary to include the last four digits of the ZIP code in the address.

SECTION 6: WRITING STYLE AND PREFERRED USAGE

6.1. GENERAL GUIDELINES.

Whether writing a memorandum for SecDef information or action or drafting a letter for SecDef signature, DoD correspondence must adhere to the highest standards of clarity and professionalism in accordance with DoDI 5025.13. Because correspondence is often drafted by persons other than the signer, it is important to consider these guidelines in the context of both the sender and the recipient of the communication:

a. Action and Info Memoranda.

Action and info memoranda should be concise. Each memorandum objective will dictate the length, but generally each memorandum should provide only the material necessary for action or "bottom line up front" information; extensive background information and supporting material should be attached. See Section 7 for guidance on structuring memoranda.

b. Correspondence for Principals' Signature.

Regardless of the routine or customary nature of any individual piece of correspondence, all items signed by the SecDef, the DepSecDef, or the ExecSec must be of the highest quality. Writers must consider the signer as well as the addressee and adapt the correspondence accordingly.

c. References.

Good writing skills develop with time, training, and experience. If specific guidance is not provided in volume, writers must use the U.S. Government Publishing Office Style Manual, including supplements, as the authority for answers to questions concerning punctuation, capitalization, numerals, compound words, writing style, etc. Other possible references include the Chicago Manual of Style and the Gregg Reference Manual as long as they do not conflict with the U.S. Government Publishing Office Style Manual, or this issuance. Spelling is in accordance with Merriam-Webster's New Collegiate Dictionary.

6.2. PREPARATION.

Preparation is the first step to good writing. The writer must assess the subject, audience, and purpose of the communication and keep these in mind throughout the writing process. These elements of preparation are interrelated and can be assessed simultaneously:

a. Subject Line on Memoranda and Messages.

(1) In DoD memoranda and messages, the OPR may determine the subject. Clarifying and refining the subject help the writer organize and present the most relevant information clearly. These questions assist in refining the subject:

(a) What is the assignment or question?

(b) What does the audience need or want to know?

(c) How specific or general should the communication be?

(2) Action and info memoranda should be limited to a single subject. If it is necessary to communicate information about multiple subjects, the writer should consider using separate memoranda.

(3) The subject line should clearly communicate the subject in one or two lines. The writer should avoid vague, one-word subjects and use instead specific descriptions that indicate or summarize the content of the memorandum or message, as shown in Table 7.

Table 7. Examples of Vague Subjects and Suggested Alternatives

Vague Subjects	Specific, Descriptive Subjects
SUBJECT: Iraq	SUBJECT: October 2018 Assessment of Iraq Provincial Reconstruction Teams
SUBJECT: Budget Issues	SUBJECT: Budget Projections for Fiscal Year 2018

b. Audience.

(1) Official DoD correspondence should have a specific audience. Determining the audience helps tailor the message and present information in the most appropriate way. When drafting correspondence for SecDef or DepSecDef signature, the audience may be an OSD Component head, a member of Congress, the President of the United States, or family members of a fallen Service member. Writers should carefully consider the audience from the perspective of the signer.

(2) These questions assist in determining the audience:

(a) Who will read this communication?

(b) What is the signer's relationship to the audience?

(c) What does the audience already know about this subject?

(d) What tone should be used to address this audience (e.g., formal, informal)?

c. Purpose.

(1) DoD official correspondence must have a specific purpose. Like the subject of a memorandum or message, the purpose of correspondence may be determined by an assignment or initiated by the generating organization. Common purposes include:

(a) Providing options or recommendations.

(b) Requesting authorization.

(c) Reporting or summarizing information.

(d) Evaluating, analyzing, or interpreting data.

(2) These questions help refine the purpose:

(a) What is the aim of the assignment?

(b) What must this communication accomplish?

(c) How can its purpose best be achieved?

6.3. ORGANIZATION, CLARITY, AND STYLE.

DoD correspondence must neither be so brief that it lacks clarity, nor so wordy that it clouds rather than illustrates the message. There is no one-size-fits-all formula for writing style; a meeting summary will be different in style than a letter of condolence. By applying the basic principles of organization and clarity, a writer can communicate the essential information clearly and completely, in a style most appropriate to the message.

a. Organization.

The organization of a document should flow logically from refinement of the subject, audience, and purpose. The organizational scheme should fit the subject and purpose and ideas should be organized according to the scheme.

(1) Common Organizational Schemes.

(a) Chronological.

Arrange events in sequential order, from first to last.

(b) Systematic.

Arrange events, people, or things according to their placement in a system or process.

(c) C&R (or problem and solution).

Provide background information and evaluate a situation; then provide one or more options or recommendations for future action.

(d) General to Specific.

Arrange by main point or points and fill in supporting details, examples, and illustrations.

(2) Outlining.

See Volume 2 of this manual for information on using an outline to develop the organizational scheme.

(3) Transitions.

Transitional phrases are used to highlight organization, to facilitate the flow of writing from point to point, and to improve clarity and readability. Table 8 provides a list of transitional phrases and their uses.

Table 8. Transitional Words and Phrases

Use	Transitional Words and Phrases
Time or Sequence	– first, second, third... – first, next, last... – once, then, finally – again, also, and – afterward, following, at length, since – before, formerly, lately – now, meanwhile, currently, simultaneously
Comparison or Contrast	– likewise, similarly, in the same way – but, yet, however, nevertheless, while, still – despite, in spite of, regardless, in contrast – on one hand, on the other hand – instead, on the contrary, otherwise
Illustration or Expansion	– for example, for instance – moreover, furthermore, namely – incidentally, indeed, in fact
Summary or Conclusion	– in conclusion, in summary – to conclude, to summarize – therefore
Cause or Effect	– as a result, consequently, since – accordingly, because, therefore

(4) Bullets.

Bullets provide a simple format for structuring main ideas or listing supporting ideas, concepts, items, or steps. They facilitate efficient communication by marking portions of text to indicate divisions and relationships among concepts within a communication. See Sections 7 and 8 for examples of bullets in DoD correspondence.

(a) Bullets for Main Ideas.

Bullets should be used to illustrate main ideas in standard, action, and info memoranda, except that they may not be used for main ideas in letters or memoranda for SecDef or DepSecDef signature. One bullet should be used for each paragraph. Transitional words

("moreover," "finally," etc.) should not be used to lead off bullets if their use would be redundant.

(b) Bullets for Supporting Ideas.

If it would facilitate communication, bullets and sub-bullets within bulleted paragraphs may be used to illustrate significant supporting ideas that relate directly to the main idea. Complete sentences should be used to express supporting ideas. Bullets and sub-bullets should be avoided if the ideas are simple enough to be stated clearly in the text of the paragraph or would be more clearly expressed by use of transitional phrases.

(c) Bullets for Lists.

Bullets may be used to list concepts, items, or steps when the list is ordinal or sequential. There must be at least two items in the list. An introductory phrase should present the points that follow, and each bullet should begin with the same type of word (e.g., a verb or a noun) in the same tense and voice.

b. Clarity and Style.

Because of the nature of the DoD mission, clarity is of utmost importance in DoD communication. Clarity may be achieved by identifying the actors in the text and clearly linking them to specific, meaningful actions. Asking the question, "Who does what?" helps identify actors and actions.

(1) Active Versus Passive Voice.

One major obstacle to clear communication is excessive use of passive voice. See Table 9 for examples of active and passive voice.

(a) Active Voice.

Normal English sentence structure follows the actor – action – object pattern, or "who does what to whom." For example, "Bill (actor) gave (action) Jimmy (object) the car (object)."

(b) Passive Voice.

The passive voice substitutes the actor with the object, using the verb "to be" and a past participle. For example, "The car was given to Jimmy" or "Jimmy was given the car." The passive voice lacks clarity because it does not identify the actor.

(c) Exceptions.

In some situations, the passive voice is necessary or preferable to the active voice. Generally, however, use of the active voice produces greater clarity because it states who does what, usually in fewer words.

Table 9. Examples of Passive Voice and Suggested Alternatives

Passive Voice	Active Voice
Frequently omits the doer of the action. An information copy of the board meeting minutes must be forwarded to the members. A military chaplain of a particular religious organization may be appointed as a consultant.	**Identifies the doer.** The Chair must forward an information copy of the board meeting minutes to the members. The Board may appoint a military chaplain of a particular religious organization as a consultant.
Frequently is longer and less direct; frequently includes a "by" phrase. A written agreement will be executed by the parties. Implementing instructions will be issued by the DoD Components	**Gets to the point.** The parties execute a written agreement. The DoD Components issue implementing instructions.

(2) Weak Verb Phrases.

Writers should use strong, simple, active verbs to describe specific actions, rather than weak verb phrases that rely on the verbs "to be" or "to have" to complete the action. Such phrases obscure meaning and result in wordy, ambiguous sentences. Writers should also avoid the phrases "there is" and "there are," which detach the actor from the action, resulting in vague communication. See Table 10 for guidance on eliminating weak verb phrases.

Table 10. Examples of Weak Verb Phrases and Suggested Alternatives

Instead of **Weak Verb Phrases**	Use **Strong Active Verbs** (Actor, **Action**)
There were several members in attendance.	Several members **attended**.
It is incumbent upon each member **to ensure** a POC **is identified**.	Each member **must identify** a POC.
The members **were in agreement** that the policy **was in need of** revision.	The members **agreed** that the policy **should be revised**. – or – The members **agreed** to revise the policy.
…**made a suggestion**…	…**suggested**…
…**was desirous of**…	…**wanted**…
…**has a requirement**…	…**requires**…
…**came to a decision**…	…**decided**…

(3) Subject-Verb Agreement.

Problems with subject-verb agreement result in confusing and sometimes embarrassing writing. Writers must ensure that the verb of the sentence applies correctly to the subject. See Table 11 for subject and verb guidelines.

(a) Writers may have trouble identifying problems with subject-verb agreement when the subject and the verb are far removed from each other in a sentence.

(b) A sentence with more than one subject may require a singular or plural verb depending on how the subjects are related.

1. Two or more subjects joined by "and" usually require a plural verb.

2. If multiple subjects are joined by "or" or "nor," the noun closest to the verb dictates the form. If a subject contains a singular noun and a plural noun, the plural noun should be placed closer to the (plural) verb to enhance readability.

3. Some indefinite pronouns, when used as subjects, require only singular verbs (e.g., "anyone," "anything," "each," "either," "everyone," "everything," "much," "neither," "none," "nothing," "someone," and "something").

Table 11. Subject-Verb Agreement Guidelines

Sentence Structure	**Subject-Verb Agreement** (Actor, **action**)
Subject and verb separated by several words: Make sure subject and verb agree.	The handbook of rules and regulations **contains** [not contain] important safety information
Subjects joined by "and:" Use plural verb.	The Secretary and Deputy Secretary **agree** [not agrees] on this proposal.
Subjects joined by "or:" Determined by the subject nearest the verb.	The chairman or the committee members **decide** the issue. The committee members or the chairman **decides** the issue.
Singular indefinite pronouns used as subjects.	None of the options **is** viable. Either option **is** viable. Each mission **requires** significant resources.

6.4. CAPITALIZATION, PUNCTUATION, AND USAGE.

This paragraph provides basic instructions for standardizing English usage in DoD correspondence; it is not exhaustive. Detailed guidance is provided in the U.S. Government Publishing Office Style Manual.

a. Capitalization.

(1) General Rules.

