

USAREC Pamphlet 1-11

Administration

Staff Procedures

**Headquarters
United States Army Recruiting Command
Fort Knox, Kentucky
5 July 2017**

UNCLASSIFIED

Headquarters,
United States Army Recruiting Command
1307 3rd Avenue
Fort Knox, Kentucky 40121
5 July 2017

*USAREC Pamphlet 1-11

Effective 5 July 2017

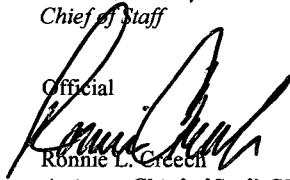
Administration

Staff Procedures

For the Commander:

BRAD P. LUEBBERT
Colonel, GS
Chief of Staff

Official



Ronnie L. Creech
Assistant Chief of Staff, CIO/G6

staff procedure and policy guide. It provides guidance for the accurate and timely accomplishment of staff actions and guidelines for preparing and staffing correspondence for the Command Group, consisting of the Commanding General (CG), Deputy Commanding General-Operations (DCG-O), Deputy Commanding General-Support (DCG-S), Command Sergeant Major (CSM), Chief of Staff (CoS) and Deputy Chief of Staff (DCoS).

Relation to USAREC Reg 10-1. This publication establishes policies and procedures regarding Staff Procedures according to UR 10-1 Chapter 3.

Suggested improvements. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Change to Publication and Blank Forms) directly to the Secretary of the General Staff (RCSG), Bldg 1307, Third Avenue, Fort Knox, KY 40121

History. This publication is a new publication with an effective date of 5 July 2017

Summary. This Pamphlet establishes policy, procedures, and formats for preparing and coordinating correspondence and other administrative actions for Headquarters (HQ), U.S. Army Recruiting Command (USAREC).

Applicability. This pamphlet applies to all USAREC organizations that prepare correspondence for HQ USAREC. This regulation is designed for use by staff officers and administrative personnel as a

Proponent and exception authority. The proponent of this pamphlet is the Secretary of the General Staff (SGS). The proponent has the authority to approve exceptions or waivers to this pamphlet that are consistent with controlling law and regulations.

Army internal control process. This pamphlet contains internal control provisions in accordance with AR 11-2, but does not identify key management controls that must be evaluated.

Supplementation. Supplementation of this pamphlet is prohibited.

Distribution. This pamphlet is available in electronic media only and is published on the USAREC E-Pubs sharepoint site, and also on the Command Group/SGS/Correspondence Assistance. All sample forms and memoranda are updated and maintained at this site.
<https://span.usarec.army.mil/sites/HQ/SGS2/SitePages/Home.aspx>

*This is a new USAREC Pamphlet.

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Chapter 1. Introduction

1-1. Purpose

This document prescribes administrative policies and procedures for processing correspondence within HQ USAREC. It is designed for use by staff officers and other administrative personnel as a staffing procedure and policy guide. It provides guidance for the accurate and timely accomplishment of staff actions and guidelines for preparing and staffing correspondence for the Command Group.

1-2. References

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

1-3. Explanation of Abbreviations and Terms

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

1-4. Responsibilities

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

- (1) Serve as "Office Manager" for the Command Group, under the oversight of the CoS.
- (2) Serve as liaison between the Command Group and action offices concerning correspondence preparation and administrative procedures. Establish and maintain all policies and procedures to prepare and manage correspondence signed by the Command Group.
- (3) Provide technical advice on preparing correspondence signed by the Command Group.
- (4) Proofread and review all correspondence sent to the Command Group for administrative completeness and correctness, appropriate coordination, proper level of signatures, and compliance with established policies. SGS will mark errors and return to originator for correction(s).
- (5) Manage the suspenses and tracking systems within the Command Group. The G3 will manage USAREC-wide tracking system. (G6 provides IT support for these tracking systems.)
- (6) Receive all approved and signed correspondence from the Command Group. Date documents, clear internal suspenses, and return to originator for distribution.
- (7) Distribute and track official mail addressed to the Command Group and actions generated by the Command Group.
- (8) Update and maintain the SGS sharepoint site which is available to all USAREC personnel. This document as well as all samples listed in this Regulation are available at this site in the Correspondence Assistance section. If any staff member has suggestions to improve or add to this site, contact the SGS.
<https://span.usarec.army.mil/sites/HO/SGS2/SitePages/Home.aspx>

b. G-3 will:

