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HEADQUARTERS, I CORPS
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Administration
STAFF PROCEDURES AND COMMUNICATION CONTROL

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CHAPTER 1

GENERAL

1-1. **PURPOSE.** To prescribe staff procedures and standard formats for preparing and processing correspondence to the Command Group for decision, information, guidance, or signature.

1-2. **APPLICABILITY.** This staff memorandum is applicable to I Corps and Joint Base Lewis-McChord (JBLM) general, special, and directorate agencies.

1-3. **REFERENCES.** Required and related publications; and, prescribed and referenced forms, are listed in Appendix A.

1-4. **EXPLANATION OF ABBREVIATIONS AND TERMS.** Abbreviations and terms used in this memorandum are explained in the glossary.

1-5. **GENERAL.** Policy guidance and responsibilities are established in this staff memorandum. Detailed administrative procedures, with examples, are provided in Appendix B.

1-6. **SIGNATURE AUTHORITY.**

a. The I Corps Commanding General (CG) is responsible for policies, plans, decisions, orders, and instructions issued by this headquarters through command channels or through the use of authority lines.

b. The I Corps Deputy Commanding General (DCG) can act for the CG when delegated. The I Corps Chief of Staff (CS) can act for the CG when delegated; only when both the CG and DCG are away from the local area. Papers prepared for signature of the DCG will not contain the FOR THE COMMANDER authority line.

c. I Corps Command Group signature blocks are provided on the Secretary of the General Staff (SGS) intranet SharePoint, <https://icorps.lewis-mcchord.army.mil/gstaff/pers/sgs/default.aspx>.

1-7. **RESPONSIBILITIES.** To ensure that staff operations are responsive to the needs the Commander, I Corps, the following responsibilities are assigned:

a. The SGS will:

(1) Edit content, format and print quality of correspondence received for signature of the CG, DCG, CS, Deputy Chief of Staff (DCS) and Corps Command Sergeant Major (CCSM).

(2) Maintain accountability of all correspondence in and out of the Command Group.

(3) Maintain suspense control for responses to written or verbal requirements from the CG, DCG, CS, and DCS. Requirements are sent to the staff section or through the Garrison Commander (GC) as appropriate.

(4) Date and return all correspondence signed by members of the Command Group to the originator for final reproduction, distribution, or mailing as needed.

(5) Prepare Assumption of Command orders for any temporary absence of the Commanding General to include OCONUS travel, unaccountable absences of more than 24 hours, and incapacitation.

b. Staff section chiefs and directors will:

(1) Prepare and coordinate all correspondence and directives within the scope of their assigned functions.

(2) Review and edit ensuring all correspondence arrives error free and is grammatically and administratively correct.

(3) Assign proper security classification and markings.

(4) Ensure all subjects listed in Appendix C are brought to the attention of the Command Group without delay and that correspondence pertaining to these subjects is submitted to the Command Group for approval prior to dispatch, if warranted.

(5) Ensure all communications are processed in accordance with this memorandum.

CHAPTER 2

STAFF CORRESPONDENCE

2-1. GENERAL WRITTEN CORRESPONDENCE.

a. Incoming correspondence.

(1) Correspondence addressed to someone by name or to a specific office symbol by an attention line will be forwarded unopened. Immediately upon receipt, sections will ensure that correspondence containing a suspense, an item of special interest, or signed by a general officer is brought to the attention of the SGS for action.

(2) General officer correspondence is that which is personally signed by a general officer or other service equivalent and addressed to Commander, I Corps and JBLM.

(3) Special interest correspondence is that which is normally received from the Executive Branch; Members of Congress; Office, Chief of Legislative Liaison; and other federal, state, or municipal officials. In certain cases, letters from Soldiers' relatives, legal representatives, clergy, and other individuals or organizations may be included in this category. Action on special interest communications will normally be assigned to the DCS, Inspector General (IG), or Staff Judge Advocate (SJA). The action officer will make every effort to answer special interest communications as directed or within five working days of receipt. In the event the final action cannot be completed within this time frame, an interim reply will be prepared to acknowledge receipt of the correspondence and to provide the anticipated date the reply may be expected.

b. Outgoing correspondence.

(1) Correspondence dispatched from this headquarters will require a reply only when it is needed to complete the action. Normally, correspondence to subordinate units requiring a reply will bear a minimum suspense of 15 days.

(2) The originator of any staff paper for the Command Group will retain a file copy. Once the original correspondence has been signed, it will be returned to the originating office for dispatch.

(3) Correspondence will be addressed through commanders of major subordinate commands (MSCs) and to units subordinate to them.

(4) Addressees of memorandums prepared for signature of members of the Command Group will usually not contain an "Attention" line. As a general rule, matters significant enough to require Command Group signature also require command attention at the receiving end and should not be directed to an internal action agency.

(5) The statement "Returned without action" will not be used on correspondence.

(6) Correspondence requiring the signature of a member of the Command Group will be typed by the originating staff section in final form. An appropriate HJB Form 1222 will be used to forward all correspondence to the Command Group. Correspondence not acceptable, or requiring changes, will be returned to the staff section for corrections.

(7) Do not staple any documents requiring Command Group signature.

2-2. CONGRESSIONAL, PRESIDENTIAL, AND "SPECIAL INQUIRY" CORRESPONDENCE.

a. The Command Group will sign all Congressional, Presidential, and "Special" Inquiries.

b. I Corps G1, Office of Congressional Liaison is responsible for:

(1) Acting as the single point of contact for I Corps and JBLM for receipt, tasking, tracking, assigning suspense dates, and transmission of all Congressional, Presidential, and Special Inquiries.

(2) Assigning lead and supporting units/agencies to address questions/ concerns raised in the inquiry. Normally, the unit to which the Soldier is assigned is the lead agency. Only where the unit does not have the expertise to address the question/concern will they not be the lead (i.e., finance, medical, or garrison support issues). Where multiple issues are raised, the unit will have the lead to coordinate all input.

(3) Receiving input from the lead unit/agency and preparing information for review by the I Corps Command Group.

c. Lead unit/agency is responsible for:

(1) Preparing bullet answers to all questions/concerns raised in the Congressional, Presidential, or "Special" Inquiry.

(2) Coordinating with supporting units/agencies for bullet answers to questions/concerns raised in their areas of expertise.

d. Brigade/Group Commander is responsible for:

(1) Ensuring completeness and correctness, including all required signatures of all responses by lead and supporting agencies.

(2) Ensuring all questions/concerns, both stated and implied, are adequately addressed.