(a) A common noun or adjective forming an essential part of a proper name is capitalized; the common noun used alone as a substitute for the name of a place or thing is not capitalized. For example:

1. Massachusetts Avenue; the avenue.

2. Committee Chair John Smith; the committee chair.

3. Defense Acquisition Guidebook; the guidebook.

(b) Capitalize titles of documents, publications, papers, acts, laws, etc. Capitalize all principal words in titles (title case); do not capitalize definite or indefinite articles (e.g., "a," "an," "the"), prepositions (e.g., "by," "for," "in," "to"), or conjunctions (e.g., "and," "but," "if"), except as the first word of the title. For example:

1. For a report title: "Secretary of Defense Annual Report to Congress on the Activities of the Western Hemisphere Institute for Security Cooperation for 2017."

2. For a newspaper: The article appeared in "The Washington Post."

(2) Capitalization Rules Specific to DoD Writing.

(a) Use title case for the subject line of a memorandum in accordance with Paragraph 7.2.l.

(b) Use UPPERCASE for the actual titles of military operations (e.g., "Operation ENDURING FREEDOM," "Operation IRAQI FREEDOM") and for the names of the Combatant Commands when abbreviated (e.g., "USCENTCOM," "USINDOPACOM").

(c) Capitalize the terms "Nation," "Union," "Administration," "Confederation," "Commonwealth," and "Members" only if used as part of proper names, except "Nation" is capitalized when referring to the United States. Also capitalize "Federal" and "Government" when referring to the United States.

(d) Do not capitalize "soldiers", "sailors," "airmen," "marines," "ally," "allies," and "coalition" unless used in conjunction with a proper noun.

Table 12. Examples of DoD-Specific Capitalization

DoD-specific capitalization is **bolded for emphasis** in these examples:
Any **nation** seeks to protect its interests. The Colonel is a **national** hero. He brings great credit upon the **Nation**. (Referring to the United States.) The **Federal Government** employs thousands of people. (Referring to the U.S. Government.) The Agency for International Development is a **Federal** agency. (Referring to a U.S. Federal agency.) The agency works for **Government** reform. (Referring to the U.S. Government.) The agency works for reform of the Haitian **government**. The Chief of Staff of the Army thanked the **Service** member for her **service**.

b. Acronyms and Abbreviations.

(1) Use acronyms only when the term occurs more than once in the body of the document.

(2) Do not use or introduce acronyms in a subject line.

(3) Write out terms as they first appear in the text and place the abbreviation or acronym in parentheses immediately after the term. For example, "The Director of Administration and Organizational Policy, Office of the Chief Management Officer of the Department of Defense (DAOP OCMO) will provide policy guidance."

(4) Use U.S. Postal Service abbreviations for addresses only; spell out State names in the body of the correspondence.

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

(a) They are studying the foreign policy of the United States.

(b) The students are interested in U.S. foreign policy.

(c) The United States-Japan relationship is strong.

(6) For military rank abbreviations by Military Service and rank or pay grade, see Volume 2 of this manual.

c. Punctuation.

(1) Apostrophe.

The apostrophe is used to show possession or to form a contraction.

(a) Do not use contractions in formal DoD correspondence; instead spell out each word. For example, use "do not" instead of "don't."

(b) Use apostrophes to show possession:

1. For singular or plural nouns not ending in "s," add "'s." For example:

a. This is Timothy's book.

b. I am the child's teacher.

c. I am the children's teacher.

2. For plural nouns ending in "s," add an apostrophe only. For example:

a. The teachers' proposal includes three separate provisions.

b. We must reconcile the committee members' schedules.

3. If more than one noun possesses an object, add " 's" to the noun nearest the object. For example, "I approve of George and Ted's system" (e.g., the system belonging to George and Ted).

4. If more than one noun possesses multiple objects, add " 's" to both nouns. For example, "I approve of George's and Ted's systems" (e.g., George and Ted each developed separate systems).

(2) Comma.

The comma is the most common form of punctuation and is used to separate elements of a sentence, enhance readability, and improve clarity by signaling to the reader a logical break in the flow of text. However, excessive use of commas can clutter the text. Use commas consistently and exercise judgment in observing these guidelines:

(a) Use a comma to set off parenthetic words, phrases, or clauses, or introductory or pertinent material. For example:

1. It is obvious, therefore, that this office cannot function.

2. In other words, the meeting was cancelled.

3. Mrs. Jones, the committee representative, conducted the meeting.

(b) Use an Oxford comma to separate items in a series of three or more. For example:

1. The supply team provided a telephone, a computer, and a scanner.

2. Mr. Winston, Mrs. Jones, and I attended the meeting.

(c) Use a comma in numbers containing four or more digits, except in serial numbers and dates. For example:

1. The case is OSD012345-19.

2. The estimated cost for implementation is $2,300,000.

3. The general recommended redeploying 22,000 troops.

(3) Semicolon.

(a) The semicolon, similar to but stronger than the comma, indicates a break in the flow of a sentence and is primarily used to separate independent or coordinate clauses in the same sentence.

(b) Use a semicolon to emphasize the close association, either in similarity or contrast, of two clauses where separate sentences would be too strong. For example:

1. The car would not move; it was broken.

2. The meeting began well; however, several attendees arrived late.

(c) Use a semicolon to separate items in a series of three or more when the items are lengthy or contain internal punctuation. For example, “The meeting was attended by the Director of Administration, Office of the Chief Management Officer of the Department of

Defense; Director, Washington Headquarters Services; and the Chief, Correspondence Management Division."

(d) Avoid excessive use of the semicolon; it diminishes readability.

(4) Colon.

(a) Use a colon to join two clauses where the essence of the second clause derives so directly from the first clause by explanation or illustration that separate sentences would weaken the meaning. For example:

1. The directions were clear: proceed to step two.

2. An opening appeared: the team advanced.

(b) Also use a colon to introduce any matter that forms a complete sentence, question, quotation, or list. For example:

1. The doctor gave this assessment: "The patient is doing well."

2. We need the following items: a telephone, a computer, and a scanner.

(5) Quotation Marks.

(a) Use quotation marks to enclose direct quotations, descriptive designations, and titles of articles and publications. For example:

1. The document was marked "SECRET."

2. I received a copy of the report, "Defense Strategy for the 21st Century."

3. You asked the question: "Why are the numbers so low?"

(b) Enclose needed punctuation within quotation marks unless the meaning would otherwise be impaired. For example:

1. Punctuation within quotes: He asked, "Is this the correct copy?"

2. Punctuation outside of quotes: Can we be sure this is the "correct copy"?

(6) Punctuation Spacing.

For colons and periods, place two spaces between the punctuation and the text that immediately follows it. For commas and semicolons, place one space between the punctuation and the text that immediately follows it.

d. Numbers.

(1) Use numerals for single numbers of 10 or more. For example:

(a) The team consisted of about 40 men.

(b) The incident occurred on two separate occasions.

(2) When 2 or more numbers appear in a sentence and 1 of them is 10 or larger, use numerals for each number (e.g., "About 40 men competed in 3 separate events.").

(3) Spell out numbers if they begin a sentence (e.g., "Seventy-five percent of respondents viewed the case favorably.").

(4) Use numerals to express units of measurement, time, or money. For example:

(a) We will meet at 4 o'clock.

(b) The convoy marched 3 kilometers.

(c) Lunch will be provided for 5 dollars.

e. Dates.

(1) The preferred date format is "month day, year" (e.g., "Your February 23, 2018 memorandum clearly illustrates the policy.").

(2) The more traditional "month day, year," format is also acceptable (usually in more formal communication such as letters, award citations, etc.), but should always be followed by a comma unless it closes the sentence (e.g., "Your February 23, 2018, memorandum clearly illustrates the policy.").

(3) Avoid using ordinal numbers in dates (e.g., use "February 5," not "the 5th of February").

f. Commonly Confused Words.

Table 13 provides examples of words writers commonly confuse and their meanings.

Table 13. List of Commonly Confused Words

Word	Sometimes Confused With
Accept (to receive)	Except (other than)
Advice (an opinion)	Advise (to give advice)
All ready (prepared)	Already (by this time)
Allude (to refer to indirectly)	Elude (to avoid)
Allusion (indirect reference)	Illusion (erroneous belief or conception)
Among (more than two alternatives)	Between (only two alternatives)
Ascent (a rise)	Assent (agreement)
Beside (next to or near)	Besides (in addition to)
Born (brought into life)	Borne (carried)
Brake (stop)	Break (smash)
Capital (the seat of government)	Capitol (the building where a legislature meets)
Cite (to quote an authority)	Site (a place)
Compliment (praise)	Complement (completes)
Continually (closely recurrent intervals)	Continuously (without pause or break)
Council (a group)	Counsel (to give advice)
Descent (a movement down)	Dissent (disagreement)
Desert (to abandon)	Dessert (a course after dinner)
Discreet (reserved, respectful)	Discrete (individual or distinct)
Elicit (to bring out)	Illicit (unlawful)
Farther (expresses distance)	Further (expresses degree)
Formally (conventionally)	Formerly (in the past)
Imply (to hint at or suggest)	Infer (to draw a conclusion)
Insure (to procure insurance on)	Ensure (to make certain)
Lay (to place)	Lie (to recline, stretch out)
Lessen (to make less)	Lesson (something learned)
Moneys (currency)	Monies (amount of money)
Morale (a mood)	Moral (right conduct)
Principal (most important)	Principle (basic truth or law)
Raise (to build up)	Raze (to tear down)
Stationary (unmoving)	Stationery (writing paper)
Their (belonging to them)	There (the opposite of here)
To (toward)	Too (also)
Who (refers to people)	Which (refers to things)

SECTION 7: MEMORANDA

7.1. WHEN TO USE A MEMORANDUM.

a. Use memoranda for correspondence within the DoD, with the President and the White House staff, and to send routine material to other federal agencies. All templates can be found on the CMD website, https://www.esd.whs.mil/CMD/templates.

b. Memorandum types are determined by their purpose.

(1) Standard Memorandum.

Used for routine correspondence within the DoD and to other federal agencies.

(2) Action Memorandum.

Used for:

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

(b) Describing a problem and recommending a solution.

(3) Info Memorandum.

Used to convey information to the SecDef, the DepSecDef, or the ExecSec on important developments not requiring action at the time (e.g., for background and issue papers). See Volume 2 of this manual for information on talking and point papers.

(4) Multi-addressed Memorandum.

Used for correspondence addressed to more than one addressee.

7.2. PREPARING STANDARD MEMORANDA.

See Figures 1 and 2 for sample standard memoranda.

a. Stationery.

Use 8.5 by 11-inch letterhead. Use bond paper for succeeding pages. When preparing for the signature of the:

(1) SecDef.

Use SecDef letterhead.

(2) DepSecDef.

Use DepSecDef letterhead.

(3) ExecSec or Special Assistant(s) to the SecDef or DepSecDef.

Use OSD letterhead.

(4) OSD and DoD Component Heads.

Use the appropriate Component letterhead.

b. Margins.

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

c. Font.

Use 12-point Times New Roman.

d. Spacing.

Single-space within a paragraph for all memoranda of two or more paragraphs. Always double-space between paragraphs and bullets, and between lines in memoranda of a single paragraph of eight lines or less.

e. Indentation.

Indent paragraphs .5 inch from the left margin; indent subparagraphs an additional .5 inch.

f. Paragraphing.

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

g. Page Numbering.

Do not number the first page.

(1) For second and succeeding pages, place the page number(s) at the bottom center of the page at least a double-space (one blank line) below the last line of text and 1/2 inch from the bottom of the page.