- (1) Serve as primary tasking authority for all internal, external, and operational taskings not generated by the USAREC Command Group.
 - (2) Task elements throughout USAREC on non-operational taskings generated by the CG, DCGs, CoS and DCoS. Originating unit/directorate must request the tasking and send G3 Tasking the complete tasker with all suspense dates. When suspenses are met, the originating office must contact G3 and ask that the tasker be marked as complete.
 - (3) Conduct mission analysis, assign and track TRADOC taskings until complete.
- c. SGS will ensure originators of all correspondence prepared for the Command Group will:
- (1) Prepare correspondence in accordance with Army Regulation (AR) 25-50, Preparing and Managing Correspondence and this regulation.
 - (2) All correspondence will be prepared in final form using 12-point Arial font on USAREC letterhead. Do not date memoranda or letters – the SGS will date the document the date it is signed.
 - (3) Write in active voice—subject, verb, object. See DA Pam 600-67, Effective Writing for Army Leaders, maintained on the SGS Sharepoint site, Correspondence Assistance button.
 - (4) As a general rule, respond in like form. For example, use a memorandum to respond to a memorandum; personal letter to a personal letter, etc.
 - (5) Prepare all staff action papers using the Army effective writing “package” structure:
 - (a) List reference(s) in the first paragraph.
 - (b) Begin the document with the most important information, e.g., Bottom Line Up Front (BLUF).
 - (c) Continue the document by clearly dividing sections using paragraphs, headings, or titles.

(d) The point of contact (POC) is generally placed in the last paragraph of the correspondence. Use military rank or civilian prefix, last name only, office/organization, DSN and commercial phone number and e-mail address. (Do not include POC statements on correspondence going to the CSA or higher.)

(6) Use abbreviations and acronyms in correspondence except when writing to individuals or organizations not familiar with their use. The first time an abbreviation, brevity code or acronym is used in text, spell it out and follow with the abbreviation or acronym in parentheses. Thereafter, you may use the abbreviation or acronym. If the abbreviation or acronym will not be used more than once, spell it out and do not identify it as an acronym. See AR 25-52 for examples of acceptable and unacceptable capitalization of meanings of abbreviations, brevity codes, and acronyms.

(7) Originator will spell check and proofread all correspondence prior to submitting to Command Group.

(8) Use the USAREC Standard File Naming Convention. Consistent file and document naming is essential for user understanding and to simplify retrieving files regardless of location. All USAREC personnel will use the following components in naming files forwarded to the Command Group. Groupings should be separated by an underline or period.

BLUE-TOP SUMMARY SHEET

(For use of this form, see USAREC Pam 1-11, the proponent agency is the SGS, USAREC.)

TO	Noted	APPROVED	DATE	DIR	SIGNATURE	CONC	NONC	DATE
1.	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	
2.	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	
3.	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	
4.	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	
5.	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	
6.	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	
7.	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	
8.	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	

Suspense Date: _____ CF: _____ Action Officer/No: _____

Suspense No: _____ Control No: _____ Director: _____

SUBJECT: _____

SAMPLE

USAREC Form 1-11.1, 5 July 2017
(THIS FORM REPLACES THE HQ UF COS 1.0)
V1.00

(Figure 1-1. Bluetop Summary Sheet, USAREC Form 1-11.1)

BLUE-TOP SUMMARY SHEET

(For use of this form, see USAREC Pam 1-11, the proponent agency is the SGS, USAREC.)

<input type="text"/> Must hit the drop down select FOUO or Unclassified								
TO	Noted	APPROVED	DATE	DIR	SIGNATURE	CONC	NONC	DATE
1.	CG	As Needed	<input type="text"/>	SJA	<input type="text"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="text"/>
2.	DCG-C	As Needed	<input type="text"/>	G4/8	<input type="text"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="text"/>
3.	DCG-S	As Needed	<input type="text"/>	Other	<input type="text"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="text"/>
4.	CoS	Always	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="text"/>
5.	DCS	Always	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="text"/>
6.	CSM	All NCO Issues	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="text"/>
7.	SGS	Always	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="text"/>
8.	<input type="text"/>		<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="text"/>

Date:

Office:

ADMIN REVIEW: Must

SGS: Cmd Grp Initials

DIR: Dir Secy initials

DIV: Secy/Admin initials

SPECIAL INSTRUCTIONS:

For Signature

For Approval

For Comment

For Information

As Requested

Suspense Date: CF: Action Officer/No:

Suspense No: Used with internal items Control No: Cmd Grp Tasker number T12-02 Director: Director's name and signature

SUBJECT:

(USE 1-6 ONLY AS NEEDED)

1. **PURPOSE/PROBLEM:** This example is to inform the HQ & BDE staffs the proper preparation of staff actions (Bluetops)
2. **RECOMMENDATIONS:**
3. **ASSUMPTIONS:**
4. **FACTS BEARING ON PROBLEM:**
5. **DISCUSSION:**
6. **CONCLUSION:**

Control Number:

Always use your directorate/special staff control number when sending staff actions initiated by your office.

