

**DEPARTMENT OF THE ARMY
HEADQUARTERS UNITED STATES ARMY
BASIC COMBAT TRAINING CENTER OF EXCELLENCE
FORT JACKSON, SOUTH CAROLINA 29207**

**FJ Regulation
Number 1-1**

1 April 2010

**Administration
STAFF PROCEDURE AND POLICY GUIDE**

Summary. This regulation prescribes policy and procedures for preparing and coordinating correspondence and other administrative actions for Headquarters, U.S. Army Basic Combat Training Center of Excellence (USABCTCoE). Use it in conjunction with AR 25-50.

Applicability. This regulation applies to all USABCTCoE units that prepare correspondence for HQ, USABCTCoE.

Suggested Improvements. The proponent of this regulation is the Secretary of the General Staff (SGS). Send comments and suggested improvements to the SGS through the installation administration office.

Figures. All figures are after the last chapter and before appendix A rather than after their referenced chapters.

Contents

	Paragraph	Page
Chapter 1		
Introduction		
Purpose.....	1-1.....	3
References.....	1-2	3
Definition for abbreviations, acronyms, and brevity codes	1-3.....	3
Point of contact for preparing command group correspondence	1-4.....	3
 Chapter 2		
Responsibilities		
Secretary of the General Staff, USABCTCoE...	2-1.....	3
Originators of correspondence for USABCTCoE command group's signature.....	2-2.....	3

Chapter 3**Staff Procedures**

Staff work.....	3-1	4
Authority line.....	3-2	4
Coordination.....	3-3	5
Non-concurrences.....	3-4	5
Suspense system.....	3-5	6
Signature Blocks	3-6	6
Type fonts and size	3-7	9
Identification of point of contact	3-8	9

Chapter 4**Staff Actions**

Briefings.....	4-1	9
Guidance on Graphics	4-2	10
Executive Summary.....	4-3	11
Transmittal, Action and Control Forms	4-4	11
Fact sheets	4-5	11
Information Papers.....	4-6	11
Memorandums of Instruction.....	4-7	12
Policy Memorandums.....	4-8	12
Electronic mail	4-9	12
Envelopes	4-10	12

Chapter 5**Staff Policies**

Correspondence or staff actions requiring		
Signature or decision by the command group.....	5-1	13
Minutes of Committee/Council Meetings for the		
Command Group's review or approval	5-2	14
Office calls with the Command Group	5-3	14
Matters to refer to the command group	5-4	14
Use of Conference Rooms	5-5	16

Tables

4-1 Decision and Information briefings	9
5-1 Command group conference and briefing rooms.....	16

Figures

3-1 Signature Blocks.....	7
3-2 Consideration of nonconcurrency format.....	8
4-1 Briefing Slides format.....	10
4-2 Executive summary format (internal).....	17
4-3 Executive summary format (external).....	18
4-4 Transmittal, Action and Control Form	19
4-5 Fact sheet format.....	20

4-6 Information Paper	21
4-6a Decision Paper	22
4-7 Memorandum of Instruction format.....	23
4-8 Policy memorandum format.....	24
5-1 Committee/council minutes format	26

Appendixes

A References	27
B Writing Style Guidance	27

Glossary	28
-----------------------	----

Chapter 1

Introduction

1-1. Purpose.

To establish administrative policies and procedures for the accurate and timely accomplishment of staff actions and to provide guidance for preparing and staffing correspondence for the command group, which consists of the Commanding General (CG), Deputy Commanding Officer, (DCO), Chief of Staff (CofS), and Post Command Sergeant Major (PCSM). Use this regulation in conjunction with AR 25-50.

1-2. References.

Appendix A contains required and related publications.

1-3. Definition for abbreviations, acronyms, and brevity codes. Definitions for abbreviations, acronyms, and brevity codes used in this memorandum are in the glossary.

1-4. Point of contact for preparing command group correspondence.

The point of contact for preparing command group correspondence is the HQ, USABCTCoE, SGS administrative office, (803) 751-7612.

Chapter 2

Responsibilities

2-1. Secretary of the General Staff, USABCTCoE. The SGS will:

a. Establish policies and procedures for preparing correspondence for the command group's signature.

b. Provide technical advice on preparing correspondence for the command group's signature.

c. Proofread all correspondence submitted to the command group for signature, mark errors, and return to the originator for correction, if required.

- d. Manage the suspense system for the command group.
- e. Date all memorandums signed by the command group and return to the preparing agency for dispatch.

2-2. Originators of correspondence for USABCTCoE command group's signature. All originators will:

- a. Prepare correspondence in accordance with AR 25-50 and USABCTCOE, FJ REG 1-1.
- b. Correct errors on returned correspondence and return promptly to the SGS *with marked copy*.
- c. Comply with suspense dates.
- d. Do not type the date on any memorandums or letters signed by the command group.
- e. Include a diskette or compact disk (CD) with all correspondence forwarded to SGS, Admin for Command Group signature to ensure that minor corrections can be made if necessary. Ensure CD is rewritable (CD RW) and not read only (CD-R). Also, ensure disk match the document sent forward.
- f. Maintain the official file copy of all correspondence signed by the command group under the appropriate file number as prescribed in AR 25-400-2.