(2) If classification banners are used, place the page number on a double-space above the banner.

h. Date.

Insert the date a double space below the last line in the letterhead or department seal, ending at the right margin. Use the month, day, year format (e.g., February 12, 2019), showing the day and year in numerals. Omit the date on memoranda for SecDef, DepSecDef, or ExecSec signature.

i. Address Line.

(1) For single addressees:

(a) Insert "MEMORANDUM FOR" a double-space below the date line. Include the addressee's title and the name or office symbol of the organization, providing enough information to ensure the memorandum will be delivered appropriately.

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

(2) For multiple addressees:

(a) Type each on a single line aligned block style below and to the right of "MEMORANDUM FOR." See Paragraph 7.5.b. for directions on how to order multiple addressees.

(b) If there are more than 16 addressees:

1. Enter "MEMORANDUM FOR: SEE DISTRIBUTION" a double-space below the date line.

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

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

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

c. When the distribution copy recipient name or title extends to succeeding lines, indent the second and subsequent lines two spaces so that the first character of the indented line begins beneath the third character of the first line.

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

e. If the document will fit on one page, it is acceptable to list more than 16 addressees.

j. Attention Line.

When directing memoranda to the attention of a particular person within an organization, type "ATTN:" followed by the name or title of the person in parentheses. Place it a single space below and aligned under the third character of the office address. See Table 14 for samples.

Table 14. Sample Attention Lines in Memoranda

MEMORANDUM FOR SECRETARY OF THE ARMY (ATTN: LTC BROWN) UNDER SECRETARY OF DEFENSE FOR POLICY (ATTN: MR. SMITH) – OR – MEMORANDUM FOR DIRECTOR OF OPERATIONAL TEST AND EVALUATION (ATTN: MR. PUBLIC)

k. Through Line.

Avoid addressing memoranda to the SecDef or the DepSecDef through another office or person whenever possible.

(1) When necessary, type "THROUGH:" a double-space below the address line and a double-space above the subject line. Type the "THROUGH:" office in all caps.

(2) The submitting DoD Component must accomplish the through line coordination before submitting the memorandum to CMD for control unless the through office is a SecDef or DepSecDef immediate office, such as SecDef Protocol.

l. Subject Line.

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

m. References.

Avoid using references in memoranda for SecDef, DepSecDef, or ExecSec signature. When references are necessary, format them as shown in Table 15.

(1) Type "Reference:" or "References:" at the left margin, a double-space below the subject line, followed by the originating office, subject, and date of the document.

(2) List references in block style two spaces after the colon in the order they appear in the text (e.g., identified as (a), (b), (c)). Do not letter a reference when there is only one.

(3) When attaching a reference, state so in parentheses after the reference title.

(4) When preparing classified memoranda, indicate the classification of the title in parentheses immediately before the title. Indicate the overall classification of the reference at the end of the reference.

Table 15. Listing References

Single Reference	Reference: DoD Executive Secretary Memorandum, (date)
Multiple References	References: (a) DoD Executive Secretary Memorandum, (date) (b) DoD Directive 5160.58E, "Recruiting Facilities," March 6, 2020
Attached References	References: (a) DoD Executive Secretary Memorandum, (date) (copy attached) (b) DoD Directive 5160.58E, "Recruiting Facilities," March 6, 2020
Classified References. (e.g., reference (a) is classified SECRET. Reference (b) is unclassified. Both titles are unclassified.	References: (a) (U) Defense Intelligence Agency Report, (subject), (date) (S) (b) (U) DoD Executive Secretary Memorandum, (date) (copy attached) (U)

n. Salutation.

Do not use a salutation in a memorandum.

o. Body.

(1) Begin the body two lines below the subject line. Speak directly to the reader. Use the active voice and clear conversational language. Keep the tone polite and professional, even if the message is bad news.

(2) Convey the message in complete, but succinct paragraphs; try to restrict them to 10 or 15 lines. Organize the information by presenting the most important first, unless background is necessary for the reader to understand the main point. Supporting detail should follow.

(3) Do not use hyperlinks for memoranda signed by the SecDef, the DepSecDef, or the ExecSec.

p. Complimentary Close.

Do not use a complimentary close in memoranda.

q. Signature Block.

(1) Leave out the signature block on memoranda for SecDef or DepSecDef signature.

(2) For other memoranda, type the name of the signer, leaving four blank lines below the last line of text, beginning at the center of the page. Type the signer's title on the next line, aligned with the name. Indent second and succeeding lines two spaces. The title of the person signing is not necessary if it is identified in the letterhead.

(3) The signer's name and title may be stamped below the written signature.

(4) For memoranda requiring dual signature and multiple signatures:

(a) When the SecDef or the DepSecDef and the head of another federal agency sign, place the signature blocks side by side, leaving four blank lines below the last line of text. See Table 16 for formatting guidance.

1. Type the names in uppercase and lowercase with that of the non-DoD official aligned at the left margin and the SecDef or the DepSecDef beginning at the center of the page.

2. Type titles of both officials in title case aligned under their names.

(b) When officials from two or more offices will sign, place the signature block of the official from the originating office on the right side of the page. Place additional signature blocks to the left and below that of the originator. See Table 16 for formatting guidance.

Table 16. Dual and Multiple Signature Blocks

Co-signers	Originating Official
Robert B. Doe Secretary of Commerce Jane B. Preserve Secretary of the Treasury Loyal T. Moneman Secretary of the Treasury	John Q. Smith Secretary of Defense

r. Attachments.

Use attachments to provide clarifying information in addition to a memorandum. Type "Attachment:" or "Attachments:" double-spaced below the signature block or last line of text and at the left margin as shown in Table 17. For attachments:

(1) Identified in the Text.

Type "As stated" at the left margin on the next line.

(2) Not Identified in the Text.

Type "Attachment:" or "Attachments:" double-spaced below the lower of the signature block or last line of text and at the left margin. On the next line, list each attachment on a separate line, by title. Number all attachments when there is more than one.

Table 17. Listing Attachments

When a single attachment is identified in the text: Attachment: As stated
When multiple attachments are identified in the text: Attachments: As stated
When attachments are not mentioned in the text: Attachments: 1. Seating Chart 2. List of Attendees

s. Material Under Separate Cover.

When referring to material sent under separate cover, type "Separate cover:" aligned at the left margin and double-spaced below the last line (e.g., text, signature block, or attachments). On the next line, list the items as shown in Table 18 even though they are identified in the text. Always send a copy of the memorandum with the material sent under a separate cover.

Table 18. Sample List of Material Under Separate Cover in a Memorandum

Attachments: As stated Separate Cover: Annual DoD Report

t. Courtesy Copies (cc).

As shown in Table 19, when the memorandum is being sent to people other than the addressee:

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

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

(3) For DoD-internal courtesy copy recipients, place recipients in the order they would appear in a DoD standard multiple-addressee memorandum listing in accordance with the ~~April 23, 2018~~ *current version of the* DA*OP* OCMO Memorandum. Alphabetical listings may also be used.

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

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

Table 19. Sample Courtesy Copy Listings in Memoranda

Multiple courtesy copies addressed by name	cc: The Honorable Jane Q. Public The Honorable John Q. Smith
Courtesy copy with title specified	cc: The Honorable Jane Q. Public Ranking Member
Multiple courtesy copies with title specified on one official	cc: The Honorable Jane Q. Public Ranking Member The Honorable Jim Q. Smith
Multiple courtesy copies with titles specified	cc: The Honorable John Q. Public Secretary of the Army The Honorable Jane Q. Smith Under Secretary of Defense (Comptroller)/ Chief Financial Officer, Department of Defense
Multiple courtesy copies addressed by title and order of precedence	cc: Secretary of the Army Chairman of the Joint Chiefs of Staff Under Secretary of Defense for Acquisition and Sustainment Commandant of the Marine Corps DoD Chief Information Officer Director of Administration, Office of the Chief Management Officer of the Department of Defense

u. Security Classification Markings.

For content that requires safeguarding, mark the document in accordance with Volumes 1 and 2 of DoD Manual 5200.01, the National Archives and Records Administration's Marking Classified National Security Information guidance, and Executive Order 13526, and conspicuously:

(1) Mark the top and bottom of each page with the highest level of classification contained on that page or the highest level of classification of the document (use whichever is higher).

(2) Mark an unclassified transmittal document with an appropriate instruction indicating that it is unclassified when separated from classified attachments (e.g., "UNCLASSIFIED when separated from classified attachments" or "UNCLASSIFIED when Attachment 2 is removed"). Place this notation at the bottom of the page below the overall security classification.

(3) If the transmittal document itself contains classified information, mark it as required for all other classified information, including portion markings, classification authority block, and the full text of any applicable special notices. In addition, add an appropriate instruction indicating its overall classification level if the level will change when the enclosures are removed (e.g., "Downgrade to CONFIDENTIAL when separated from Secret enclosures"). Place this notation at the bottom of the page above the overall security classification.

7.3. ACTION MEMORANDA.

a. Preparing an Action Memorandum.

See Figure 3 for a sample action memorandum. To prepare an action memorandum, use the general guidelines for preparing standard memoranda in Paragraph 7.2., with these exceptions:

(1) Header.

A double-space below the last line of the letterhead or organizational seal, type "**ACTION MEMO**," all caps, centered, and in boldface type.

(2) Date.

Enter the date as instructed in Paragraph 7.2.h.

(3) Address Line.

A double-space below the date line, beginning at the left margin, type "FOR:" followed by the addressee's title. When the action memorandum is for the SecDef, type "DepSecDef Action_____" on the address line, aligned with the right margin. (The ExecSec will annotate here if the package is to be forwarded for DepSecDef review.)

(4) From Line.

A double space below the address line, type "FROM:" followed by the name and title of the sender. As an action memorandum has no signature block, the sending official signs and dates on the "FROM" line. If someone signs "for" the originating official, print the signer's name and title below the signature. If someone other than a Component head or deputy signs on the "FROM" line, at least one of them must be listed on the coordination page.

(5) Subject Line.

Enter the subject line as instructed in Paragraph 7.2.l., a double-space below the "FROM" line.

(6) Body.

Begin the body a double-space below the subject line and flush with the left margin. Type succinct bullet statements that tell the recipient what he or she needs to know about the subject and why the action is recommended. Double-space between bullets.

(7) Recommendation.

A double space below the bullet statements, type "RECOMMENDATION:" followed by a statement describing required recipient action. For example:

(a) RECOMMENDATION:

Sign letter at TAB [enter appropriate TAB number or letter]. Do not include Approve/Disapprove on a recommendation solely for signature.

(b) RECOMMENDATION:

Approve release of funds: Approve _____ Disapprove _____ Other _____

(8) Coordination.

A double-space below the recommendation, type "COORDINATION:" and specify the tab with the list of coordinating officials (always placed as the last tab in the package) or, if appropriate, type "NONE."

(9) Signature Block.

Do not include a signature block in an action memorandum.

(10) Prepared By Line.

A double space after the final text of the memorandum and aligned with the left margin, type "Prepared by:" followed by the name, office symbol, and telephone number of the action officer who prepared the memorandum.

b. Assembling an Action Memorandum Package.

(1) Assemble an action memorandum package with the memorandum as the cover or forwarding document, followed by tabs beginning with "A" and continuing sequentially, as follows:

(a) The first tab ("TAB A") for the action item submitted for signature or approval. If sending a similar letter or memorandum to multiple addressees, place all at this tab.