(3) Preparing a draft letter for the Chief of Staff's signature, or Commanding General's as required, to the appropriate congressional or presidential staff member, or to the individual, responding to all questions/concerns raised.

(4) Obtaining privacy act release for all actions arising from third party inquiries.

(5) Preparing and sending interim responses to the I Corps G1, Congressional Liaison Office in cases where the suspense cannot be met. A courtesy copy of the sent interim response will be provided to the SGS.

e. The SGS is responsible for:

(1) Reviewing content and grammar of all proposed responses.

(2) Coordinating directly with I Corps G1 to obtain additional information to ensure completeness/accuracy of all proposed responses.

f. The SJA is responsible for:

(1) Ensuring privacy act information is not released.

(2) Reviewing responses for legal sufficiency.

2-3. ELECTRONIC MAIL (EMAIL) UTILIZATION.

a. Email distribution lists on the JBLM NIPR Net are only an effective tool when they are maintained and remain current and accurate. MSCs, Sections, and Staff elements that own these lists need to ensure they are checked periodically. Distribution Lists owned and managed by I Corps will be updated as changes occur and will be reviewed by the 5th of each month.

b. Email TO someone indicates that the sender needs a response from the receiver. There is an action or situation requiring action or as a minimum, acknowledgement. This could be information that has been requested by the receiver such as a weekly update or response from a previous email, action, etc. In this case a response, decision or acknowledgement is required and expected from the person receiving the email.

c. Email CC'd to someone indicates that the sender meant to inform those receiving the email about a subject that the sender felt the person(s) CC'd would benefit from seeing. No action is required, but cross-leveled information is value added to the command and should be read when time is available. No response or acknowledgement is required or expected.

d. Reply All should be used only when everyone on the distribution lists needs to know what you are sending. Do not Reply All simply to acknowledge receipt of an email or send information back to the originator.

e. Sender should always fill out the subject line so that it appropriately identifies the contents of the email. Person(s) returning the email or retransmitting the email should change the subject line only when it does not clearly state the content of the message. The originator of an email should always start the subject line of an email with an action word like:

(1) FYI (For Your Information)

(2) SA (Situational Awareness)

(3) For Decision (Requires a decision by person(s) sent "TO" the email)

(4) For Action or Coordination (Requires an action to be performed by person(s) sent "TO" the email). Following the action word, provide the subject of the message (brief, but sufficient to tell the reader what the message is about). Inclusive dates for the information in the message are sometimes provided when relevant; and if appropriate the sender should include the suspense at the end of the subject line. Examples:

SUBJECT: For Action, Review/Cmt on Enclosed Email and Cmd Info Guidance (S: 19 Nov)

SUBJECT: FYI, Flight Arrival/Departure Update As Of 23 November 2004

SUBJECT: For Decision, ½ Day Holiday Schedule (S: 23 Nov)

SUBJECT: For Coordination, Staff Input to I Corps ATG (S: 1 Dec)

f. When information is required quickly and/or a short suspense is given, the sender has the obligation to contact the recipients by phone to let them know of the suspense. Sent email alone is insufficient for the passing of time sensitive information.

g. Person(s) responding should begin the email text with an action oriented response like:

(1) WILCO (Will Comply).

(2) Acknowledged is used let the originator of the email know that you understand the information sent, but requires no action other than understanding.

(3) BLUF (Bottom Line Up Front) follows the initial response. The BLUF is a 2-4 sentence summary of the key points (who, what, when, where, why and sometimes how) of the message so the reader(s) do not have to guess at what it is in the email the sender wants them to decide on, act on, or understand. To create the BLUF, the sender should pull key points from the body of the email or email chain and put them up front, reconstructing the information into a coherent message or thought.

h. For emails internal to I Corps and JBLM, the email message should end with the senders name, grade and office from which sender works, but nothing more. The long signature blocks, sayings, and other information should be omitted.

i. For emails external to I Corps and JBLM, it is appropriate for the sender to include their signature block and contact phone numbers, but nothing more.

j. The recipient of the email has the authority to forward the email message to others with a “need to know” (i.e., subordinates) unless the sender has specifically indicated in the message that the email is restricted to the audience (TO and CC addressees) in the original email address line. If a recipient is unsure if they can forward the original email, they should contact the sender.

k. Out of Office Function. This function should be used anytime you are going to be away from your computer for more than 24 hours during a normal work week. The out of office message should include an alternate POC for critical actions.

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CHAPTER 3

STAFF ACTIONS

3-1. OFFICE CALLS.

a. To schedule routine office calls with members of the Command Group, coordinate with the appropriate member's executive secretary or aide-de-camp telephonically or by email.

b. To schedule office calls that will include any type of "deskside" briefing, coordinate with the SGS telephonically or by email. When an appointment has been officially set up, submit an HJB Form 1222 with all relevant information, including the agenda of the briefing and all projected attendees to the appropriate Command Group member. Read-Aheads for slide presentations are required.

3-2. APPEARANCES.

a. Appearances (Dinners, Conferences, Speaking Engagements, or other Social Events). Staff agencies should provide the appropriate Command Group member's office (secretary or aide) a telephonic "heads up" of events to which that member will be invited, for example, conferences, socials, speaking requests. Follow this telephonic coordination with an HJB Form 1222 with a hard copy invitation enclosed. Ensure SGS is routed to view the HJB Form 1222. When the invitation is officially accepted, provide the following as a read-ahead no later than three working days prior to the event:

- (1) Schedule/itinerary to include social(s).
- (2) Attendee list. If a Command Group member is to make an address, provide audience composition.
- (3) Biographies of any general officers and/or civilian VIP attendees.
- (4) Proposed remarks or bullets/sentences that may assist if a member of the Command Group is to make an address.
- (5) Dress requirements.
- (6) Seating arrangements and menus, if applicable.
- (7) Ranking of visitor(s) relative to the Command Group member.

(8) First or commonly-used nickname of personnel seated at the table with the Command Group member, to include spouse attendance and spouse name.

b. Speaking Engagements requests for the CG, DCG, or CS must be routed through SGS for scheduling. Speaking engagement requests must include a Read-Ahead, see Chapter 4-5 for Read-Ahead preparation.

3-3. PROTOCOL RESPONSIBILITIES.

a. Maintains social roster with I Corps Command and Staff, JBG directors and Brigade and Battalion Commanders and CSMs to be used for invitation purposes.

b. Provide seating charts and conference room set up for visiting General Officers to the I Corps Headquarters.

c. Assist with units and staff sections with seating charts for social events, ceremonies, and conferences.

d. Units must staff General Officer visit requests through Protocol. The CS has final approval.