Chapter 3
Staff Procedures

3-1. Staff work.

- a. Written, electronic, or oral communication is the key to effective staff work. Prepare all staff papers in a clear and direct style; provide accurate information; follow a logical format, placing the bottom line up front; and use active voice.
- b. A staff paper is a Transmittal, Action, and Control form, fact sheet, Executive Summary, or memorandum. Action officers are responsible for:
 - (1) Resolving issues.
 - (2) Coordinating proposed actions with other interested activities.
 - (3) Presenting one recommendation or proposed course of action that defines the intended outcome, when writing persuasively.

(4) Ensuring that all information is accurate and timely.

(5) Providing a viable solution to a given problem supported by recognizable and logically developed conclusions, when appropriate.

c. A completed staff paper that is persuasive in nature will include concise statements of the essential facts, consideration of all feasible courses of action, and alternative views of all other activities concerned and will recommend a solution to the problem. Therefore, the decision maker needs only to approve or disapprove the recommended course of action.

d. A staff paper that requires implementing instructions will include the proposed implementing directive, memorandum, and so on to effect implementation of the recommended action.

3-2. Authority line.

Use the appropriate authority line "FOR THE COMMANDER" on correspondence that contains policy, command decisions, official recommendations, and tasking actions prepared for signature of the CofS.

3-3. Coordination.

a. The responsibility for staff coordination rests with the proponent activity. It will coordinate staff papers with all activities affected by the action. The activity receiving a paper for coordination will retain enclosures and return only the Transmittal, Action, and Control form with concurrence/comment.

b. Once the command group makes a decision, the action officer will provide a copy of that decision, within five working days, to all agencies that reviewed the action for coordination.

3-4. Nonconcurrences.

a. The nonconcurring activity will submit a written response as an additional tab to the Transmittal, Action, and Control form. (See figure 3-2 for a sample format.) The statement of nonconcurrency should clearly describe all aspects or reasons for the nonconcurrency. Rationale for nonconcurrency is normally limited to the area of expertise of the coordinating office.

b. The proponent activity will fully address reasons for the nonconcurrency (see Figure 3-2 for a sample format) and submit the completed staff paper, with consideration given to nonconcurrences fully documented, to the approving authority for a final decision.

3-5. Suspense system.

a. Complete actions by established suspense dates. When unable to complete an action in the allotted time, the action activity will request an extension from the tasking office, citing valid reasons for an extension. Submit requests for extensions as early as possible prior to expiration of the initial suspense date to permit timely revision of the suspense and the issuance of further instructions. In the absence of specific suspense instructions, the policy for responding to taskings by the command group is as follows:

(1) Provide an immediate response if information is available.

(2) Respond to a "see me" note within 24 hours.

(3) Complete responses within five working days. When you cannot provide a complete response within five days, provide an interim response stating precise reasons for the delay and the date you will submit the completed action.

(4) Provide oral responses to questions if possible. When required or appropriate, the person with the most knowledge of and expertise in a particular subject will schedule a briefing for the CG, DCO, CofS, or PCSM.

b. The policy for correspondence addressed to the CG follows:

(1) Respond to correspondence addressed to the CG by name within five working days of receipt. This applies to correspondence prepared for the CG's signature and correspondence answered by the staff or a commander on behalf of the CG.

(2) Prepare an interim response for correspondence requiring extensive research and coordination and dispatch within five working days.

(3) Provide an information copy of all responses, whether on behalf of the CG or interim responses, to the SGS and the CG's Executive Assistant. Telephonic clearance of suspenses will only be accepted when the responsible official has personally met with the CG, DCO, CofS or PCSM. Otherwise, forward a copy of the response to the SGS and the CG's Executive Assistant.

3-6 Signature Blocks.

AR 25-50, chapter 6, section II, provides guidelines on signature blocks. Signature blocks begin at the center of the page, on the fifth line below the authority line or last line of text. See figure 3-1 for CG signature blocks.

Military Correspondence

Nonmilitary Correspondence

CG BRADLEY W. MAY
Brigadier General, U.S. Army
Commanding

Bradley W. May
Brigadier General, U.S. Army
Commanding

CG (for Memorandum of Understanding)

Military Awards

BRADLEY W. MAY
Brigadier General, U.S. Army
Commanding General
US Army Basic Combat Training Center
of Excellence

BRADLEY W. MAY
BG, USA, Commanding

Civilian Awards

(Date)

Bradley W. May
Brigadier General, U.S. Army
Commanding

Figure 3-1. CG Signature blocks

CONSIDERATION OF NONCONCURRENCE

Date

1. When you receive a nonconcurrency, address that nonconcurrency on plain paper, add a tab to the transmittal form, and place it at that last tab. When you receive more than one nonconcurrency, address each as one consideration of nonconcurrency. Do this by using a paragraph for each activity (for example, 1. DHR); in subparagraph a, state the DHR's position; in subparagraph b, state your rebuttal.