Tab: Put tabs in sequential order on separate sheets of paper from the TOP DOWN

TAB A1, A2, A3, etc.-Signature

TAB B-Suspense/Tasker (include original tasker if blue top is answering a specific tasker)

TAB C,D,E,etc.-Other Info

TAB X1, X2, X3, etc.-Concurrences/Non-concurrences Only

(Action officers must state comments from coordination have been considered and incorporated into the document)

Assembling Action: Staple Bluetop to front (outside) of folder; assemble documents inside folder with binder clip (no paper clips or clam clips)

Notes:

Do not date Command Group signature items (exception is Star Notes)

Be sure Bluetop is printed on **BLUE PAPER** and keep to **ONE PAGE** only

Items for Command Group must be on Summary Sheet only (use OF 41 only for travel orders and leave forms)

BDE's: All BDE initiated actions will come to the CoS with a **BDE Control #** assigned. The Chief will determine staffing requirements and establish a suspense to ensure all actions are completed in a timely matter.

Tracking Status:

Use the Enhanced Document Control Long for tracking all actions (See the USAREC website at: https://my.usaac.army.mil/portal/dt/usarec/HQ/CMD_GRP/Quick_Links/EDCL/)

(Figure 1-2. Bluetop Summary Sheet Example, USAREC Form 1-11.1)

(9) Use the USAREC Form COS 1.0 “Blue-Top Summary Sheet” to staff all correspondence going to the Command Group. It is a .pdf- fillable form which is available at the SGS Correspondence Assistance Sharepoint link. A Sample Blue-Top with instructions is also located within the Correspondence Assistance link. (See Chapter 2, para 2-5, for Blue-Top staffing procedures.) See Figures 1-1 and 1-2.

(10) All correspondence sent to the Command Group must be routed through the SGS.

(11) Items returned for correction will be corrected and resubmitted through SGS with original marked-up copy.

(12) Action offices must comply with suspense dates. If a suspense cannot be met, it is the responsibility of the Action Officer (AO) to coordinate an extension.

(13) Action offices are responsible for maintaining copies of all correspondence in accordance with (IAW) AR 25-400-2, The Army Records Information Management System (ARIMS)

Chapter 2. Staff Policies and Procedures.

2-1. Staff work. All communications will be in a clear and direct style that is timely, accurate and in a logical format. Provide the Command Group with second and third order effects and implications to USAREC, TRADOC and the Army. Consider the meaning and why the Command Group should be involved, the issues requiring the CG’s attention, staff recommendations, and implications for accepting or rejecting the staff recommendations.

a. A staff paper may be a discussion paper, decision paper, position paper, information paper, point paper, memorandum or executive summary. Each is discussed at length in Chapter 3.

b. If AOs require a decision from the Command Group, they will provide a number of proposed courses of action (COAs) for consideration and should be prepared to discuss the merits of each option. Provide viable solutions to a problem supported by logically-developed conclusions.

c. A completed staff paper will include concise statements of the essential facts, consideration of all feasible COAs, alternative views of all other activities concerned and a recommended solution to the problem. The decision maker needs only to approve or disapprove the recommended COA.

d. Resolve all details and coordinate proposed actions with interested or affected offices.

e. Respond in like form. For example, use a memorandum to respond to a memorandum and a personal letter with a letter, etc.

f. Use USAREC letterhead stationery and the *proponent’s office symbol* for all formal memoranda for Command Group signature.

g. A staff paper which requires implementing instructions will include the proposed document to properly implement the recommended action.

h. ALWAYS forward staff actions to the Command Group with a Blue-Top. See para 2-5 for instructions.

2-2. Correspondence.

a. Correspondence or staff actions requiring signature and/or decision by the Command Group will be submitted via Blue-Top. All memoranda will be prepared IAW AR 25-50. *See Figure 2* on next page.

b. All correspondence prepared for signature of the Command Group will be in final format, 12-point Arial font, and will reflect the office symbol of the originating office. Memoranda for Command Group signature will be formal memoranda and must be on USAREC Letterhead stationery. Do not date the document; this will be completed by the Command Group administrative staff or SGS after it is signed.