3-4. GENERAL BRIEFING GUIDELINES.

a. Briefings to the Command Group should be clear and to the point. As a general rule, two-thirds of the time allotted for briefings should be for presentation and one-third for questions/discussion.

b. Action agencies are responsible for scheduling the location of the briefing.

c. Action agencies are responsible for ensuring that all attendees have the appropriate security clearance and are aware of the briefing date, time, and location. If any change is made to the schedule, the action agency is responsible for notifying all attendees.

d. All briefings to the Command Group will be in the Power Point format located on the SGS intranet SharePoint at <https://icorps.lewis-mcchord.army.mil/gstaff/pers/sgs/default.aspx> and the JBLM Publications and Forms Management Site at https://ft.lewis.army.mil/forms/hfl/PubsSite/JBLM_Resources.htm.

3-5. COMMAND GROUP SUSPENSES.

a. The SGS will maintain a suspense control system for actions or replies that are established by the Command Group.

b. Staff section chiefs and directors will ensure that suspense actions are completed in sufficient time to allow for necessary routing, approval, and signature prior to the suspense date. The action office will obtain an extension of the suspense date if necessary from the SGS.

c. Staff sections and directorates will establish an internal suspense control system in the office of the staff section chief or director to ensure timely responses to communications requiring an answer to higher headquarters.

d. Staff sections and directorates may reply for the Command Group to off-post agencies by email only after the draft has been approved/released by the appropriate general officer.

3-6. COMMAND GROUP CONFERENCE ROOMS.

a. General. All of the Command Group conference rooms (124, 126, and 129) have nearly identical presentation support equipment and all have network capability.

(1) Room 124 (Eichelberger Room) can seat 12 people around the conference table and approximately 30 around the perimeter of the room (total of 42). This room is primarily used for Command Group general officers and is equipped with one 12' by 6' viewing screen.

(2) Room 126 (Clarke Room) can seat 16 people around the conference. This room is equipped one 42" flat screen.

(3) Room 129 (Kendall Room) can seat 16 around the conference table and has 70 audience seats (total of 86). It is equipped with two 64" by 48" viewing screens.

b. Scheduling.

(1) Conference rooms are primarily reserved for Command Group meetings and VIP visits. These events have priority over all other meetings, including pre-scheduled meetings.

(2) The SGS section maintains a calendar for each of the Command Group conference rooms. At a minimum, when scheduling conference rooms, provide date, time (beginning and ending), purpose of the conference/meeting, name, section, and duty number of the person requesting the room. The conference room calendars are located in Outlook Public Folders/Lewis Public Folders/SGS.

(3) The following will be determined each time a request is made (by phone, email, or in person):

(a) Availability of the conference room. VIP visits and Command Group meetings have priority over all requests. If a staff section is "bumped" due to a previously unscheduled meeting, the point of contact listed for the room will be contacted.

(b) If any member of the Command Group or visiting VIPs will be in attendance.

(c) If any special audiovisual (AV) support is required. Persons using the equipment on hand will be trained to properly operate this equipment. Any needed AV equipment can be obtained from the Training and Audiovisual Support Center (TASC).

c. Responsibilities.

(1) Users of the conference rooms are responsible for cleaning and securing the room when they are finished using the room. Users will account for both set-up and clean-up time when determining the total amount of time is needed. All equipment must be properly cared for. Under no circumstances will equipment be moved/removed from any conference room without prior permission from the SGS SGM or Admin NCO. If any general officer(s) will be in attendance, the SGS Admin section will set-up the room. The staff section hosting the briefing is responsible for any other special set-up. If any VIPs will be in attendance, Protocol is responsible for setting-up the conference room.

(2) Users of the conference rooms will conduct a joint inventory of the room with a member from the SGS Admin section and sign for the room key and equipment. When use of the conference room is complete, SGS Admin personnel will inspect the room for cleanliness and conduct an equipment accountability and operational status check. Upon a satisfactory inspection, the individual who signed for the room will be released from responsibility of the room. Any discrepancy that cannot be corrected will be reported to the SGS SGM or Admin NCO prior to release of the responsible individual.

d. Capabilities. Conference room capabilities are subject to change frequently. For the most current capabilities available in the Command Group conference rooms, contact the SGS.

3-7. WATKINS FIELD CEREMONIES.

a. The SGS NCO maintains the calendar for Watkins Field. All requests to use Watkins Field for ceremonies, to include use of ceremony flags, must be submitted to the SGS NCO.

b. Schedule requests for Watkins Field should be submitted 90 days prior to the event. Ceremony scripts must be submitted prior to the event.

c. The SGS NCO will attend the ceremony rehearsals.

CHAPTER 4

FORMS AND FORMATS

4-1. GENERAL. Specific forms and correspondence formats for HQ I Corps are provided below. Only correspondence formats prescribed in this chapter are authorized for use within HQ I Corps. Do not change or modify electronic or printed letterhead stationery (AR 25-30, para 7-7). Use the HQ I Corps letterhead stationery and proponent office symbols for correspondence originating from HQ I Corps. The following general guidelines apply to all staff actions:

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

b. Use Times New Roman – 12 point font and ensure headers and footers are in the same font as the text.

c. In order to maintain appropriate tracking, route initial actions and those returned for corrections through the SGS for I Corps correspondence. Do not take actions directly to Command Group offices.

d. Generally, minor corrections will be made by the SGS for I Corps correspondence. If there are substantive changes that need to be made or an inordinate amount of errors, staff action will be returned for rewrite and/or corrections. I Corps correspondence returned for corrections should be resubmitted to SGS with the marked-up copy folded over and included at the back of the package.

4-2. PREPARING CORRESPONDENCE.

a. Prepare written correspondence in accordance with AR 25-50, JBLM Reg 25-35, and this staff memorandum. Detailed instructions for the format and preparation of memorandums, letters, and endorsements are in AR 25-50 and JBLM Reg 25-35. All clerical personnel will familiarize themselves with this memorandum and have a copy available for reference.

b. Follow guidance in AR 25-50 with the following exception: In messages, a sentence may begin with an acronym or brevity code if good judgment determines the meaning is clear to the recipients. This is not authorized in other correspondence, except for abbreviations preceding proper names. For example, Mr., Mrs., Ms., or Dr. may be used to begin a sentence.