2. Use this format also for a statement of nonconcurrency, a comment, and a consideration of comment(s).

John Doe
Colonel, Infantry
Commander

Figure 3-2. Consideration of nonconcurrency format

3-7. Type fonts and sizes.

Use the standard font, Arial 12, in all correspondence.

3-8. Identification of point of contact.

Point of contact information is generally placed in the last paragraph of the correspondence: military rank or civilian prefix, name, telephone number, and if appropriate, facsimile (FAX) number and E-mail address. For example, "Point of contact is LTC Doe, DSN 734-XXXX/803-751-XXXX, FAX 734-XXXX, doej@jackson.army.mil."

Chapter 4 Staff Actions

4-1. Briefings.

- a. Use briefings to provide a clear and concise analysis of the situation and, when appropriate, include definite conclusions and sound recommendations for approval.
- b. Briefings may be informal (one-on-one style at desk-side) or formal (with accompanying visual aids), depending on the type briefing directed or deemed appropriate.
- c. Briefings to the command group are either decision or information briefings and presented in the sequence illustrated in Table 4-1.

Table 4-1. Decision and information briefings

DECISION BRIEFING	INFORMATION BRIEFING
- purpose	- purpose
- recommendations	- background information
- assumptions and facts	- facts/mission
- analysis	- analysis
- courses of action advantages/disadvantages	- conclusion
- conclusion	

4-2 Guidance on Graphics.

The preference is uncluttered, straight-forward slides and presentations – “less is better.” The intent is to look at the slide and understand its key message in 30 seconds. Logos, banners, frames, and other decorative but unnecessary graphics will appear on the cover slide only. Subsequent slides will contain briefing materials only. Do not use background tints and other treatments to “jazz up” slides; they use a lot of memory/bandwidth and also tend to make the slide harder to read when projected. Slides will be numbered in the lower right hand corner and marked appropriately for security classification (UNCLASS, FOUO, CONFIDENTIAL, etc) See figure 4-1.



Figure 4-1

4-3. Executive Summary.

Executive Summaries (EXSUMs) can be used to provide information, updates, and interim responses to Command Group. They are frequently requested by TRADOC as a means to provide a quick, succinct update. They are not meant to replace all other staff papers, but as a method to get important information to the Command Group. Executive summaries should not exceed 15 lines. Use Arial or Courier 14 font unless tasking office directs otherwise. (See figure 4-2 for internal format. Figure 4-3 shows external EXSUM format (for higher headquarters).

4-4. Transmittal, Action, and Control Forms.

a. Use the Transmittal, Action, and Control Form (FJ Form 1-1) on all correspondence sent to the command group. Use FJ Form 1-1 to present staff papers for coordination and to gain decision, provide information, or obtain signature by command group members. FJ Form 1-1 must stand alone; use it locally in place of decision/information papers. It must clearly identify the purpose of the action and define the issue/problem. It should serve as an outline to guide the reader through the package with a concise summary, highlighting key points on which action you are presenting. Complete all blocks on FJ Form 1-1, and the staff agency chief, deputy, or designated representative must sign the form. (See figure 4-4 for a sample format and guidance on preparation of a transmittal form.)

b. Enter the date on the transmittal form at the time it is initiated.

c. When a disagreement to the recommendation cannot be resolved, document it as a nonconcurrency and add it to the transmittal form as a separate tab. The originating activity must consider any nonconcurrency or comment and address it as a consideration of nonconcurrency or comment. (See figure 4-4.)

d. A reproducible copy of FJ Form 1-1 is provided at the back of this publication.

e. The command group encourages the use of e-mail to transmit FJ Form 1-1 for staffing.

4-5. Fact sheets.

Use the fact sheet to present information in a concise, clear format. It is a one-page stand-alone document; do not use enclosures. Use of e-mail to transmit fact sheets is encouraged. (See figure 4-5 for a sample format.)

4-6. Information Paper and Decision Papers.

Use Information Papers to provide the reader pertinent facts in a clear and concise format. Figure 4-6 provides format and instructions for preparing an Information Paper. Use a decision paper to provide pertinent facts to the decision maker when a decision is required per FM 5-0. See Fig 4-6a for format.

4-7. Memorandums of instruction.

The MOI provides units and activities with operating instructions for events and programs. Staff all MOIs through the G3/DPTMS even when submitting to the CofS, for approval. (See figure 4-7 for a sample format.)

4-8. Policy memorandums.

Policy memorandums initiate, supplement, change, or emphasize command policies. After approval, the SGS will number and date policy memorandums and distribute via e-mail to the Admin List. Policy memorandums are posted on the Fort Jackson Public Folder (See figure 4-8 for a sample format.)

4-9. Electronic mail.