(b) The second tab ("TAB B"), or the next sequential tab following the signature tabs, for incoming correspondence if applicable. If including different items for SecDef or DepSecDef signature or approval, place at the second tab ("TAB B") and continue tabs sequentially for signature items as needed.

(c) The third tab ("TAB C"), or the next sequential tab following the signature and incoming correspondence tabs, for background material. If more than one tab is needed for background materials, tab sequentially. If forwarding substantive or lengthy background information, provide a one-page executive summary of the information.

(d) The fourth tab ("TAB D"), or last tab in the package, is used to list the coordinating officials on one page.

1. Include the position and name of each coordinating official, as well as the coordination date and type, as shown in Table 20.

2. Include concurrences from the OSD and DoD Component heads or, in their absence, their deputies. Actual signatures are not required. When the official is not the Component head, enter the official's title beneath his or her name. See Paragraph 3.6. for instructions on coordinating actions, including coordination signature level.

3. List nonconcurrences and address the issues in the action memorandum or an attached supplement that includes all interested parties' views and reasonable options as well as the coordinators' comments, modifications, or rewrites.

4. List coordinations that the action officer attempted to obtain, but did not receive, as well as the time allotted that coordinating office. This should be included on the coordination tab of the action package.

(2) Attach package elements with 2-inch paper clips. Binder clips may be used for large packages. Do not staple or use clam clips.

Table 20. Listing Coordinating Officials

Beneath the Coordination Line Provide: Coordinator Position, Coordinator Name, Date and Type of Coordination			
Coordination:			
Under Secretary of Defense for Policy	Mr. Johnson	March 20, 2018	Concur with Comments
Assistant Secretary of Defense for Legislative Affairs	Mr. Smith, Deputy Assistant Secretary*	March 18, 2018	Concur
General Counsel of the Department of Defense	Mr. Jones	March 15, 2018	Nonconcur with Comments
*If not the OSD or DoD Component head, enter the official's title beneath the name.			

c. Submitting an Action Memorandum Package.

To submit an action memorandum package to CMD, provide:

(1) The original plus one complete copy of the memorandum with tabs and attachments. The copy should be of the same quality as the original (e.g., if attachments are printed in color for the original, the copy should have color attachments as well). For multiple-addressee letters or those with cc: listings, enclosures consisting of published reports must be provided to CMD when the signature package is submitted. Reports to the White House or Congress must be appropriately bound.

(2) Mailing envelopes if unclassified, or two address labels per signature item if classified, when the memorandum will be mailed after SecDef, DepSecDef, or ExecSec approval. A rubber stamp may be used for the return address; do not use a rubber stamp or hand print the "TO" address on envelopes for outgoing official mail.

(3) If the action memo was in response to an OSD tasking, ensure the electronic version is uploaded in CATMS. If it is a self-generated OSD or DoD Component action memo, send the electronic documents to CMD at whs.pentagon.esd.list.esb@mail.mil.

7.4. INFORMATION (INFO) MEMORANDA.

a. Preparing an Info Memorandum.

See Figure 4 at the end of this section for a sample info memorandum. To prepare an info memorandum, use the general guidelines for preparing standard memoranda in Paragraph 7.2., with these exceptions:

(1) Header.

A double-space below the last line of the letterhead or organizational seal, type "**INFO MEMO**" all caps, centered, in boldface type.

(2) Address Line.

A double-space below the date line, type "FOR:" followed by the title of the addressee.

(3) From Line.

A double-space below the address line, type "FROM:" followed by the name and title of the sender. As an info memorandum has no signature block, the sending official signs and dates on the "FROM" line. If someone signs "for" the originating official, print the signer's name and title below the signature. If someone other than a Component head or deputy signs on the "FROM" line, at least one of them must be listed on the coordination page.

(4) Subject Line.

A double-space below the "FROM" line, type "SUBJECT:" followed by a brief description of the memorandum's content with the first and all principal words capitalized. If more than one line is required, begin succeeding lines aligned below the first word in the subject.

(5) Body.

A double-space below the subject line, type succinct bullet statements that tell the recipient what he or she needs to know about the subject. Double-space between bullets.

(6) Coordination.

A double-space below the recommendation, type "COORDINATION:" and specify the tab with the list of coordinating officials (always the last tab in the package), or if appropriate, type "NONE."

(7) Signature Block.

Do not include a signature block in an info memorandum.

(8) Prepared By Line.

A double-space below the final text of the memorandum and aligned with the left margin, type "Prepared by:" followed by the name and telephone number of the action officer who prepared the memorandum.

b. Assembling an Info Memorandum Package.

(1) Assemble an info memorandum package with the memorandum as the cover, including supplemental or background information at tabs beginning with "A" and continuing sequentially. If the supplemental information is lengthy, include a 1-page executive summary.

(2) At the last tab in the package, list the coordinating offices and/or activities, as instructed in Paragraph 7.3.b.(1)(d) and shown in Table 20.

(3) Attach package elements with 2-inch paper clips, or binder clips for large packages; do not staple or use clam clips.

c. Submitting an Info Memorandum Package.

Submit an info memorandum package to CMD. Provide the original plus two complete copies of the memorandum with tabs and attachments. The copy should be of the same quality as the original (e.g., if attachments are printed in color for the original, the copy should also have color attachments).

7.5. MULTI-ADDRESSEE MEMORANDA.

a. Preparing a Multi-Addressee Memorandum.

See Figures 5 and 6 for examples. To prepare a multi-addressee memorandum, use the general guidelines for the standard memorandum with multiple addressees in Paragraph 7.2.i.(2).

b. Ordering Multi-Addressees.

(1) The addressee section of Figure 5 shows the correct format and order for a multiple-addressee memorandum. Use the latest multi-memo address listing and order of precedence (https://www.esd.whs.mil/CMD/templates) when ordering principals. These officials are included in the titles indicated:

(a) Under Secretaries of Defense (USDs).

The USDs for Research and Engineering, Acquisition and Sustainment; Policy; (Comptroller)/Chief Financial Officer of the Department of Defense; Personnel and Readiness; and Intelligence and Security.

(b) Assistant Secretaries of Defense (ASDs).

The ASDs for Legislative Affairs; Acquisition; Health Affairs; Homeland Defense and Global Security; Indo-Pacific Security Affairs; International Security Affairs; Manpower and Reserve Affairs; Nuclear, Chemical and Biological Defense Programs; Readiness; Space Policy; Special Operations and Low Intensity Conflict; Strategy, Plans and Capabilities; and Sustainment.

(c) Assistant to the Secretary of Defense (ATSD).

The ATSD for Public Affairs.

(d) Directors of the Defense Agencies.

The Defense Advanced Research Projects Agency; Defense Commissary Agency; Defense Contract Audit Agency; Defense Contract Management Agency; Defense Counterintelligence and Security Agency; Defense Finance and Accounting Service; Defense Health Agency; Defense Information Systems Agency; Defense Intelligence Agency; Defense Legal Services Agency; Defense Logistics Agency; Defense Prisoner of War/Missing in Action Accounting Agency; Defense Security Cooperation Agency; Defense Threat Reduction Agency; Missile Defense Agency; National Geospatial-Intelligence Agency; National Reconnaissance Office; National Security Agency/Central Security Service; and Pentagon Force Protection Agency, Space Development Agency.

(e) Directors of the DoD Field Activities.

The Defense Media Activity; Defense Technical Information Center; Defense Technology Security Administration; DoD Education Activity, DoD Human Resources Activity; DoD Test Resource Management Center; Office of Economic Adjustment; and Washington Headquarters Services.

(2) Using the following orders of preference when addressing memoranda:

(a) When addressing only two of the Secretaries of the Military Departments, list the individual Secretaries, by title, in this order:

1. Secretary of the Army.

2. Secretary of the Navy.

3. Secretary of the Air Force.

(b) When addressing two or more, but not all, of the USDs, list the individual USDs in this order:

1. Under Secretary of Defense for Research and Engineering.

2. Under Secretary of Defense for Acquisition and Sustainment.

3. Under Secretary of Defense for Policy.

4. Under Secretary of Defense (Comptroller)/Chief Financial Officer of the Department of Defense.

5. Under Secretary of Defense for Personnel and Readiness.

6. Under Secretary of Defense for Intelligence and Security.

(c) When appropriate, list the Chiefs of the Military Services after the USDs and before the Chief of the National Guard Bureau. When listing two or more, but not all, of the Chiefs of the Military Services, list the individual chiefs in this order:

1. Chief of Staff of the Army.

2. Commandant of the Marine Corps.

3. Chief of Naval Operations.

4. Chief of Staff of the Air Force.

5. Chief of Space Operations. (Note: Insert when appropriate, after the Chief of National Guard Bureau and before the Commanders of the Combatant Commands. Pursuant to Section 9082(e) of Title 10, United States Code, Chief of Space Operations will be a member of the Joint Chiefs of Staff one year after the date of the enactment of the United States Space Force Act, which will be December 20, 2020.

(d) When appropriate, list the Commandant of the Coast Guard after the Chief, National Guard Bureau, and before the Combatant Commanders.

(e) When appropriate, list the Combatant Commanders after the Chief, National Guard Bureau, and after the Commandant of the Coast Guard, when included, and before the GC DoD (See Figure 6.). When listing two or more, but not all, of the Combatant Commanders, list them separately, by title, in alphabetical order:

1. Commander, United States Africa Command.

2. Commander, United States Central Command.

3. Commander, United States Cyber Command.

4. Commander, United States European Command.

5. Commander, United States Indo-Pacific Command.

6. Commander, United States Northern Command.

7. Commander, United States Southern Command.

8. Commander, United States Space Command

9. Commander, United States Special Operations Command.

10. Commander, United States Strategic Command.

11. Commander, United States Transportation Command.

(f) When including both the Chiefs of the Military Services and the Combatant Commanders, list the Chiefs of the Military Services below the USDs and above the Combatant Commanders.

(g) When addressing two or more (but not all) ASDs, list them separately, by title and in alphabetical order, after the ASD(LA).

(h) When addressing two or more (but not all) Defense Agency Directors, list them separately by title and in alphabetical order.

(i) When addressing two or more (but not all) DoD Field Activity Directors, list them separately by title and in alphabetical order.

(j) List all:

1. Action addressees in the address line, or type "MEMORANDUM FOR: SEE DISTRIBUTION" if there are more than 16 addressees, as instructed in Paragraph 7.2.i.(2)(b).

2. Information addresses as courtesy copy ("cc:") recipients, as instructed in Paragraph 7.2.t.

c. Submission and Distribution of Multiple-Addressee Memoranda.

(1) Forward multiple-addressee memoranda for the SecDef or the DepSecDef signature to CMD using an action memorandum in accordance with Paragraph 7.4.c. Envelopes are not required for multiple-addressee memoranda to the DoD Components as CMD makes internal distribution.

(2) For material up to and including SECRET, CMD distributes SecDef, DepSecDef, and ExecSec, multi-addressee memoranda either via e-mail in portable document format (PDF) or via CATMS using an information and retention task whenever possible. When multi-addressee memoranda contain multiple enclosures and cannot be processed by e-mail or CATMS, the originating Component must provide the number of paper copies required for distribution to CMD.

(3) To facilitate electronic distribution, OSD and DoD Components will:

(a) Provide CMD a group e-mail address that includes their respective senior military assistant or executive assistant and administrative POC responsible for the receipt, control, and re-transmission of official memoranda.