- c. All correspondence requiring Command Group signature will be typed in Times New Roman – 12 point font (do not bold). All star notes will be typed in Aerial – 11 point font, (see Figure B-11). Lettering, charts, and graphics will be crisp and legible.
- d. Do not staple any documents requiring Command Group signature.
- e. The SGS Admin section will date stamp the action on the day of signature.
- f. Limit abbreviations and acronyms in correspondence. Use only those that are frequently used and are authorized by AR 25-52. Spell out titles or complete names the first time of use followed with the abbreviation or acronym in parentheses, for example, Noncommissioned Officer (NCO) or U.S. Army Forces Command (FORSCOM).
- g. When it is necessary to name a point of contact on correspondence for Command Group signature, use the following language as appropriate: Point of contact is Colonel Smith at DSN 357-5555; or, For more information, contact Colonel Smith at DSN 357-5555.
- h. Memorandums of Commendation will be addressed THRU the chain of command and FOR the recipient by name.
- i. See Appendix D for tips for preparing general officer correspondence/actions.
- j. See SGS Portal for Command Group signature blocks, <https://icorps.lewis-mcchord.army.mil/gstaff/pers/sgs/default.aspx>.

4-3. FORWARDING CORRESPONDENCE TO THE COMMAND GROUP.

- a. All actions requiring Command Group attention will be routed through the SGS; no exceptions. In the event a document is signed by a member of the Command Group without having been routed through SGS, ensure the SGS immediately receives a copy of that signed document.
- b. A HJB Form 1222 will be used to forward all actions for signature/approval or items of information to the Command Group and for correspondence between staff agencies. Proponent Staff agency will provide a finite period to obtain review and concurrence/nonconcurrence from other staff. All applicable staffing must be reflected on the HJB Form 1222. Lack of response will not be assumed as concurrence unless directed by originating proponent.
- c. Assemble all actions in accordance with the instructions found Paragraph 4-4.

d. Any enclosure printed in landscape (printed along the long axis of the paper) will be assembled so that when the entire packet is rotated clockwise, the enclosure is right side up. Most common are paper copies of briefing slides.

e. Memorandums for Command Group signature will show the office symbol of the originating staff agency and will be addressed to the head of an agency. Do not type a date on the memorandums.

f. Letters for Command Group signature will reflect the office title of the originating agency instead of the office symbol (for example, Office of the Provost Marshal or Office of the Adjutant General).

g. Correspondence signed by the Command Group will be returned to the originating agency for dispatch.

4-4. HJB FORM 1222. Use HJB Form 1222 to send all staff actions to the CG, DCG, CS, and DCS for signature, approval, or information. All staff actions routed to the I Corps Command Group will be submitted in hard copy format to the SGS first. A commander, deputy commander, chief, director, or deputy director will sign or initial, manually or digitally, this form before it is submitted to the Command Group.

a. Preparing the HJB Form 1222, block by block, working from left to right, from the top to the bottom.

(1) Enter the appropriate classification by clicking on the drop down arrow and choosing the classification level. This form will not be used to staff actions containing SECRET documents. The classification may also be manually written.

(2) For staff actions routed through I Corps, Garrison, and/or 62^d Airlift Wing, enter a tasker number in the "Tasker #" block. Internal staff actions do not need to enter a tasker number in this block.

(3) Enter the date the staff action is due back to the action officer in the "Suspense" block.

(4) Enter the date the staff action is routed in the "Date" block.

(5) Enter the internal staff tasking/control number in the appropriate block. For example, staff actions routed internally to I Corps agencies will be numbered in the "I Corps #" block. Staff actions routed internally to Joint Base Garrison agencies will be numbered in the "Joint Base Garrison #" block. The "Other #" block is for staff actions routed internally within singular agencies or units.

(6) For staff actions needing review by the Directorate or Section Chief, the “To,” “Thru,” and “From” blocks would be filled out. For example, if a staff action from the Army Community Services (ACS) was submitted to the Garrison Commander, the staff action would be routed through the Morale, Welfare, and Recreation Directorate (MWR). Thus, “To” would be Garrison Commander, “Thru” would be MWR Directorate, and “From” would be ACS.

(7) In the “Action Officer” block, type in the name, title, and grade/rank. The action officer may digitally sign the HJB Form 1222 in this block. However, once the action officer digitally signs in this block, all of the fields above the “Staff Coordination” section become frozen and cannot be changed unless the action officer digitally un-signs.

(8) Enter the appropriate office symbol relevant to the action officer in the “Office Symbol” block.

(9) Enter the appropriate phone number relevant to the action officer in the “Phone #” block.

(10) The “ASD Review” block only applies to directives, regulations, and policy letters signed by the commanders of I Corps, Joint Base Garrison, or 62nd Airlift Wing. For those type of actions, the documents requiring the commanders’ signatures will be routed to Administrative Services Division (ASD) first for formatting review before the commanders sign those documents mentioned above. All other type of documents will not be routed through ASD.

(11) Enter a brief subject title of the staff action in the “Subject” block. For example, Request for Stop Move Exception to Policy (ETP); Operational Needs Statement; Awards – MSM for MAJ Smith; or Congressional Inquiry.

(12) Clearly state the staff action’s purpose in the “Purpose” block. For example, To Obtain Signature; Recommend Approval; etc.

(13) In the “Discussion, Issues, Concerns” block, the action officer will summarize the action, providing a brief description of what generated the action, factors that impact on it, and the desired Command Group action (i.e., signature, information, approval, etc.). Describe any enclosures in this block. Refer to enclosures as "Tabs." RED Tabs only refer to documents that require Command Group signature. BLUE Tabs refer to supporting documentation or "for your information" (FYI) documents.

(14) If documents are included into the staff action, those documents should be listed in the “Attached Documents” block. Each attached document will be labeled as RED Tab A, RED Tab B, BLUE Tab A, BLUE Tab B, and so on. Digital documents may be digitally added to the HJB Form 1222. To add digital documents, locate the “Tab” buttons in the upper right hand of the digital HJB Form 1222 (note that the “Tab” buttons are not viewed when the HJB Form 1222

is printed on paper). Click the “Add” button to choose the document(s) to upload to HJB Form 1222. The attached documents will be saved with the digital HJB Form 1222. To print the attached documents, the documents must be individually opened and then printed. The attached documents will not print automatically when the HJB Form 1222 is printed.

(15) In the “Recommendation” block, write “Recommend Approval” or “Recommend Disapproval.”