TRADOC Reg 25-70 and AR 25-11 provide guidance for use of e-mail. E-mail is authorized for official unclassified correspondence, including taskings.

a. **E-mail distribution lists.** The US Army Signal Network Enterprise Center (NEC) controls the Fort Jackson email distribution lists. The lists target specified individuals at USABCTCOE directorate, staff, and major unit level who will receive mail on either of these lists.

b. **Format.** Users will format official correspondence sent via e-mail in accordance with AR 25-50, Preparing and Managing Correspondence. When attaching or uploading a document to an e-mail message, the writer must include the name of the document attached, software used, and version of the software in the body of the original message.

c. **Authentication.** Correspondence is unofficial unless authentication is indicated. The writer will add the words "signed" or "signed by" (include individual's name who has signed for the person in the signature block) on the line above the signature block to indicate authentication. The word "signed" signifies approval to release. The same authority to release hard copy correspondence is required for e-mail correspondence.

d. **Record copy.** The sender will maintain an official record copy of electronic correspondence the same as other correspondence under the provisions of AR 25-400-2.

4-10 Envelopes.

To ensure efficient and expeditious delivery of mail, address envelopes correctly. Type addresses in upper and lower case letters with no punctuation except in the nine-digit ZIP code. Do not use handwritten or rubber-stamp address since they are not readable by the U.S. Postal System's automated equipment. A complete recipient's address should include the nine-digit ZIP Code to reduce handling and speed mail delivery. In-

clude the sender's nine-digit ZIP Code in the return address. The nine-digit ZIP Code for Fort Jackson is 29207-5015.

Chapter 5 Staff Policies

5-1. Correspondence or staff actions requiring signature or decision by the Command Group.

- a. Use the active voice for correspondence prepared for the USABCTCoE Command Group.
- b. Submit correspondence or staff actions requiring signature and/or decision by the Command Group by a Transmittal, Action Control form that requests necessary action. Memorandums for Command Group signature are formal memorandums and must be on letterhead stationery.
- c. Prepare correspondence for signature of the Command Group in final format and reflect the office symbol of the originating activity. The date will be entered after the correspondence is signed. Prepare appropriate endorsements and coordinate correspondence with all the affected activities before submission for signature.
- d. "Sincerely" is the complimentary close on all letters prepared for members of the Command Group.
- e. Correspondence must be error-free and prepared in accordance with established guidance in AR 25-50 and this memorandum.
- f. When you have correspondence returned for corrections or changes return the original of the correspondence containing corrections and/or additional instructions to the Command Group along with the corrected copy. The original FJ Form 1-1 which contains the SGS log number, will also accompany the corrected copy.
- g. After approval and/or signature, SGS will return all correspondence to the originating office for reproduction, distribution, dispatch, or other necessary action. Do not date memorandums or letters.
- h. Do not send correspondence directly to DA. Route correspondence through the appropriate chain of command, such as Accessions Command or TRADOC. For instance, many personnel actions are sent to Human Resource Command (HRC) but are routed through the appropriate MACOM. The exception to this rule is when specified by regulation or in instances when higher headquarters requests a reply to a particular communication be sent directly to them.

i. Guidance concerning use of acronyms and abbreviations is in AR 25-52 and AR 25-50, paragraphs 1-17 and F-13. Correspondence prepared for the Command Group must follow this guidance.

(1) Use military and civilian acronyms in correspondence, if appropriate. Do not, however, use military acronyms when writing to individuals or organizations not familiar with their use.

(2) If using an acronym more than once that is not well known, spell out the word or title the first time used, with the abbreviated form following in parentheses. Thereafter, use the acronym. See AR 25-52 for additional guidance.

(3) Do not begin a sentence with an acronym; however, preceding the acronym with an indefinite (the) or definite article (a, an) will allow use of the acronym.

5-2. Minutes of committee/council meetings for the Command Group's review or approval.

The Command Group will review and/or approve the minutes of committee/council meetings as required by the applicable regulation. Use the memorandum format for minutes submitted for review/approval (see figure 5-1 for a sample format).

a. Prepare minutes of meetings chaired by a member of the Command Group on USABCTCoE letterhead stationary.

b. Prepare minutes of meetings chaired by a director or staff officer on plain bond (informal memorandum style).

5-3. Office calls with the Command Group.

a. When in-processing at Fort Jackson, all newly assigned colonels, battalion commanders, civilian directors, and personal and special staff office chiefs will schedule an office call with the CG, DCO, and CofS. The individual is responsible for coordinating a date and time for the office calls. To schedule an office call with the CG and DCO contact the CG's Executive Assistant at 751-7621; to schedule office call with the CofS contact the CofS' Administrative Assistant at 751-7414.

b. Departing colonels who are rated or senior rated by the CG will schedule an office call through the CG's Executive Assistance at 751-7621.

5-4. Matters to refer to the Command Group.

a. Important, controversial matters requiring a decision by the CG.

b. Information regarding the death of any Soldier, civilian employee, or Family member assigned to Fort Jackson.