(b) Ensure their e-mail listings are current and provide updates every 6 months to CMD at whs.pentagon.esd.mbx.cmd-correspondence@mail.mil (for Non-classified Internet Protocol Router Network) and whs.pentagon.esd.mbx.cmd-correspondence@mail.smil.mil (for SECRET Internet Protocol Router Network).

Figure 1. Sample Standard Unclassified Memorandum

SECRETARY OF DEFENSE
1000 DEFENSE PENTAGON
WASHINGTON, DC 20301-1000

MEMORANDUM FOR SECRETARY OF STATE

SUBJECT: Sample of an Unclassified Memo Signed by the Secretary of Defense, Deputy Secretary of Defense, or Executive Secretary

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

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

Margins should be 1.75 inches from the top and 1 inch side and bottom margins on the first page. For succeeding pages, use 1 inch margins on all sides. Use Times New Roman, 12 point font. Indent paragraphs one half inch from the left margin.

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

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

For second and succeeding pages, place the page number at the bottom center of the page at least one double space below the last line of text and at least 1/2 inch from the bottom of the page.

Type "MEMORANDUM FOR" at the top margin, using a title in lieu of an individual's name. If more than one line is required for an addressee, indent succeeding lines so that the first character of the indented line is below the third character of the addressee title's 1st line.

Type "SUBJECT:" one double space below the last line of the addressee. Include two spaces after the colon. Briefly describe the memorandum's content, capitalizing the first word

Figure 1. Sample Standard Unclassified Memorandum, Continued

and all principal words. If more than one line is required, begin succeeding lines aligned below the first letter in the subject line.

Begin the body one double space below the subject line. Speak directly to the reader. Use the active voice and clear conversational language. Keep the tone polite and professional, even if the message is bad news. Convey the message in complete, but succinct paragraphs. Organize the information by presenting the most important information first, unless background is necessary for the reader to understand the main point. Supporting detail should follow.

Use attachments to provide additional information. If attachments were included, type "Attachment(s):" approximately seven lines below the last line of text and at the left margin. In the next line type "As stated" if the attachment(s) was referenced in the memo, or list the title of the attachment(s) if it was not. If courtesy copies are necessary, type "cc:" one double space below the attachment line followed on the next line with the receiving office.

Attachment:
As stated

cc:
The Vice President
Under Secretary of Defense for Policy

2

Figure 2. Sample Standard Classified Memorandum

CLASSIFICATION

SECRETARY OF DEFENSE
1000 DEFENSE PENTAGON
WASHINGTON, DC 20301-1000

MEMORANDUM FOR SECRETARY OF STATE

SUBJECT: ( ) Sample of a Classified Memo Signed by the Secretary of Defense, Deputy Secretary of Defense, or Executive Secretary

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

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

( ) Type the classification banner in uppercase letters .25 inches from the top and bottom margins in bold conspicuous (black) font.

( ) Margins should be 1.75 inches from the top and 1 inch side and bottom margins on the first page. For succeeding pages, use 1 inch margins on all sides. Use Times New Roman, 12 point font. Indent paragraphs one half inch from the left margin.

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

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

( ) For second and succeeding pages, place the page number at the bottom center of the page at least one double space above the classification.

( ) Type "MEMORANDUM FOR" at the top margin, using a title in lieu of an individual's name. If more than one line is required for an addressee, indent succeeding lines so that the first character of the indented line is below the third character of the addressee title's 1st line.

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

CLASSIFICATION

Figure 2. Sample Standard Classified Memorandum, Continued

CLASSIFICATION

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

( ) Begin the body one double space below the subject line. Speak directly to the reader. Use the active voice and clear conversational language. Keep the tone polite and professional, even if the message is bad news. Convey the message in complete, but succinct paragraphs. Organize the information by presenting the most important information first, unless background is necessary for the reader to understand the main point. Supporting detail should follow.

( ) Use attachments to provide additional information. If attachments were included, type "Attachment(s):" approximately seven lines below the last line of text and at the left margin. In the next line type "As stated" if the attachment(s) was referenced in the memo, or list the title of the attachment(s) if it was not. If courtesy copies are necessary, type "cc:" one double space below the attachment line followed on the next line with the receiving office.

Attachment:
As stated

cc:
The Vice President
Under Secretary of Defense for Policy

2

CLASSIFICATION

Figure 3. Sample Action Memorandum

CLASSIFICATION

COMPONENT LETTERHEAD

ACTION MEMO

Month Day, Year

FOR: SECRETARY OF DEFENSE DepSec Action _____

FROM: Name of Component Head, Title

SUBJECT: Sample Unclassified Action Memorandum with Classified Attachments

- State what the addressee should do using succinct bullet paragraphs. Explain why it is advisable for the recipient to take the recommended action. Reference Enclosure 6 for suggested methods for organizing key points.

- Double space between bullets. Set a 1.75 inch top margin and a 1 inch side and bottom margins for the first page. For succeeding pages, use 1 inch margins on all sides. Use Times New Roman, 12 point font.

- Attach signature item at TAB A, incoming correspondence at TAB B, background or supplemental information at TAB C, and continue sequentially as needed. Do not attach bulky supplemental information, summarize key points instead.

- If the Action Memorandum is "UNCLASSIFIED when separated from classified attachment(s)," center this notation at the bottom of each page and below the overall security classification.

RECOMMENDATION: Sign correspondence at TAB A.

NOTE: If Action Memo does not contain a document for signature, use the following:

RECOMMENDATION: Approve subject matter, course of action, release of funds, etc:

Approve _____ Disapprove _____ Other_____

COORDINATION: TAB D (or last TAB in package) or "NONE"

Attachment(s):
As stated

Prepared by: Author's Name, office, and Telephone Number

CLASSIFICATION
UNCLASSIFIED when separated from classified attachment(s)

Figure 4. Sample Classified Info Memorandum

CLASSIFICATION

COMPONENT LETTERHEAD

INFO MEMO

Month Day, Year

FOR: DEPUTY SECRETARY OF DEFENSE

FROM: Name of Component Head, Title

SUBJECT: ( ) Sample of a Classified Info Memo

- ( ) Use portion markings of (TS), (S), (C), or (U) for the subject and at the beginning of each portion, to include subparagraphs. Type the classification banner in uppercase letters .25 inches from the top and bottom margins of each page in bold conspicuous (black) font.

- ( ) State what the addressee needs to know using succinct bullet paragraphs. Double space between bullets. Set a 1.75 inch top margin and 1 inch side and bottom margins for the first page. For succeeding pages, use 1 inch margins on all sides. Use Times New Roman, 12 point font.

- ( ) Explain why it is important for the recipient to have this information. Reference Enclosure 6, Manual for Written Material, for suggested methods on organizing key points. Info Memos do not have a recommendation or a decision line.

- ( ) Attach background or supplemental information at TABs as needed. If a report is submitted, include an executive summary.

- ( ) Mark the top and bottom of the first page of the document with the highest overall classification of the contents of the total document, to include attachment(s).

- ( ) Apply subject line and paragraph markings, classification authority, and declassification instructions to classified material in accordance with DoDM 5200.01-V2.

    a. ( ) The Secretary of Defense and Deputy Secretary of Defense are rarely listed as classifying authorities. The classification is normally derived from another source. A source document or an original classification authority in the originating office is normally listed as the classifying authority.

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

    c. ( ) Use attachments to provide additional information. If attachments were included, type "Attachment(s):" two lines below the coordination line and at the left margin. In the next line type "As stated."

- ( ) Do not begin a paragraph near the end of a page unless there is room for at least two lines on that page. Do not carry a paragraph over to the next page unless there are at least two

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

CLASSIFICATION

Figure 4. Sample Classified Info Memorandum, Continued

CLASSIFICATION

lines on that page. For second and succeeding pages, place the page number at the bottom center of the page at least one double space above the classification.

COORDINATION: TAB D (or last TAB in package) or "NONE"

Attachment(s):
Excerpt from the Manual for Written Material

Prepared by: Author's Name, office, and Telephone Number

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CLASSIFICATION

Figure 5. Sample Multi-Addressee Memorandum

SECRETARY OF DEFENSE
1000 DEFENSE PENTAGON
WASHINGTON, DC 20301-1000

MEMORANDUM FOR CHIEF MANAGEMENT OFFICER OF THE DEPARTMENT OF DEFENSE
SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
UNDER SECRETARIES OF DEFENSE
CHIEF OF THE NATIONAL GUARD BUREAU
GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE
DIRECTOR OF COST ASSESSMENT AND PROGRAM EVALUATION
INSPECTOR GENERAL OF THE DEPARTMENT OF DEFENSE
DIRECTOR OF OPERATIONAL TEST AND EVALUATION
CHIEF INFORMATION OFFICER OF THE DEPARTMENT OF DEFENSE
ASSISTANT SECRETARY OF DEFENSE FOR LEGISLATIVE AFFAIRS
ASSISTANT TO THE SECRETARY OF DEFENSE FOR PUBLIC AFFAIRS
DIRECTOR OF NET ASSESSMENT
DIRECTORS OF DEFENSE AGENCIES
DIRECTORS OF DOD FIELD ACTIVITIES

SUBJECT: Standard DoD Multi-Addressee Memorandum

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

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

- The Secretary signs on Secretary of Defense letterhead, the Deputy Secretary of Defense signs on Deputy Secretary of Defense letterhead, and the Executive Secretary on Office of the Secretary of Defense letterhead. Do not use a signature block for the Secretary of Defense or Deputy Secretary of Defense. The Executive Secretary uses a signature block on memorandums and letters. Begin the Executive Secretary's signature block at the center of page. Type the full name on the 1st line, the rank and Service (if military) on the 2nd line, and "Executive Secretary" on the last line.

Figure 5. Sample Multi-Addressee Memorandum, Continued

- Do not date the proposed memorandum. It will be dated by the Correspondence Management Division when signed.

Use the standard Times New Roman, 12 pitch font with a 1.75 inch top margin, 1 inch side and bottom margins on all memorandums. Do not use a complimentary close. For memorandums with more than 18 addressees, use "MEMORANDUM FOR: SEE DISTRIBUTION" format; unless the memorandum is short and will fit on one page. Include all addressees under a heading of "DISTRIBUTION:" flushed to the left margin 7 lines down from the last line of the body of the memorandum or "cc" addressees. If all addressees cannot fit on one page, use a separate page and include all addressees.

Three additional addressees that may be included in a multi-addressed memorandum are the Chiefs of the Military Services, United States Coast Guard, and the Commanders of the Combatant Commands. The Chiefs of the Military Services is listed after the Under Secretaries of Defense. The Commandant of the Coast Guard is listed after the Chief of the National Guard Bureau. The Commanders of the Combatant Commands will be listed before the General Counsel of the Department of Defense.

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Figure 6. Sample Multi-Addressee Memorandum with Combatant Commanders

OFFICE OF THE SECRETARY OF DEFENSE
1000 DEFENSE PENTAGON
WASHINGTON, D.C. 20301-1000

MEMORANDUM FOR CHIEF MANAGEMENT OFFICER OF THE DEPARTMENT OF DEFENSE
SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
UNDER SECRETARIES OF DEFENSE
CHIEFS OF THE MILITARY SERVICES
CHIEF OF THE NATIONAL GUARD BUREAU
COMMANDERS OF THE COMBATANT COMMANDS
GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE
DIRECTOR OF COST ASSESSMENT AND PROGRAM EVALUATION
INSPECTOR GENERAL OF THE DEPARTMENT OF DEFENSE
DIRECTOR OF OPERATIONAL TEST AND EVALUATION
CHIEF INFORMATION OFFICER OF THE DEPARTMENT OF DEFENSE
ASSISTANT SECRETARY OF DEFENSE FOR LEGISLATIVE AFFAIRS
ASSISTANT TO THE SECRETARY OF DEFENSE FOR PUBLIC AFFAIRS
DIRECTOR OF NET ASSESSMENT
DIRECTORS OF DEFENSE AGENCIES
DIRECTORS OF DOD FIELD ACTIVITIES

SUBJECT: Standard DoD Multi-Addressee Memorandum with Chiefs of the Military Services and Commanders of the Combatant Commands

This version of a DoD multi-addressee memorandum includes the Chiefs of the Military Services and Commanders of the Combatant Commands. A signature block has also been added for the DoD Executive Secretary.