(16) For the “Staff Coordination” section, use the pull down arrow to select the sections, agencies, and/or units for the staff action to be routed through. Manually type or write in the sequence for the staff action to be routed through the selected sections, agencies, and/or units. Each selected section, agency, and/or unit will write or digitally select Concur, Concur with Statement, or Nonconcur. In the Comments section, the selected section, agency, and/or unit may provide a clear and concise statement why they Concur with Statement or why they Nonconcur. If a lengthy explanation is needed to explain nonconcurance, then the selected section, agency, and/or unit will write their explanation on a separate page and include with the staff action. Each selected section, agency, and/or unit POC will manually or digitally sign and date after their comments. If digitally signed, that section’s, agency’s, and/or unit’s line will be locked from changes.

(17) See Figure B-1 for an example of HJB Form 1222.

b. Packaging the HJB Form 1222.

(1) All actions submitted to the I Corps Command Group for any reason will be packaged inside a blank manila folder with the enclosed items in this particular order:

(2) The HJB Form 1222 will be correctly filled out and used as the cover sheet.

(3) The document(s) requiring signature will be placed behind the HJB Form 1222 and labeled as Red Tab(s).

(4) All supporting documentation will follow the RED Tab document(s) and will be labeled as BLUE Tab(s).

c. Any staff proponent or separate agency coordination must be completed prior to submitting the staff action to the SGS. The lead proponent or agency will establish a reasonable suspense date to allow adequate review time for all agencies involved in the coordination and/or review process.

d. When correspondence is in response to a Command Group tasker, indicate so in the Facts/Discussion block. The tasked agency is responsible for coordinating final actions/responses to the Command Group taskers. Finally, the tasked agency will include the tasker as the last BLUE Tab enclosure.

e. Agencies submitting actions that require coordination among the staff agencies will obtain coordination signatures/initials indicating concur/non-concur in the "Staff Coordination" blocks prior to submitting the staff action to the Command Group. If there are any non-concurrences, statements of non-concurrence must be included in the packet as BLUE Tab enclosures in accordance with Figure B-4. Also include any "concur with comment" memorandums as BLUE Tab enclosures IAW Figure B-3.

4-5. **READ AHEADS OR READ AHEAD PACKETS.** Read Aheads are not written in the memorandum format and are not required to be written on a memorandum letterhead. Read Aheads are a simple, to the point, single page document for quick information. Read Aheads are used when a briefing is given to anyone in the Command Group. Read Aheads will include a subject line, main points, a current status, and the Senior Mission Command's position. No signature block is required. See Figure B-2 for an example Read Ahead format.

4-6. **POINT PAPER.** Point Papers are used to provide assessment, recommendations, and discussion points in outline form. It avoids sentences, but instead features short, to the point, easy to read bullet phrases. Point Papers are used when the reader has an intimate knowledge of the subject. No signature block is required. However, the following will be printed at the top right corner: name and rank, the office symbol, phone number, and date. Minor variations in the Point Paper format are acceptable if needed to better present the information. See Figure B-5 for an example Point Paper format.

4-7. **EXECUTIVE SUMMARY (EXSUM).** EXSUMs are used to provide information, updates, and interim responses to the Command Group. They are not meant to replace all other staff papers but to provide a time- and effort-saving method to get important information to the Command Group. Whenever possible, use EXSUMs instead of information papers. Use Times New Roman – 12 point font, unless otherwise directed by tasking office. See Figure B-6 for an example format.

4-8. **DISCUSSION PAPER.** Discussion Papers impart information and help the reader express or respond to viewpoints. They are used in discussions, speeches, briefings, and conferences. These papers help readers remember key points, respond to opposing viewpoints, and guide discussion. See Figure B-7 for format and instructions for preparing a Discussion Paper.

4-9. **INFORMATION PAPER.** Information Papers are used to give the reader easy access in a clear and concise format. Format and instructions for preparing an Information Paper are provided in Figure B-8.

4-10. **POSITION PAPER.** Position Papers lay out an organization's position or policy on an issue. They are used when advancing or defending a position. Format and instructions for preparing a Position Paper are provided in Figure B-9.

4-11. **STAR NOTES ARE USED BY GENERAL OFFICERS ONLY.** They are normally used for brief personal replies or to convey congratulations, appreciation, welcome, regrets, etc. There is no prescribed format for star notes. They are generally prepared to the personal preference of the general officer (GO) signing the letter. The font for star notes is Aerial – 11 point font. Include addressee's first name or nickname so the GO can line through the salutation and write in the name, if desired. If necessary, additional pages will be prepared on plain bond paper of the same stationery type and size. The page number will be placed at the top of the page in the same manner as a letter (i.e., centered 1-inch from the top edge of the paper, typing a dash on each side of the page number). Contact the SGS to request a star note. A sample star note is found in Figure B-10.

4-12. **COMMANDER'S POLICY STATEMENTS.** Commander's Policy Statements, signed by the CG, express the commander's intent or position, on selected topics of concern (e.g., prevention of sexual harassment, equal opportunity, etc.). The subject or title of these statements will include the words "Commander's Policy Statement" and will, if appropriate, include a reference paragraph as the first paragraph, citing the regulation or law that requires the commander to publish the statement.

4-13. **DECISION MEMORANDUM FORMAT.**

a. **General.** AR 25-50 directs the use of 1-inch margins for the informal memorandum. Use appropriate Headquarters, I Corps letterhead with standard Arial – 8 point font. When read, the memorandum should represent the complete situation without reference to enclosures. Summarize issues, and reserve enclosures for a detailed analysis or explanation of the summary presented in the memorandum. Identify enclosures contained at tabs in the body of the decision memorandum. A sample decision memorandum is located in Figure B-11.

b. **Format.** Type the office symbol of the proponent office at the left margin, one inch below the top of the page.

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

(2) **Address.** Address the decision memorandum FOR the person making the decision. Include appropriate members of the chain of command on the THRU lines. As a minimum, actions for the Commander, I Corps will be reviewed by the Chief of Staff and /or the DCG.

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

(4) Paragraph 2, Purpose. In one concise sentence state the action to be taken; e.g., "To gain CG approval of the issues developed at the I Corps Commanders' Conference held at Joint Base Lewis-McChord, 23-24 January 2012."

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

APPROVED _____ DISAPPROVED _____ SEE ME _____

(6) Paragraph 4 and 5: Background and Discussion. These paragraphs explain the origin of the action, conveys assumptions and facts necessary to understand the recommendation, and lists/assesses the alternatives considered. Present facts as a chronological summary of actions or events leading to or bearing on the issue. Assess the alternatives considered for the decision in terms of advantages and disadvantages. Include documents that support the recommendation as enclosures at tabs. Summarize their key points in the decision memorandum.