- c. Subjects not included in existing policies and instructions that require prompt actions.
- d. Communications that allege neglect or dereliction of duty by commissioned officers or senior noncommissioned officers.
- e. Correspondence or proposed correspondence conveying even a suggestion of censure.
- f. Disapprovals by higher authority on significant recommendations submitted by this headquarters; important instructions or information received from higher headquarters.
- g. Requests or recommendations of major commanders of the USABCTCoE that are questionable or warrant disapproval.
- h. Errors, deficiencies, or irregularities of the command alleged by higher authority.
- i. Serious incidents involving Fort Jackson personnel or property.
- j. Subjects involving conflict of authority, serious differences of opinion, or disagreements that cannot be resolved. Agencies involved will present such matters jointly.
- k. Correspondence received from TRADOC over the signature of the CG or CofS.
- l. Responses to requests by higher headquarters for USABCTCoE positions. The Command Group must approve responses before release.
- m. Direct requests from any higher headquarters for participation in, advice concerning, or planning input for studies or projects. Receiving staff agency of USABCTCoE will immediately report the following specific information:
 - (1) Individual and agency making the request.
 - (2) When, how, and to whom delivered.
 - (3) Substance and details of the request.
 - (4) Whether it was the intent of the person making the request to confirm it officially in writing to this or other headquarters.

5-5. Command group conference and briefing rooms.

Information concerning policy for the scheduling, operation, and maintenance of the Command Group conference and briefing rooms can be accessed through the SGS Admin office. Additionally, reservations for the briefing rooms may be made by calling or emailing the SGS, Admin Office to confirm availability. The following information is needed: **Subject, Start time, End Time, Points of Contact w/phone numbers, type of briefing** (i.e. PowerPoint, overhead slides, classified or unclassified, video tape, video teleconference.)

The Post Conference Room (Bldg 4376) accommodates 100 people; The Executive Conference Room (Bldg 4325) accommodates 24 people. See table below for contacts.

Table 5-1

Rooms	ACTIVITY POINT OF CONTACT	TELEPHONE
PCR (Bldg 4376)	SGS, Admin	(803) 751-7612/7643
ECR (Bldg 4325)	SGS, Admin	(803) 751-7612/7643
		DSN 734- 7612/7643

Executive Summary Format

6 AUG xx

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

PROVIDE MEMO_____

MAJ Sample/ATZJ-S/1234
APPROVED BY _____**Figure 4-2. Internal EXSUM format**

Sir,

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

V/R,
John

6 AUG xx

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

PROVIDE MEMO_____

Figure 4-3. External EXSUM format (from Command Group to higher headquarters)

TRANSMITTAL, ACTION AND CONTROL FORM

SGS Control Number	Today's Date:	Action Officer/Organization/Phone #	Suspense Date:
---------------------------	----------------------	--	-----------------------

SUBJECT:		
Action Requested: _____Signature _____Approval _____Info _____Coordination	Commander/Director Signature:	

CG			Comments:
DCO			
CS			
PCSM			
SGS			
SGS, Admin			

1. **PURPOSE:** Begin with an infinitive (To obtain the Commander's signature, To obtain the Commander's approval, To answer the CG's question). Indicate why you prepared the transmittal form and if it is time-sensitive or has a suspense to a higher headquarters. Include a brief synopsis of the topic you are discussing. Place items for signature/approval at the first tab. When there is more than one paper requiring signature/approval, identify as TAB A, B, and so on.
2. **RECOMMENDATION:** State action recommended, for example "Sign the letter at TAB A" or "No recommendation; provided for information only."
3. **DISCUSSION:**
 - a. Use the summary paragraph to convey specific facts and conclusions necessary to understand the recommendation.
 - b. If necessary, submit documents used to support a recommendation as tabs, and summarize the key points in the summary paragraph.
 - c. If applicable, state what effect the recommended action will have on resources (funds, manpower, or equipment).
 - d. The commander, director, deputy, or designated representative of the originating activity signs and dates the transmittal form before distributing the form for coordination. After completing coordination, submit to the Command Group.
 - e. Coordinate the transmittal form with any activity affected by the decision. This is particularly important when the decision affects resources or previously established policies or practices. If no coordination is necessary, omit this paragraph. The commander or director initials the concur/nonconcur box unless he/she is not reasonably available. In such cases, deputies, executive officers, or a responsible individual may initial. Attach comments of concurrence/nonconcurrence as tabs to the transmittal form. If the originating activity receives comments or nonconcurrences, it must address them in this paragraph. If the consideration is lengthy, place it as a tab and write "See TAB__" on the transmittal form. The commander/director signs the consideration. Do not rewrite the transmittal form based on comments or nonconcurrences. Address changes necessitated by the coordination process in the consideration of nonconcurrence. ***If you rewrite the transmittal form, you must coordinate it again.***
 - f. Prepare continuation sheets on regular bond paper.
 - g. After making a decision, provide a copy of the final action to all affected activities.
 - h. Because this form may be releasable under the Freedom of Information Act, individuals should refrain from writing personal comments on the form.