John M. Doe
Rank, Service
Executive Secretary

SECTION 8: LETTERS

8.1. WHEN TO USE A LETTER.

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

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

c. SecDef and DepSecDef communications with foreign government officials require both a letter and an automated message handling system (AMHS) message for electronic transmission. See Section 10 for more detailed procedures.

8.2. PREPARING OFFICIAL LETTERS.

a. Stationery.

See Figure 7 at the end of this section for a sample official letter. Prepare official letters on 8.5 by 11-inch letterhead as indicated in Paragraphs 8.2.a.(1) through (4). Use bond paper for second and succeeding pages.

(1) SecDef.

SecDef letterhead.

(2) DepSecDef.

DepSecDef letterhead.

(3) ExecSec or Special Assistant(s) to the SecDef or DepSecDef.

OSD letterhead.

(4) OSD and DoD Component Heads.

Appropriate Component letterhead.

b. Margins.

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

c. Font.

Use 12-point Times New Roman.

d. Spacing.

Single space within a paragraph for all correspondence of two or more paragraphs. Always double space between paragraphs and bullets, and between lines in correspondence of a single paragraph of eight lines or less.

e. Indentation.

Indent paragraphs .5 inch from the left margin; indent subparagraphs an additional .5 inch.

f. Paragraphing.

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

g. Page Numbering.

Do not number the first page. For second and succeeding pages, place the page number(s) at the bottom center of the page at least a double-space (one blank line) below the last line of text and 1 inch from the bottom of the page.

h. Date.

Insert the date a double-space below the last line in the letterhead or department shield, ending at the right margin. Use month, day, year, showing day and year in numerals. Omit the date on letters for SecDef, DepSecDef, or ExecSec signature.

i. Address.

Place the recipient's address a double space below the date, aligned with the left margin. See Volume 2 of this manual for proper forms of address for officials in the public and private sectors and Service members.

(1) State Names.

Use the two-letter abbreviations with no punctuation for States. See Volume 2 of this manual for a list of State abbreviations.

(2) ZIP Code.

Use ZIP+4 codes when available. Place ZIP+4 codes two spaces after the two-letter State identifier. See Section 1 of Volume 2 of this manual for a list of ZIP+4 codes for OSD addresses.

(3) Envelope Address.

Type the mailing address aligned left and centered on the envelope. A rubber stamp may be used for the return address; do not handprint or use a rubber stamp for the recipient's address on envelopes for outgoing official mail. Use the standard two-letter State abbreviation with the ZIP +4 code. Recipient's address line cannot exceed five lines.

j. Attention Line.

When an attention line is appropriate, type "Attention:" on the line above the street or box number as shown in Table 21.

Table 21. Sample Attention Line in a Letter

Raleigh Clothing Company Attention: Mr. A. B. Moon 23 Wood Haven Drive Palm Coast, FL 32164-1000

k. Salutation.

(1) Use formal salutations on correspondence for SecDef or DepSecDef signature unless precedent or known personal relationships make a more familiar greeting more appropriate. See Volume 2 of 5110.04 for appropriate salutations for public and private officials and Service members.

(2) Follow formal salutations with a colon and informal or familiar ones with a comma.

l. Body.

(1) Introduction.

(a) Begin the introduction a double space below the salutation. Be brief; no more than a quarter of the page or five lines.

(b) Provide a framework for the reader by referencing their correspondence or the last contact. When responding on behalf of the SecDef or the DepSecDef, state: "This is in reply to your letter to Secretary (name) (or Deputy Secretary (name)) regarding...." Do not say "The Secretary (or Deputy Secretary) has asked that I respond to your letter," unless you have specific instructions to that effect.

(c) Address the reader's top one or two concerns.

(2) Substance.

(a) Try to restrict your subsequent paragraphs to 10 or 15 lines.

(b) Provide details about the reader's most important concerns and address secondary ones. Be concise and targeted, stating realistic suspense dates where applicable.

(c) Use problem-solution, compare and contrast, chronological, or most-to-least important order, depending on your message.

(3) Quotations.

(a) Short Quotations.

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

(b) Long Quotations.

Block quotations of more than two lines .5 inch from the left and right margins of the text, omitting quotation marks.

m. Complimentary Close.

(1) Type the complementary close, followed by a comma, a double space below the last paragraph, beginning at the center of the page.

(2) Use the closing "Respectfully yours," in addressing the President and "Sincerely," for all others. See the examples in Volume 2 of this manual.

(3) The current Administration may elect to omit or use complementary closes from the previous guidance. Use the style from the Immediate Front Offices of the SecDef and DepSecDef if it contradicts this volume.

n. Signature Block.

(1) All Letters.

(a) Leave out the signature block on correspondence for SecDef or DepSecDef signature.

(b) For other signers, type the name of the signer in uppercase and lowercase leaving four blank lines below and aligning it with the complimentary close. Type the signer's title in uppercase and lowercase on the next line below and aligned with the name. Indent second and succeeding lines two spaces. The title of the signer may be omitted if it is reflected in the letterhead.

(c) The signer's name and title may be stamped below the written signature.

(2) Dual Signature Letters.

As shown in Table 16:

(a) Place on bond paper with no letterhead.

(b) When the SecDef or the DepSecDef and the head of another agency sign correspondence, place the signature blocks side by side, leaving four blank lines below the last line of text.

1. Type the names in uppercase and lowercase with that of the non-DoD official aligned at the left margin and the SecDef or the DepSecDef beginning at the center of the page.

2. Type titles of both officials in title case aligned under their names.

(c) When officials from two or more offices will sign correspondence, place the signature block of the official from the originating office on the right side of the page. Place additional signature blocks to the left and below that of the originator.

o. Enclosures.

Use enclosures to provide information in addition to a letter. Type "Enclosure:" or "Enclosures:" double-spaced below the signature block and at the left margin as shown in Table 22. For enclosures:

(1) Identified in the Text.

Type "As stated" at the left margin on the next line.

(2) Not Identified in the Text.

Type "Enclosure:" or "Enclosures:" double-spaced below the signature block and at the left margin. On the next line, list each enclosure on a separate line, by title. Number all enclosures when there is more than one.

Table 22. Listing Enclosures

When a single enclosure is identified in the text: Enclosure: As stated
When multiple enclosures are identified in the text: Enclosures: As stated
When enclosure(s) are not mentioned in the text: Enclosures: 1. Seating Chart 2. List of Attendees

p. Material Under Separate Cover.

When referring to material sent under separate cover, type "Separate cover:" aligned at the left margin and double-spaced below the last line (e.g., signature block or enclosures). On the next line, list the items as shown in Table 23 even though they are identified in the text. Always send a copy of the letter with the material sent under separate cover.

Table 23. Sample List of Material Under Separate Cover in a Letter

Enclosures: As stated Separate Cover: Annual DoD Report

q. Courtesy Copies.

As shown in Table 24, when the letter is being sent to people other than the addressee:

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

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

(3) For DoD-internal courtesy copy recipients, place recipients in the order they would appear in a DoD standard multiple-addressee memorandum listing in accordance with the February 20, 2020 DAOP OCMO Memorandum. Alphabetical listings may also be used.

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

Table 24. Sample Courtesy Copy Listings in Letters

Multiple courtesy copies by name	cc: The Honorable Jane Q. Public The Honorable John Q. Smith
Courtesy copy with title specified	cc: The Honorable Jane Q. Public Ranking Member
Multiple courtesy copies with title specified on one official	cc: The Honorable Jane Q. Public Ranking Member The Honorable Jim Q. Smith
Multiple courtesy copies with titles specified	cc: The Honorable John Q. Public Secretary of the Army The Honorable Jane Q. Smith Under Secretary of Defense (Comptroller)/ Chief Financial Officer, Department of Defense

r. Security Classification Markings.

In accordance with Volume 2 of DoD Manual 5200.01 and Paragraph 7.2.u.

8.3. PACKAGING A LETTER FOR DELIVERY.

Prepare a package to forward letters for SecDef or DepSecDef signature using an action memorandum as the cover or forwarding document, as instructed in Paragraph 7.3. See Section 4 for details on preparing and packaging White House correspondence and Section 5 for congressional correspondence.

8.4. SUBMITTING A LETTER FOR SIGNATURE.

Submit letter packages to CMD for control and forwarding through the ExecSec to either the SecDef or the DepSecDef. Ensure final documents are uploaded in CATMS or, if self-generated, email the latest documents to whs.pentagon.esd.list.esb@mail.mil.

8.5. PREPARING PERSONAL LETTERS FOR SECDEF AND DEPSECDEF SIGNATURE.

Use the personal letter for SecDef and DepSecDef communications that require a personal touch (e.g., thanks, congratulations, condolences, and acknowledgments). A personal letter is not used for official and policy-related matters. To prepare a personal letter, use the guidelines for preparing an official letter in Paragraph 8.2, with these exceptions:

a. Stationery and Envelopes.

(1) SecDef and DepSecDef personal letter stationery and envelopes are controlled. Submit letters for SecDef, DepSecDef, or ExecSec signature using an action memorandum prepared in accordance with Paragraph 7.3. Include the letter for signature, in final form, on 8.5 by 11-inch letterhead appropriate to the requested signing official. The SecDef and the DepSecDef immediate offices will prepare the letter on SecDef or DepSecDef personal letter stationery as deemed appropriate. Ensure final electrons are in CATMS or, if self-generated, email the latest electrons to whs.pentagon.esd.list.esb@mail.mil.

(2) The ExecSec reviews SecDef personal letters in final form, which includes an editorial review, printing on SecDef personal letter stationery, and envelope preparation. The DepSecDef office processes DepSecDef personal letters in final form.

b. Subject and Attention Lines.

Do not use on personal letters.

c. Date.

Omit the date. CMD will stamp the date on the second line below the letterhead, ending at the right margin, on the day the letter is signed and dispatched.

d. Forms of Address.

The proper address form, salutation, and complimentary close are determined by social and official custom. See Volume 2 of this manual for a list of proper forms of address for sending letters to the White House; Congress; Executive departments; foreign diplomatic missions to the United States; international organizations; foreign chiefs of state, heads of government, and cabinet officers; State and local governments; Military Services; and private citizens.

(1) Do not abbreviate the title preceding full names in an address, except "Mr.," "Mrs.," or "Dr." Spell out titles such as "His Excellency," "The Honorable," or "The Right Honorable" in an address for balance and appearance.

(2) Enter address lines flush with the left margin, except when addressing a personal letter to a foreign chief of state, head of government, or cabinet minister, as shown in Table 25. In that case:

(a) Enter "His or Her Excellency" (unless otherwise entitled to "His or Her Highness," "The Right Honorable," or other title specified in Volume 2 of this manual) as the first line of the address, flush with the left margin.