(7) Paragraph 6, Impact. This paragraph indicates impact of the recommended decision. A staff action may have an impact on personnel, equipment, funding, stationing, etc. Identify individuals or organizations the recommendation impacts, and to what extent. If none, state "No impact."

(8) Paragraph 7, Coordination. This paragraph indicates with whom and when the action was staffed. Prepare each line as follows:

ORG _____ CONCUR/NONCONCUR _____ DATE _____

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


(9) Paragraph 8, Point of Contact. Include point of contact, name/rank, title, and telephone number.

16 April 2012

I Corps SM 1-2

4-14. POINT OF CONTACT. Proponent for this memorandum is the SGS at 477-1604. Electronic version of I Corps SM 1-2 is available on the I Corps SGS portal, <https://icorps.lewis-mchord.army.mil/gstaff/pers/sgs/default.aspx>.

(AFZH-CS, 967-0399)



STEVEN L. BULLIMORE
COL, GS
Chief of Staff

DISTRIBUTION:
C, D, G

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APPENDIX A

REFERENCES

SECTION I

Required Publications

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

AR 25-30 (The Army Publishing Program), 27 March 2006

AR 25-50 (Preparing and Managing Correspondence), 3 June 2002

AR 25-52 (Authorized Abbreviations, Brevity Codes, and Acronyms), 4 January 2005

AR 25-55 (The Department of the Army Freedom of Information Act Program),
1 November 1997

AR 55-46 (Travel Overseas), 20 June 1994

AR 340-21 (The Army Privacy Program), 5 July 1985

AR 380-5 (Department of the Army Information Security Program), 29 September 2000

AR 600-8-22 (Military Awards (RAR001, 15 September 2011)), 11 December 2006

AR 672-20 (Incentive Awards), 29 January 1999

DA Pam 672-20 (Incentive Awards Handbook), 1 July 1993

SECTION II

Related Publications

AR 1-20 (Legislative Liaison), 20 January 2004

AR 10-87 (Army Commands, Army Service Component Commands, and Direct Reporting
Units), 4 September 2007

AR 20-1 (Inspector General Activities and Procedures), 29 November 2010

AR 25-1 (Army Knowledge Management and Information Technology), 4 December 2008

AR 25-51 (Official Mail and Distribution Management), 30 November 1992

AR 25-400-2 (The Army Record Information Management System (ARIMS)),
2 October 2007

AR 335-15 (Management Information Control System), 28 October 1986

SECTION III
Prescribed Forms

HJB Form 1222 (Staff Action Summary), January 2012

SECTION IV
Referenced Forms

This section contains no entries.

APPENDIX B

FIGURES

Figure B-1	Sample HJB 1222
Figure B-2	Read Ahead Format
Figure B-3	Concur with Comment
Figure B-4	Statement of Nonconcurrency
Figure B-5	Sample Point Paper
Figure B-6	Sample EXSUM Format
Figure B-7	Sample Discussion Paper
Figure B-8	Sample Information Paper
Figure B-9	Sample Position Paper
Figure B-10	Sample Star Note
Figure B-11	Sample Decision Memorandum
Figure B-12	Sample Policy Statement

STAFF ACTION SUMMARY		ENTER APPROPRIATE CLASSIFICATION	TASKER #	SUSPENSE	DATE
INTERNAL STAFF TASKING/CONTROL #	I CORPS #	JOINT BASE GARRISON #	62d AIRLIFT WING #	OTHER #	
TO	THRU	FROM			
ACTION OFFICER (Name and Title/Grade/Signature/Date)		OFFICE SYMBOL	PHONE #	ASD REVIEW	
SUBJECT					
PURPOSE					
DISCUSSION, ISSUES, CONCERNS					
ATTACHED DOCUMENTS					
RECOMMENDATION					
STAFF COORDINATION (NONCONCUR explanation of non-concurrence on separate page)					
#	SECTION/OFFICE	CONCUR/ NONCONCUR	COMMENTS	SIGNATURE	DATE SIGNED

Figure B-1. Sample HJB Form 1222

B-2

SAMPLE READ AHEAD FORMAT

1. SUBJECT. Provide the main topic of the Read Ahead (two lines or less).
2. POINTS. This paragraph contains the body of the paper.
 - a. If required, the first subparagraph provides background.
 - b. Include the points you wish the reader to understand.
 - c. Subparagraphs should be key subtopics of the main subject.
 - d. The information should be concise, to the point, and if applicable, explain the impact on I Corps and JBLM.
 - e. No signature block is required.
3. STATUS. Provide a short narrative on the current status of the topic.
4. SENIOR MISSION COMMAND POSITION. What is Senior Mission Command's position and what are we doing to move toward it?

Figure B-2. Sample Read Ahead Format

SAMPLE CONCUR WITH COMMENT

SUBJECT: Same as HJB Form 1222 (Staff Summary) subject.

DATE: Date of HJB Form 1222 (Staff Summary).

1. This will be the format used when the reviewer of a staff action wants to concur with comment. "Concur with Exception," "Concur with Explanation," or other headings will not be used.
2. The purpose of "Concur with Comment" is to present other data or information that is important to the issue, not to disagree with the action. A "Statement of Non-Concurrence" will be used if the reviewer disagrees with the action.
3. The staff action package will be returned to the originating office with an appropriate tab identifying the location of the "Concur with Comment." The originating office will integrate the comment into the staff summary, if appropriate, or address the consideration in the staff summary to the Command Group.
4. A "Concur with Comment" will be signed by the staff section chief or his/her principal assistant.

XXXXX X. XXXXXXXXX
COL, GS
Chief of Staff

Figure B-3. Sample Concur with Comment

SAMPLE STATEMENT OF NON-CONCURRENCE

SUBJECT: Same as HJB Form 1222 (Staff Summary) subject.

DATE: Date of HJB Form 1222 (Staff Summary).

1. This format will be used when non-concurring with a staff action. Points of disagreement will be in a logical sequence.
2. The statement of non-concurrence will be placed in the staff action packet underneath the last tab and will be returned to the originating agency for resolution. When such a statement is added to an action, it will be identified as being an enclosure on the HJB 1222.
3. Ensure the reasons for non-concurring are clearly defined and cover all aspects of the difference.
4. The statement will be personally signed by the director/chief of the staff agency or deputy.
5. Paragraphs and continuation sheets will follow normal correspondence format.
6. If enclosures are added along with statement, tab in sequence with the tabs already included in the package.