COORDINATION/APPROVAL

OFFICE	ACTION	NAME AND DATE	OFFICE	ACTION	NAME AND DATE

STAFF REMARKS:	APPROVAL AUTHORITY: APPROVED: _____ DISAPPROVED: _____ SEE ME: _____ NOTED: _____
-----------------------	--

FACT SHEET

SUBJECT: Fact Sheet Format

FACTS:

1. PURPOSE: To update the Commanding General on USABCTCoE FJ 1-1.
2. MAJOR POINTS:
 - a. Use the fact sheet to present information in a concise, succinct format; limit the information to one page.
 - b. Type the writer's name, office symbol, phone number, and the date as shown above.
 - c. Use short, concise sentences throughout the paper.
 - d. Ensure a smooth, logical flow of the facts.
 - e. Tailor the fact sheet to the user.
 - f. Avoid enclosures.
 - g. Ensure the agency head or deputy authenticates the fact sheet as shown below.
 - h. Use e-mail to transmit fact sheets, when possible.

AUTHENTICATED BY:

Figure 4-5. Fact sheet format (*referenced in para 4-5*)

8 Jan xx

INFORMATION PAPER

SUBJECT: Information Paper Format

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

2. **Facts.**

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

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

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

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

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

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

MAJ Sample/ATZJ-I/1234
APPROVED BY _____

Figure 4-6. Sample Information Paper

DECISION PAPER

Office Symbol

Date

MEMORANDUM FOR

SUBJECT:

1. For DECISION.

2. PURPOSE.

3. RECOMMENDATION.

4. BACKGROUND AND DISCUSSION.

5. IMPACTS.

6. COORDINATION.

ACofS, G-1 CONCUR/NONCONCUR _____ CMT _____ DATE: _____

DPTM CONCUR/NONCONCUR _____ CMT _____ DATE: _____

7. APPROVAL/ DISAPPROVAL.

a. That the (state the approving authority and recommended solution).

APPROVED _____ DISAPPROVED _____ SEE ME _____

b. That the (approving authority) sign the implementing directive(s) (TAB A).

APPROVED _____ DISAPPROVED _____ SEE ME _____

8. POINT OF CONTACT.

[#] Encls

(Signature Block)

1. Implementing document (TAB A)

2. Tasking document (TAB B)

3. Coordination list (TAB C)

4. Nonconcurrences (TAB D)

5-[#]. Other supporting documents, listed as separate enclosures (TABSE through Z)

Figure 4-6a . Format for a Decision Paper

DEPARTMENT OF THE ARMY
HEADQUARTERS UNITED STATES ARMY BASIC COMBAT TRAINING
CENTER OF EXCELLENCE
FORT JACKSON, SC 29207

REPLY TO
ATTENTION OF

ATZJ-SGS

Date

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Memorandum of Instruction for a specific event(s)
and/or action Format

1. PURPOSE: Explain intent for the MOI.
2. CONCEPT: Provide general information about the event.
3. RESPONSIBILITIES: Outline specific responsibilities for subordinate units and individuals.

COORDINATING INSTRUCTIONS: Include dates/times/locations and any necessary information not already covered. Outline the in process review (IPR) and rehearsal schedule if necessary.

5. PROPONENT: Person or agency acting as the point of contact; include telephone number.

FOR THE COMMANDER:

JOHN DOE
Colonel, Infantry
Director, G3/DPTMS

DISTRIBUTION:

Figure 4-7. Memorandum of Instruction format (reference para 4-7)

DEPARTMENT OF THE ARMY
HEADQUARTERS UNITED STATES ARMY BASIC COMBAT TRAINING
CENTER OF EXCELLENCE
FORT JACKSON, SC 29072

REPLY TO
ATTENTION OF

ATZJ-SGS

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Fort Jackson Policy Memorandum Format Policy Memorandum -XX*

1. REFERENCES: List references that prompted the memorandum.
2. PURPOSE: State the purpose of the memorandum clearly and concisely.
3. POLICY:
 - a. A policy memorandum places special command emphasis on directives, standards, and programs and is enforceable by applicable regulations. For example, AR 670-1 covers the wearing of military uniforms.
 - b. The policy paragraph should contain a succinct statement of the policy. Write it as a single paragraph or summary paragraph with amplifying subparagraphs. Each memorandum should include a short statement of requirements and describe the impact on existing program.
 - c. The AR 25-30, Army Integrated Publishing and Printing Program, provide further guidance on command publications.
 - d. The Chief of Staff, USATC&FJ, will sign all policy memorandums, except those policy that must be signed by the Commanding General. For example Safety and Equal Opportunity policies.
 - e. Each agency will review policy memorandums annually.
 - (1) Review policy memorandums that reference regulations from higher headquarters to determine if a requirement for the memorandum still exists.
 - (2) Incorporate policy memorandums, which are directive in nature and do not reference regulations from higher headquarters, into an appropriately numbered publication within 12 months of publication of the memorandum.
 - f. Use this format for all policy memorandums. Submit computer disk containing the policy memorandum along with hard copy.
 - g. All policy memorandums and an index of current policy memorandums are posted on the intranet and dispatched via the admin list.
4. SUPERSESSION: This policy memorandum supersedes USATC&FJ Policy Memorandum XX, 1 Feb . (Omit this paragraph, if nothing is superseded.)
5. PROPONENT: Agency representative name, position and phone number.

FOR THE COMMANDER:

JOHN DOE
Colonel, GS
Chief of Staff

DISTRIBUTION:

*SGS will provide the policy memorandum number.