(b) Indent the official's name on the second line, three spaces from the left margin. Indent the title on the third line, five spaces from the left margin.

(c) Enter the official mailing address (post office box or street address) beginning on the fourth line, flush with the left margin. Indent second and succeeding lines three spaces from the left margin.

(d) Consult the Office of the Under Secretary of Defense for Policy CCMO for any questions regarding the titles, forms of address, or mailing addresses of foreign officials.

Table 25. Addressing a Foreign Chief of State, Head of Government, or Cabinet Minister

Addressee	Address On Letter and Envelope	Salutation and Complimentary Close
President	His/Her Excellency (full name) (title) (address)	Dear Mr./Madam President: Sincerely,
Prime Minister	His/Her Excellency (full name) Prime Minister of (country) (address)	Dear Mr./Madam Prime Minister: Sincerely,
Cabinet Minister	His/Her Excellency (full name) (title) (department) (address)	Dear Mr./Madam Minister: Sincerely,
King/Queen	His/Her Majesty (full name) King/Queen of (country) (address)	Your Majesty: Sincerely,
Prince/Princess	His/Her Highness (full name) (title) (address)	Your Highness: Sincerely,
Governor General	His/Her Excellency (full name) Governor General of (country) (address)	Dear Governor General: Sincerely,

e. Envelope Address.

(1) Because personal letters will be delivered through a postal system, obtaining the proper address is required. If the letter is returned with an incorrect or incomplete address, valuable time will be lost in getting the correspondence to its intended destination.

(2) Always use the complete address on envelopes. Type the mailing address block style, single-spaced in Microsoft Word, for proper placement on the envelope. Do not use punctuation except with common abbreviations. Indent second and succeeding lines three spaces. Do not handprint or use a rubber stamp for the recipient's address on envelopes for outgoing personal letters. If a name, title, or address does not fit on the envelope, the font size may be reduced to 11 point. The return address is pre-printed on the back of the envelopes.

(a) State Names.

Use the standard two-letter postal abbreviations. See Table 2 of Volume 2 of this manual for two-letter U.S. State and Canadian Province abbreviations.

(b) ZIP Code.

Use ZIP+4 codes when available. Place ZIP+4 codes two spaces after the two-letter State identifier. See Table 1 of Volume 2 of this manual for a list of ZIP+4 codes for OSD addresses.

(c) Listing of Directional Abbreviations, Frequently Used Street Designations, and Secondary Address Unit Indicators.

See Volume 2 of this manual for further guidance.

(d) Official Designations for Countries and Capitals.

Use the long-form country and capital names in personal letters for SecDef and DepSecDef signature. Refer to the U.S. Department of State's "Independent States in the World" for a list of the official short-form and long-form country and capital names, available at https://www.state.gov/s/inr/rls/4250.htm.

(e) Hand Delivered Personal Letters to Foreign SecDef and DepSecDef Counterparts.

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

f. Signature Block.

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

g. Courtesy Copies.

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

h. Special Handling Instructions.

When submitting proposed personal letters for SecDef or DepSecDef signature, provide any special handling or mailing instructions to expedite out-processing by CMD, such as: "Mail letter unfolded as the recipient will frame the letter."

Figure 7. Sample Official Letter

SECRETARY OF DEFENSE
1000 DEFENSE PENTAGON
WASHINGTON, DC 20301-1000

The Honorable John F. Senator
Chairman
Committee on Armed Services
United States Senate
Washington, DC 20510

Dear Mr. Chairman:

Use letters for correspondence to individuals outside the U.S. Government and for non-routine correspondence with specific-named officials of other Federal Agencies. Prepare letters on letterhead stationery appropriate to the signing official. Use plain paper for second and succeeding pages. Set a 1.75 inch top margin and 1 inch side and bottom margins for the first page. For succeeding pages, use 1 inch margins on all sides. Use Times New Roman, 12 point font.

Single space paragraphs and do not justify right margins. Indent paragraphs one half inch from the left margin. Double-space between paragraphs.

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

Try to refrain from using a one sentence paragraph. Only begin a paragraph near the end of a page when you have room for at least two lines on that page and only carry a paragraph over to the next page if you have at least two lines on that page. Use the word "enclosure" when referring to attached material.

Do not include the date or a signature block on letters that the Secretary or Deputy Secretary of Defense will sign. Use "Sincerely" as the complimentary closing. The preferences of the current Secretary or Deputy Secretary of Defense will take precedence.

Sincerely,

cc:
The Honorable John M. Doe
Ranking Member

SECTION 9: CATMS

9.1. GENERAL.

SecDef and DepSecDef incoming taskers and resulting staff packages are processed through CATMS in accordance with DoDI 5045.01. CATMS allows users to control correspondence; assign tasks associated with that correspondence; request coordination on documents produced in response to taskers; and maintain version control on edits and concurrences in shared libraries. Correspondence can be controlled on both the Non-classified Internet Protocol Router Network and the SECRET Internet Protocol Router Network CATMS.

9.2. USING CATMS TO TASK AND COORDINATE CORRESPONDENCE.

CATMS is used for:

a. Controlling correspondence incoming and within the DoD. Its SharePoint libraries serve as a resource for retrieving documents controlled in the system and the data entry on controlled documents can be searched using a variety of views and reports.

b. Tasking controlled correspondence for a variety of response types. Taskers are a tool to track the suspense on responding to the controlled document and further assign work products for coordination.

c. Reporting unclassified metrics and suspense dates (e.g., the Stoplight Report).

9.3. PROCESSING CORRESPONDENCE IN CATMS.

a. When a document is received and addressed to a department official, the following actions are taken in CATMS:

(1) The letter or memorandum is controlled in CATMS and provided an OSD control number as stated in Paragraph 3.1.b. of this volume.

(2) The letter or memorandum is tasked to an OPR with the request type, response type, suspense date, and any required coordination.

(3) The OPR drafts a response and uploads it to a tasker “Supporting Documents” section and assigns it to offices of coordinating responsibility (OCRs) for coordination.

(4) The OCRs provide concurrences, nonconcurrences, and any edits in document form, upload them to the tasker “Supporting Documents” section and complete the assignments in the tasker.

(5) The OPR adjudicates any edits and routes the draft for signature.

(6) Upon receiving the signed document, the OPR will upload the document into the tasker "Final Documents" section to provide copies of the final product to all OCRs.

b. Training in the processes and tools associated with controlling and tasking correspondence using CATMS is available through the CATMS Training Resources Website at https://whs.sp.pentagon.mil/catms/SitePages/training.aspx.

SECTION 10: COMMUNICATIONS WITH FOREIGN GOVERNMENT OFFICIALS

10.1. GENERAL.

SecDef and DepSecDef communications with foreign government officials require both a letter and transmission of an electronic message. Certain other communications are sent out by electronic message only. The guidance in this section applies to any controlled SecDef or DepSecDef correspondence that requires the transmission of an electronic message. The messages are processed via AMHS.

10.2. PREPARING AND SUBMITTING ELECTRONIC MESSAGES.

The OPR must ensure the updated Microsoft Word document of the SecDef or the DepSecDef letter or communication, once signed or approved, is uploaded in CATMS, and sent via email in Microsoft Word format to CMD Executive Services Branch at whs.pentagon.esd.list.esb@mail.mil.

10.3. PROCESSING ELECTRONIC COMMUNICATIONS.

a. Before out-processing a signed SecDef or DepSecDef letter to a foreign official or other communication intended for AMHS delivery, CMD will:

(1) Prepare the message in AMHS.

(2) Review the message. Ensure the message text is identical to the SecDef or the DepSecDef-signed letter or communication and the message recipients are correctly listed.

(3) Send the message to SecDef Cables for release via AMHS and notify them via email that the message is ready for release. Include a PDF of the signed original letter or communication with the email.

b. Upon notification by CMD, SecDef Cables will review and release the message and provide CMD with confirmation of message release.

SECTION 11: E-MAIL

11.1. GENERAL.

E-mail communication is considered official correspondence, and is a critical component of the DoD's day-to-day business operations. Clear and concise emails support a more efficient and effective workforce in DoD. This section details the elements of successful email communication and the best practices associated with achieving clarity when conducting business through email.

11.2. GUIDELINES.

a. Choose e-mail when a message must be delivered quickly or when the information is more easily sent digitally rather than by printed (hard) copy. E-mail also allows recipients to be contacted as soon as they are available.

b. Subject lines should briefly and accurately describe the e-mail's content.

c. E-mails, like any other written business communication, must be professional, courteous, and concise. Address recipients appropriately and respectfully. Give thought to who the recipient(s) should be, and include in the cc: line those who may require visibility or situational awareness. Bcc's should be used sparingly for discreet purposes.

d. State the purpose of the e-mail in the opening sentence. Placing the bottom line up front will draw attention to what you are trying to achieve. Refer to Section 6 for drafting the body text of a business e-mail.

e. Maintain a paragraph structure similar to letters as outlined in this manual; omit address and signature blocks. "Dear" and "Sincerely" are generally omitted for more contextual or direct greetings and salutations. E-mail signatures should be a professional and organizational identification of the sender along with any applicable handling instructions and/or markings for the specific email's contents and attachments. E-mail signatures containing quotes, sayings, proverbs, mottos, etc. not associated with the sender's organization or mission are discouraged as they generally conflict with maintaining a professional tone and can draw attention away from the email's purpose.

f. Senders should draft e-mails in as neutral a tone as possible. Avoid using capital letters for emphasis. When writing and reading e-mails, to minimize any miscommunication, try not to confer or imply anything other than a professional tone.

g. When including attachments, cite them in the text and explain their inclusion. Be aware of any attachment size or number restrictions and use appropriate internal shared network resources or enterprise tools when necessary. Action officers are also encouraged to use CATMS and its built-in SharePoint libraries when staffing a package instead of relying solely on e-mails and attachments.

h. Follow organizational guidelines on the use of e-mail to conduct official business.

11.3. CMD'S USE OF E-MAIL.

CMD will use e-mail for:

a. Distributing SecDef, DepSecDef, and ExecSec-signed multi-memos. Hard copies are not routinely delivered.

b. Sending advance copies of SecDef, DepSecDef, and ExecSec-signed memos. These are then followed up with hard copy delivery.

c. Receiving Component SD Form 391 requests for tasker adjustments.

d. Receiving advance copies of incoming correspondence from other U.S. Government officials.

e. Receiving OSD tasker guidance or special instructions from the front offices of the SecDef, DepSecDef, and ExecSec.

SECTION 12: LETTERHEAD STATIONERY

12.1. GENERAL.

This section provides guidance, procedures, and responsibilities concerning specifications for official letterhead stationery used within the DoD, and provides for the use of computer-generated letterhead stationery.

12.2. GUIDANCE.

a. DoD pre-printed letterhead stationery must be uniform and must contain only those elements described in this section.

b. OSD Component, Defense Agency, and DoD Field Activity pre-printed letterhead stationery must be uniform and must contain only those elements described in this section.

12.3. AUTHORIZATIONS.

a. Authorized Users.

(1) These officials are authorized to use DoD letterhead stationery as indicated:

(a) SecDef.

SecDef letterhead.

(b) DepSecDef.

DepSecDef letterhead.

(c) Office of the DepSecDef.

Office of the DepSecDef letterhead.

(d) Chief Management Officer of the Department of Defense.

Chief Management Officer letterhead.

(e) USDs.

USD letterhead with the appropriate USD designator below the DoD seal.

(f) ASDs.