XXXXXX X. XXXXXXXXX
COL, GS
Chief of Staff

Figure B-4. Sample Statement of Non-Concurrence

SAMPLE POINT PAPER

RANK and NAME
OFFICE SYMBOL
PHONE NUMBER
DATE

SUBJECT: Point Paper Preparation

1. Purpose: To provide sample Point Paper format.
2. Assessment: Identify stakeholders and implications of their position on topic or issue. Consider impact to operations, organizations, resources, public opinion, etc.
3. Recommendation(s): Based on the assessment, what is the recommended position or course of action. N/A (if not applicable).
4. Discussion Points:
 - Font: Times New Roman – 12 point font.
 - Use bullet statements to outline discussion points supporting Paragraphs 2 and 3 above. Short, to the point, easy to read.
 - One page preferred. However, if two or more pages, place page number at bottom center beginning on the second page, 1 inch from edge.
 - Margins: 1-inch top, bottom, and right; 1.25 inch on left to allow for hole punching.

Figure B-5. Sample Point Paper

SAMPLE EXSUM FORMAT



Executive Summary
The President's Review on the War in Afghanistan
(Taken from a Detailed Summary from the Wall
Street Journal)
 16 December 2010

Overall Assessment (Key Excerpts)

- The core goal of the U.S. strategy in the Afghanistan and Pakistan theater remains to **disrupt, dismantle, and eventually defeat al-Qa'ida** in the region and to **prevent its return** to either country.
- Specific components of our strategy for Afghanistan and Pakistan are working well and there are notable operational gains. Most important, **al-Qa'ida's senior leadership in Pakistan is weaker and under more sustained pressure** than at any other point since it fled Afghanistan in 2001.
- And in Afghanistan, the momentum achieved by the Taliban in recent years has been arrested in much of the country and reversed in some key areas, although these **gains remain fragile and reversible**.
- With regard to **al-Qa'ida's Pakistan-based leadership** and cadre, we must remain focused on making further progress toward our ultimate end state, the eventual strategic defeat of al-Qa'ida in the region, which will require the **sustained denial of the group's safe haven in the tribal areas of western Pakistan**, among other factors.
- The **accelerated deployment of U.S. and international military and civilian resources** to the region that began in July 2009 and continued after the President's policy review last fall has **enabled progress and heightened the sense of purpose within the United States Government**, among our coalition partners, and in the region.
- This review also underscores the **importance of a sustained long-term commitment to the region – in Pakistan**, by way of our growing strategic partnership; and in Afghanistan, as reflected by our own long-term commitment, as well as the NATO Lisbon Summit's two outcomes: the goal for Afghans to assume the lead for security across the country by 2014, and NATO's enduring commitment beyond 2014.

CIG Comments: The report goes into further detail to describe the findings relating to Al-Qa'ida, Pakistan, and Afghanistan. In regards to Al-Qa'ida, the report states the senior leadership has been depleted, their safe haven is less secure and smaller, and their ability to conduct future attacks has been degraded. The report finds our relationship with Pakistan over the last year has improved, which is promoting overall stability in the Country. However, the report cautions we will need to have greater cooperation with Pakistan to deny the extremists safe haven along the border and must be coupled with development strategies versus military means alone. Regarding Afghanistan, the report states we are setting the conditions to begin transition to Afghan Security Forces in July 2011. It also points out that U.S. civilian and military integration has significantly improved, and now coordinated efforts are taking place at echelon.

Figure B-6. Sample EXSUM Format

SAMPLE DISCUSSION PAPER

10 May 2012

SUBJECT: Format for a Discussion Paper

1. Issue. How to prepare Discussion Papers for use in discussions.

2. Facts.

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

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

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

(1) Determine background that recipient needs.

(2) Avoid technical language and unexplained acronyms.

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

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

e. Paper should be approved at directorate level.

3. Key Points to be Stressed.

a. Present key points drawn from paragraph 2.

b. Your opportunity to influence action.

MAJ Sample/ATTG-I/1234
Rank & Name/Office Symbol/Phone #
APPROVED BY: _____

Figure B-7. Sample Discussion Paper

SAMPLE INFORMATION PAPER

10 May 2012

SUBJECT: Information Paper Format

1. Purpose. To provide guidance on the preparation and use of an Information Paper. Font: Times New Roman – 12 point font.

2. Facts.

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

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

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

d. Papers should not exceed one page in length and need not be signed, but must include the Action Officer's name and telephone number in the lower right corner. Include an approval line below the 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/ATTG-I/1234
Rank & Name/Office Symbol/Phone #
APPROVED BY _____

Figure B-8. Sample Information Paper

SAMPLE POSITION PAPER

10 May 2012

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

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

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

MAJ Sample/ATTG-I/1234
Rank & Name/Office Symbol/Phone #
APPROVED BY _____

Figure B-9. Sample Position Paper

SAMPLE STAR NOTE



**Commanding General
Headquarters, I Corps
Joint Base Lewis-McChord, Washington 98433**

29 March 2012

Dear Major Williams:

Congratulations on your selection for promotion to Lieutenant Colonel.

Your selection from the many eligible Officers is reflective of your competence, dedication, and professionalism. Your challenge and responsibility will be to continue to lead, train, and take care of Soldiers. I know you will meet that challenge and provide the competent leadership our Soldiers deserve.

Again, congratulations and best wishes for continued success. America's Corps!

Sincerely,

Curtis M. Scaparrotti
Lieutenant General, U.S. Army
Commanding

Major John C. Williams
1st Special Forces Group
Joint Base Lewis-McChord, WA 98433

Figure B-10. Sample Star Note

SAMPLE DECISION MEMORANDUM

OFFICE SYMBOL

SGS STAMP DATE

MEMORANDUM THRU Chief of Staff

FOR CG

SUBJECT: Decision Memorandum Format

1. For DECISION.

2. PURPOSE. To obtain...

3. RECOMMENDATION(S). CG sign memorandum at TAB A1.

APPROVED_____ DISAPPROVED_____ SEE ME_____

4. BACKGROUND.

5. DISCUSSION.

a. Course of Action (COA) 1: (Advantages/Disadvantages)

b. COA 2: (Advantages/Disadvantages)

c. COA 3: (Advantages/Disadvantages)

6. IMPACT.

7. COORDINATION.

DCSRM_____CONCUR/NONCONCUR_____DATE

DCSBOS_____CONCUR/NONCONCUR_____DATE

8. Point of contact is (name, agency/activity, phone number, email).

Encl

XXXX X. XXXXXXXX
Major General, GS
Commanding

Figure B-11. Sample Decision Memorandum
B-12

16 April 2012

I Corps SM 1-2

SAMPLE POLICY STATEMENT

AFZH-CG

POLICY STATEMENT #XX

I Corps PS #XX
(SGS STAMP DATE)

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Commander's Policy Statements

1. Policy statements are written in memorandum format and reflect the personal policy of the Command Group. I Corps policy statements will only be signed by the Commanding General.
2. The office symbol will consist of the originator's office symbol.
3. See JBLM Regulation 25-35 for instructions on how to prepare policy statements, located on the Joint Base Garrison portal, https://ft.lewis.army.mil/forms/hfl/PubsSite/fort_lewis_regulations.htm.
3. The originating office is responsible for copying and distributing the policy statement. The original signed document will be given to DHR ASD Forms manager for filing.
4. DHR-ASD will ensure all Command policies in effect will be posted on the JBLM portal.