Figure 4-8. Policy memorandum format (referenced in para 4-8)



DEPARTMENT OF THE ARMY
 HEADQUARTERS UNITED STATES ARMY BASIC COMBAT TRAINING
 CENTER OF EXCELLENCE
 FORT JACKSON, SOUTH CAROLINA 29207

**REPLY TO
 ATTENTION OF**

Office Symbol

Date (leave blank)

MEMORANDUM (THRU or FOR as appropriate)

SUBJECT: Minutes of the (Name of Committee/Council)

1. The (Name of Committee/Council) convened at _____ (Time)
 , on _____ (Date) _____, _____ (Location) .

2. Attendance:

a. Membership present or represented
 (rank, name) (Organization)

b. Membership absent or not represented
 (rank, name) (reason for absence) (Organization)

c. Other persons attending
 (rank, name) (Organization)

3. Statement regarding review/changes/approval of the minutes of the previous meeting.

4. Old Business: To include review of actions taken on previous recommendations or findings of the committee.

OFFICE SYMBOL
SUBJECT:

5. New Business: To include assignment of responsibilities for subsequent actions required.

6. The meeting adjourned at _____ (Time) _____. The next meeting is scheduled at _____ (Time) _____, _____ (Date) _____.

(SIGNATURE BLOCK OF
CHAIRPERSON/PRESIDENT)

[NAME OF RECORDER (OPTIONAL)]
Recorder

Figure 5-1. Committee/council minutes format (referenced in para 5-2)

Appendix A References

Section I Required Publications

AR 25-11
Record Communications and the Privacy
Communications System

AR 25-50
Preparing and Managing Correspondence

AR 25-51
Official Mail and Distribution Management

AR 25-400-2
Army Record System

TRADOC Regulation 25-70
TRADOC Automation Use of Electronic Mail

Webster's Ninth and Tenth New Collegiate
Dictionary

The Gregg Reference Manual. Glencoe,
New York, 1992

Section II Related Publications

AR 25-30
Army Integrated Publishing and Printing
Program

AR 670-1
Wear and Appearance of Army Uniforms
and Insignia

DA Pamphlet 25-40
Administrative Publications: Action Officers
Guide

TRADOC Pamphlet 25-50

Addressee List

Section III Prescribed Forms

FJ Form 1-1
Transmittal, Action and Control Form

Appendix B Writing Style Guidance

1. Abbreviate Infantry, IN; abbreviate United States, U.S. (no space); abbreviate second, 2nd, and third, 3rd; abbreviate not applicable, NA (no slash); abbreviate chief, ch; abbreviate continued, cont.
2. When addressing correspondence, use the title Commander (not Commanding General) as prescribed in AR 25-50, paragraph 6-20.
3. AR 25-50 dictates that the font size will be 12-pitch or similar size, when available.
4. Limit "thru" addressees to two whenever possible. Send correspondence through the highest level of the chain of command.
5. When using the short form of address for director or directorates, the D denotes either director or directorate (DRM or Dir, DRM).
6. Do not date correspondence before obtaining command group's signatures. Ensure that letters have civilian-style dates typed (). Date stamps are authorized for memorandums and endorsements.
7. State the main point of the correspondence in the first sentence.

8. Remember that the sound of an acronym, **NOT** the spelling, determines whether it is preceded by a or an--use “**a**” before all consonant sounds and “**an**” before all vowel sounds. If the acronym begins with B, C, D, G, J, K, P, Q, T, U, V, W, Y, or Z, it should be preceded by a. If the acronym begins with A, E, F, H, I, L, M, N, O, R, S, or X, it should be preceded by “**an**.”
9. To identify enclosures in letters, use enclosure or attachment; in memorandums, use only enclosure. (See AR 25-50, paragraph 1- and -2a.)
10. Ensure distribution lists are in position order. (See paragraph 5-8.)
11. Ensure the office symbol on memorandums and the office title on letters are that of the originator. The SGS approves any exceptions.
12. Always capitalize the word Army when referring to the U.S. Army. When referring to the Infantry as an organization, branch, or the total Infantry force, capitalize Infantry.
13. Always capitalize the word Soldier when referring to the U.S. Soldier and the word Family when referring to Army Families.
14. Do not use the word hours after military time. (See AR 25-50, paragraph 1-28.)
15. When brevity is required, use the 3-letter abbreviation for the names of months. If the month is abbreviated, use the shortened form for year (07, except for OERs. Do not separate any of the three date elements unless the month is spelled out, then the year may be on the next line. (See AR 25-50, paragraph 1-.)
16. Always use two-letter state abbreviations on envelopes--this includes envelopes for letters.
17. Include delivery point bar code on envelopes if you have that capability with your computer software.
18. Do not use the ampersand (&)--use “**and**” in all correspondence to include addresses unless it is part of an official business name.
19. Do not justify right margins (AR 25-50, paragraph .
20. Use the word percent rather than the symbol (%).
21. For abbreviations of academic degrees and religious orders, use a period after each element in the abbreviation, but no internal space: B.S., M.D., Ph.D., Ed.D, L.L.B., D.D.S. When academic degrees follow a person's name, do not use such titles as Dr., Mr., Ms., Miss, or Mrs. before the names: Dr. Helen Smith OR Helen Smith, M.D.