ASD letterhead with the appropriate ASD designator below the DoD seal.

(g) Chairman of the Joint Chiefs of Staff.

Chairman's letterhead.

(h) Secretaries of the Military Departments.

Military Secretary letterhead.

(i) OSD Component Offices.

OSD letterhead with the appropriate subordinate office designators below the DoD seal.

(j) Offices of the USDs.

The applicable USD letterhead with the appropriate subordinate office designators below the DoD seal.

(k) Offices of the ASDs.

The applicable ASD letterhead with the appropriate subordinate office designators below the DoD seal.

(2) Organizations that report directly to the SecDef but do not fall under a USD or ASD may use OSD letterhead with their organization name designation entered below the DoD seal.

(3) SecDef- and DepSecDef-chartered boards and commissions may use OSD letterhead with their organization name designation indicated below the DoD seal.

b. Authorized Designators.

The OSD and DoD Component heads will authorize the use of letterhead for officials under their purview, and may further authorize subordinate officials to exercise this authority for organizations under their purview. Letterhead and designator authorization to subordinate officials and organizations includes approval to use:

(1) Letterhead appropriate to the organization's position within the parent organization or Military Service.

(2) Appropriate organization designators.

(3) Commemorative seals.

(4) Organizational logos and mottos, as approved by the Component head.

12.4. PROCEDURES.

a. Preprinted Official Letterhead Stationery.

Pre-printed official letterhead stationery:

(1) Must be used for all correspondence prepared for SecDef, DepSecDef, and ExecSec signature and for all correspondence to addressees outside the DoD.

(a) Correspondence for SecDef signature must be printed on SecDef letterhead. The SecDef will be the only DoD official who signs correspondence printed on SecDef letterhead. SecDef immediate office personnel issuing official correspondence will sign on OSD letterhead.

(b) Correspondence for DepSecDef signature must be printed on DepSecDef letterhead. The DepSecDef will be the only DoD official who signs correspondence printed on DepSecDef letterhead. DepSecDef immediate office personnel issuing official correspondence may sign on either OSD or Office of the DepSecDef letterhead.

(c) Correspondence prepared for ExecSec signature must be printed on OSD letterhead.

(2) Must be 8.5 by 11 inches in size and must:

(a) Be printed on approximately 20-pound, white, bond paper in blue or black ink. Use of recycled paper is authorized and encouraged. Use of paper of similar quality is authorized when the stated is not available. Continuation pages must be blank sheets of the same size as the first page and of similar quality.

(b) Include the DoD seal, which must be 1 inch in diameter and 1/2 inch from the upper left and top edges of the stationery.

(c) Carry no other decorative or distinguishing insignia, printed or otherwise.

(3) Must include the name of the principal activity (such as “Department of the Army,” or “Defense Logistics Agency”) centered horizontally 5/8 inch from the top of the sheet and printed in 12-point, bold Gothic or Copperplate Gothic capital letters or equivalent.

(4) Must include the name of the department, agency, office, bureau, board, commission, administrative or technical service, or principal command centered immediately under the name of the principal activity to which this section applies, printed in 6-point, bold Gothic or Copperplate Gothic capital letters or equivalent.

(5) Must include the address and five-digit ZIP code number centered horizontally beneath the name of the department, agency, office, bureau, board, commission, administrative or technical service, or principal command printed in 6-point, bold Gothic or Copperplate Gothic capital letters or equivalent. The bottom of the printing must be 1 and 1/16 inches from the top of the trimmed sheet.

(6) May incorporate:

(a) The phrase "IN REPLY REFER TO," printed in 5-point, light plate (non-bold) Gothic or Copperplate Gothic large capital letters or equivalent.

(b) Corner markings to indicate the address area for window envelopes.

(c) Fold markings.

(d) A 1/2-point guideline, 3/4 of an inch long, placed 1 and 1/2 inches from the bottom and 1/8 inch from the left side.

(e) Appropriate slogans, approved by the DoD Component head concerned or designee, and printed in the bottom margin approximately 1/2 inch from the bottom edge of the sheet.

(7) May be obtained through CCMO and administrative officer supply acquisition channels.

b. Computer-generated Letterhead Stationery.

(1) The DoD Components may use computer-generated letterhead stationery if it conforms to the specifications established in this section and the OSD or DoD Component head authorizes it.

(2) Computer-generated letterhead stationery will not be used for SecDef, DepSecDef, or ExecSec signature.

c. Envelopes.

These types of envelopes must be used for correspondence prepared for:

(1) The OSD Component heads and their subordinate organizations: envelopes with the printed designation "Office of the Secretary of Defense."

(2) SecDef or DepSecDef signature: envelopes with the printed designation "Secretary of Defense" or "Deputy Secretary of Defense."

(3) ExecSec signature: envelopes with the printed designation "Office of the Secretary of Defense."

(4) The Chairman of the Joint Chiefs of Staff and the Secretaries of the Military Departments: envelopes with printed designations corresponding to their respective offices. These officials may further authorize the use of envelopes with designations appropriate to subordinate offices or Military Services.

SECTION 13: OFFICIAL DIGRAPHS AND TRIGRAPHS

13.1. FOR COMPONENT ASSIGNMENTS.

CMD will use the digraphs and trigraphs in Table 26 for the DoD and OSD Component heads, as appropriate, when assigning actions in CATMS, in suspense reports, and on the SD Form 391. Questions regarding them may be directed to CMD at whs.pentagon.esd.mbx.cmd-correspondence@mail.mil.

Table 26. Digraphs and Trigraphs for Action or Information Component Assigned

OSD Entities	
SD	Secretary of Defense (Assign Action to ES)
DSD	Deputy Secretary of Defense
COS	The Special Assistant to the Secretary and Deputy Secretary of Defense
MAS	Military Assistant to the Secretary of Defense
MAD	Military Assistant to the Deputy Secretary of Defense
COS	Chief of Staff
ES	Executive Secretary of the Department of Defense
ESR	Executive Secretariat Rear
ESW	Executive Secretary White House Actions
PRO	Protocol
SDS	Secretary of Defense Scheduling
DS	Deputy Secretary of Defense Scheduling
TNT	Transition Team
USA	Under Secretary of Defense for Acquisition and Sustainment
URE	Under Secretary of Defense for Research and Engineering
USP	Under Secretary of Defense for Policy
USC	Under Secretary of Defense (Comptroller)/Chief Financial Officer
UPR	Under Secretary of Defense for Personnel and Readiness
USI	Under Secretary of Defense for Intelligence and Security
CMO	Chief Management Officer
CIO	DoD Chief Information Officer
LA	Assistant Secretary of Defense for Legislative Affairs
PA	Assistant to the Secretary of Defense for Public Affairs
GC	General Counsel of the Department of Defense
OTE	Director of Operational Test and Evaluation
CAP	Director, Cost Assessment and Program Evaluation
IG	Inspector General of the Department of Defense
NA	Director of Net Assessment
Military Departments	
SA	Secretary of the Army
SAF	Secretary of the Air Force
SN	Secretary of the Navy

Table 26. Digraphs and Trigraphs for Action or Information Agency Assigned, Continued

Joint Chiefs of Staff (Listed in Order of Precedence)	
JCS	Chairman of the Joint Chiefs of Staff
DJS	Director, Joint Staff
Defense Agencies **(Listed in Alphabetical Order)**	
ARP	Defense Advanced Research Projects Agency
CAA	Defense Contract Audit Agency
CMA	Defense Contract Management Agency
DCM	Defense Commissary Agency
DFS	Defense Finance and Accounting Service
DHA	Defense Health Agency
DIA	Defense Intelligence Agency
DLA	Defense Logistics Agency
DLSA	Defense Legal Services Agency
DSA	Defense Information Systems Agency
DPAA	Defense POW/MIA Accounting Agency
DSC	Defense Security Cooperation Agency
DSS	Defense Counterintelligence and Security Agency
DTR	Defense Threat Reduction Agency
MDA	Missile Defense Agency
NGA	National Geospatial-Intelligence Agency
NRO	National Reconnaissance Office
NSA	National Security Agency/Central Security Service
PPA	Pentagon Force Protection Agency
SDA	Space Development Agency
Field Activities **(Listed in Alphabetical Order)**	
DMA	Defense Media Activity
DTIC	Defense Technical Information Center
DTSA	Defense Technology Security Administration
DODEA	DoD Education Activity
HRA	DoD Human Resources Activity
TRMC	DoD Test Resource Management Center
OEA	Office of Economic Adjustment
WHS	Washington Headquarters Services
Other Activities	
AAE	Army-Air Force Exchange Service
CAB	Cables
CMD	Correspondence Management Division
DBB	Defense Business Board
DPR	Defense Performance Review
IGA	Special Inspector General Afghanistan
IGI	Special Inspector General Iraq

Table 26. Digraphs and Trigraphs for Action or Information Agency Assigned, Continued

NGB	Chief, National Guard Bureau
WHL	White House Liaison

13.2. FOR ACTION REQUIRED.

CMD must use the digraphs and trigraphs in Table 27 for actions required when assigning actions in CATMS, in suspense reports, and on the SD Form 391. Questions regarding them may be directed to CMD at whs.pentagon.esd.mbx.cmd-correspondence@mail.mil.

Table 27: Digraphs and Trigraphs for Action Required

Digraph/ Trigraph	**Action Required** (Listed in Priority Order)
ASN	Answer Note from the Secretary of Defense
PRS	Prepare Reply for Secretary of Defense Signature
ADN	Answer Note from the Deputy Secretary of Defense
PRD	Prepare Reply for Deputy Secretary of Defense Signature
AMN	Answer Note from the Military Assistant to the Secretary or Deputy Secretary of Defense
PRE	Prepare Reply for Executive Secretary Signature
C&R	Provide Comments and Recommendations to the Secretary or Deputy Secretary of Defense
RDC	Reply Direct by OSD or DoD Component Head
RD	Reply Direct at the appropriate level within the OSD or DoD Component
FAA	For Appropriate Action
I&R	Information and Retention

GLOSSARY

G.1. ACRONYMS.

ACRONYM	MEANING
ADN	answer Deputy Secretary of Defense note
AMHS	automated message handling system
ASD(LA)	Assistant Secretary of Defense for Legislative Affairs
ASD	Assistant Secretary of Defense
ASN	answer Secretary of Defense note
ATSD(PA)	Assistant to the Secretary of Defense for Public Affairs
C&R	comments and recommendations
CATMS	Correspondence and Task Management System
cc	courtesy copy
CMD	Correspondence Management Division
CCMO	Component correspondence management office
DAOP OCMO	Director of Administration and Organization Policy, Office of the Chief Management Officer of the Department of Defense
DepSecDef	Deputy Secretary of Defense
DoDI	DoD instruction
ESD	Executive Services Directorate
ESR	Executive Secretariat Rear
ExecSec	Executive Secretary of the DoD
FAA	for appropriate action
GC DoD	General Counsel of the Department of Defense
I&R	information and retention
Info	information
OCR	office of coordinating responsibility
OPR	office of primary responsibility
POC	point of contact
PDF	portable document format
PRD	prepare reply for Deputy Secretary of Defense signature
PRE	prepare reply for Executive Secretary of Defense signature
PRS	prepare reply for Secretary of Defense signature
RD	reply direct at the appropriate level within the Component

ACRONYM	MEANING
RDC	reply direct by the Component head
SD	standard
SecDef	Secretary of Defense
USD	Under Secretary of Defense
WHMO	White House Military Office
WHS	Washington Headquarters Services

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