XXXXXX X. XXXX
Lieutenant General, USA
Commanding

DISTRIBUTION:

A, B, C (whatever is appropriate)

*This policy statement supersedes I Corps PS XX, 10 January 2009

Figure B-12. Sample Policy Statement

APPENDIX C

MATTERS APPROPRIATE FOR AUTHORITY SIGNATURE

SECTION I: I CORPS COMMAND GROUP SIGNATURE

1. Responses to correspondence signed by, or intended for the FORSCOM Commander, other general officers, or the Chief of Staff of a headquarters commanded by a general officer.
2. Special reports to higher headquarters of a nature that would require Command Group action at that headquarters.
3. Correspondence previously seen in the Command Group, which is returned to and/or sent through this headquarters.
4. Subjects of importance that require prompt attention and are not covered by existing policies.
5. Proposed new policies and/or changes to existing I Corps policies.
6. Letters to civil authorities in high positions.
7. Correspondence about emergency plans.
8. Correspondence/reports concerning serious accidents or incidents involving I Corps and JBLM personnel.
9. Requests and recommendations to be made to higher, equal, or subordinate headquarters on matters affecting policies, plans, or procedures of I Corps and JBLM organizations and divisions.
10. Correspondence concerning disapprovals from higher headquarters.
11. Recommendations for disapproval on requests signed by general officers or commanders of I Corps and JBLM major subordinate commands.
12. Reports of financial and property irregularities.
13. Matters relating to budget estimates and allotments affecting I Corps and JBLM, except those of a routine nature.
14. Subjects or communications which affect or involve the reputation of an officer or organization.

15. Communications alleging neglect or dereliction on the part of commissioned or warrant officers.
16. Communications or proposed communications conveying a suggestion of censure.
17. Appeals from subordinate units to decisions made at this headquarters.
18. Anniversary and holiday messages to the command or to specific elements.
19. Correspondence on which command signature is required by law or regulation.

APPENDIX D

TIPS FOR PREPARING GENERAL OFFICER CORRESPONDENCE

1. Proofread and use spell check. Also, have a "fresh" set of eyes proofread your document.
2. On memorandums, use the originating agency's office symbol, not the CG's.
3. Numbers.
 - a. Corps sized units are always written with Roman numerals; e.g., I Corps, V Corps, and XVIII Airborne Corps.
 - b. Armies are always spelled out; e.g., First US Army and Eighth US Army.
 - c. Divisions are always written with Arabic numerals; e.g., 10th Mountain Division and 25th Infantry Division.
 - d. Groups are always written with Arabic numerals; e.g., 1st Special Forces Group (Airborne) and 7th Special Forces Group (Airborne).
4. When writing non-military letters, be sure to use civilian style dates and signature blocks in accordance with AR 25-50.
5. If writing a short letter (less than one page), the margins may be adjusted to 1 1/2 inches on both left and right sides. This provides a better-looking product on short letters.
6. Reference AR 25-50 for writing style and format examples.
7. Put the recommendation, conclusion, or reason for writing--the "bottom line"--in the first paragraph, not at the end.
8. Use the active voice.
9. Do not right or full justify documents.
10. Do not staple documents to be signed by members of the Command Group.
11. Be consistent. For example, either spell out all states, "street," or "avenue" names or use all abbreviations in address lines.

12. Use correct 9-digit zip codes.
13. Fonts:
 - a. For all correspondence requiring Command Group signature use Times New Roman – 12 point font (do not bold).
 - b. For star notes, use Aerial – 11 point font.
14. Always spell out "Fort" (for example, Fort Hood).
15. Do not use symbols in place of words within the body of the text (for example, "&" in the place of "and" or "@" in the place of at).
16. The average length of a sentence should be about 15 words.
17. Check for subject-verb agreement.
18. Be consistent with the format of dates. If the month is spelled out, then the year must be four digits (e.g., 27 November 2000). If the month is abbreviated, then the year must be two digits (e.g., 27 Nov 00).
19. Ensure any coordination with appropriate staff agencies is completed prior to submitting correspondence to the SGS.
20. Do not begin sentences with abbreviations, except for abbreviations preceding proper names; i.e., Mr., Mrs., Ms., or Dr.

GLOSSARY

*SECTION I**Abbreviations*

ACS	Army Community Services
AR	Army Regulation
ASD	Administrative Services Division
AV	Audiovisual
BLUF	Bottom Line Up Front
CCSM	Corps Command Sergeant Major
CG	Commanding General
COA	Course of Action
CS	Chief of Staff
DA	Department of the Army
DCG	Deputy Commanding General
DCS	Deputy Chief of Staff
DHR	Directorate of Human Resources
DSN	Defense Switched Network
EMAIL	Electronic Mail
ETP	Exception to Policy
EXSUM	Executive Summary
FORSCOM	United States Army Forces Command
FYI	for your information
GO	General Officer

GS	General Staff
HJB	Headquarters Joint Base
HQ	Headquarters
IAW	in accordance with
IG	Inspector General
JBG	Joint Base Garrison
JBLM	Joint Base Lewis-McChord
MSC	Major Subordinate Command
MWR	Morale, Welfare, and Recreation
NCO	Noncommissioned Officer
OCONUS	outside the continental United States
POC	Point of Contact
SA	Situational Awareness
SGM	Sergeant Major
SGS	Secretary of the General Staff
SJA	Staff Judge Advocate
SM	Staff Memorandum
TASC	Training and Audiovisual Support Center
VIP	Very important person
WILCO	Will Comply

SECTION II

Terms

This section contains no entries.