Glossary

ACassistant commandant
 ACS. . .Army Community Service
 AGadjutant general
 AITAdvanced Individual Training
 ANCOC..Advanced Noncommissioned Officer Course
 APFTArmy Physical Fitness Test
 ARArmy regulation
 ARNGArmy National Guard
 BCTBasic Combat Training
 bdebrigade
 BGbrigadier general
 BNCOC...Basic Noncommissioned Officer Course
 CAOcasualty assistance officer
 CC.....courtesy copy
 CDR.....commander
 CGcommanding general
 chchief
 CIBCombat Infantryman Badge
 CMF.....career management field
 cmtcomment
 COBclose of business
 COEcenter of excellence

CofSchief of staff
 COL.....colonel
 Comdt....Commandant
 cont.....continued
 CONUS .continental United States
 CPACCivilian Personnel Advisory Center
 CSMcommand sergeant major
 CW4chief warrant officer, W-4
 CW5chief warrant officer, W-5
 DADepartment of the Army
 DCO.....Deputy Commanding Officer
 DENTAC...dental activity
 DIVdivision
 DHR.....Director/Directorate of Human Resources
 DOCDirector/Directorate of Contracting
 DODDepartment of Defense
 DOIM.....Director/Directorate of Information Management
 DOL.....Director/Directorate of Logistics
 DPW...Director/Directorate of Public Works
 DPTMS....Director/Directorate of Plans, Training, Mobilization and Security
 DES.....Director/Directorate of Emergency Services
 DRMDirector/Directorate of Resource Management
 DSN.....defense switched network
 DTG.....date-time group
 EEO.....equal employment opportunity
 EIB.....Expert Infantryman Badge
 e-mail....electronic mail
 encl.....enclosure
 endendorsement
 EO.....Equal Opportunity
 ESO..... Executive Service Office/Officer
 fax.....facsimile
 FJFort Jackson
 FAIR LINE..751-3247
 FORSCOM...Forces Command
 FY.....fiscal year
 GCgarrison commander
 GO.....general officer
 HQ.....headquarters
 HQDAHeadquarters, Department of the Army
 SDNCO .staff duty noncommissioned officer
 SDO.....staff duty officer
 SGM..... sergeant major
 SGS.....secretary of the general staff
 SIGACTS...significant activities
 IAWin accordance with
 IET.....initial entry training
 IGinspector general
 IMCOM....Installation Management Command
 IRO.....Installation Retention Office
 IN.....Infantry
 IPRin process review
 IRO.....Installation Retention Office
 LTClieutenant colonel
 MACOM..major area command
 MAJ.....major
 MEDDAC..Medical Department Activity
 MGmajor general
 MGRmanager
 MOI memorandum of instruction
 MOSmilitary occupational specialty
 MOU.....memorandum of understanding
 MPMilitary Police
 MSMicrosoft
 NCOnoncommissioned officer
 NCOANoncommissioned Officer Academy
 NCOER .noncommissioned officer evaluation report
 NCOIC...noncommissioned officer in charge
 NLTnot later than
 OCONUS..outside continental United States
 OCS Officer Candidate School
 OERofficer evaluation report
 OSUTone station unit training
 PAO.....public affairs office
 para paragraph
 PCSM....Post Command Sergeant Major
 POCpoint of contact
 POIprogram(s) of instruction
 TDY..... temporary duty travel
 RCReserve Components
 Regt.....regiment
 Rep.....representative
 Rgr.....ranger
 ROTCReserve Officers' Training Corps
 SABsubject as above
 VIP.....very important person
 VTC.....video teleconference

SIRserious incident report
SJA.....staff judge advocate
TDAtable of distribution and allowances
TDYtemporary duty
TMP.....transportation motor pool
TOE...table of organization and equipment
TRADOC...Training and Doctrine Command
TSCTraining Support Center
USAF.....United States Air Force
USABCTCoE...United States Army Basic Combat Training Center of Excellence
USMC....United States Marine Corps
XOexecutive officer

FOR THE COMMANDER:

JEFFREY R. SANDERSON
Colonel, GS
Chief of Staff

**DISTRIBUTION:
C&S**

TRANSMITTAL, ACTION AND CONTROL FORM

FJ REG 1-1

SGS Control Number	Today's Date:	Action Officer/Organization/Phone #	Suspense Date:
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SUBJECT:

Action Requested: _____Signature _____Approval _____Info _____Coordination	Commander/Director Signature:
---	--------------------------------------

CG			Comments:
DCO			
CS			
PCSM			
SGS			
SGS, Admin			

COORDINATION/APPROVAL

OFFICE	ACTION	NAME AND DATE	OFFICE	ACTION	NAME AND DATE

STAFF REMARKS:

APPROVAL AUTHORITY:

APPROVED: _____

DISAPPROVED: _____

SEE ME: _____

NOTED: _____

FJ Form 1-1