SAMPLE



DEPARTMENT OF THE ARMY
HEADQUARTERS, UNITED STATES ARMY RECRUITING COMMAND
1307 THIRD AVENUE
FORT KNOX KY 40121-2725

RCSG

Date – Date/Month/Yr

1

2

3 MEMORANDUM FOR NAME/ADDRESS

SUBJECT: Formatting of a Memorandum

1

2

3 1. Start paragraph 1 three lines down from the Subject (leaving two blank lines) with references or BLUF. Be sure to have at least two sentences per paragraph. Always double-space, leaving one blank line, between paragraphs and subparagraphs. Use Arial 12-point font. Use military style date as above. Remember, if you spell out the month, you must use the entire year; if you abbreviate the month, you must abbreviate the year – e.g., 1 January 2017 or 1 Jan 17. Do not separate a day and month or year at the end of a line. Try not to separate rank, first and last names between two lines. If there are two pages in the memo, a minimum of two lines must be on the first and second pages. Always capitalize the first letter in the word Soldier, Family and Civilian.

a. Indent the first subparagraph under the first letter of paragraph above. You will want to return the second line of this subparagraph (and all of them) to the left margin.

b. If there is a subparagraph “a” there must be a subparagraph “b.”

(1) If subdividing again, use parentheses here. Be sure to return to the left margin; don’t line up under the first letter of the first word in the subparagraph.

(a) If there is another subparagraph, you must align under the (1). Do not subdivide further than this.

(b) As before, if there is an “(a)” there must be a “(b)”.

(2) If there is a (1) there must be a (2).

2. Paragraph 2. If last paragraph, be sure to include POC information – name, phone number and e-mail address. Space down five times for Signature block; there will be four BLANK lines between the last line and the signature block which begins at the center of the page.

1

2

3

4

5

ALL CAPS FIRST NAME, MI, LAST NAME
RANK, Branch
Job Title

(Figure 2. USAREC Memorandum Format)

c. When preparing letters:

- (1) Use the office title instead of an office symbol two lines below the Army seal.
- (2) Reference the letter you are responding to (if applicable).
- (3) Use civilian dates in letters (e.g., January 1, 2017).
- (4) On one-page letters, begin "inside address" five lines down from the office title.
- (5) Use 1-inch margins for most letters and 1.5-inch margins for short letters. The letter should look as if it is "framed" on the paper. (For example, don't have most of the white space at the bottom of the page – space down so that the letter is close to the middle of the paper.)
- (6) In the salutation, use proper names (e.g., General Richardson). Include "go-by" name on a small "sticky" note if you know it so the GO can line through and personally write in the go-by name, if desired.
- (7) Use "Sincerely," as the complimentary close for the same rank and below and "Very respectfully," for anyone higher in rank than the sender (this includes Members of Congress and Senators).
- (8) Never use "copy furnished" on letters. If a copy is sent to anyone other than the recipient of the letter, this should be identified in the body of the letter itself (preferably in the last paragraph).
- (9) Submit thank you and congratulatory notes in a timely manner to optimize effect. Do not repeat congratulations/thanks more than once in the note.

d. If correspondence has been returned for corrections, the originating section will include the original version with annotated corrections along with the corrected copy when the correspondence is re-submitted. Place the original copy behind Tab A and the corrected copy inside the folder on the left side.

e. After approval and/or signature, the correspondence will be dated and returned to the originating office for reproduction, distribution, or other necessary action.

f. See Figure 3 on next page for a sample Letter.

2-3. Signature Blocks and Complimentary Closings.

a. The originating office must type the appropriate signature block on forms. 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.

b. Signature blocks for the Command Group are posted on the SGS Sharepoint site, Correspondence Assistance.

c. Use "Sincerely" as the complimentary closing on all letters addressed to military and civilian equivalents or subordinates that the CG, DCG, CoS, and DCoS signs. Use "Very respectfully" when addressing higher ranking authorities, retired three and four-star general officers, the CSA, VCSA, or Members of Congress. For additional guidance on forms of address, salutations, and complimentary closings, see AR 25-50, Appendix D.

2-4. Coordination.

a. The responsibility of staff coordination rests with the proponent/originating office. Staff papers will be coordinated with activities affected by the action. The activity receiving a document for coordination will return the decision paper and enclosures with concurrence/comment.

b. Proponent activities will use the Blue-Top to document staff coordination/concurrence. Statements of non-concurrence are to be attached at Tab X in sequential order.

c. Once a decision is made by the Command Group, the SGS will return the package to the AO in the proponent's office. The AO will implement accordingly, provide a copy of the decision within five working days to all agencies that reviewed the action for coordination, and maintain the file copy of the action IAW AR 25-400-2.

d. See paragraph 3-13 for coordination requirements for Memoranda of Agreement or Understanding.

2-5. USAREC Form 1-11.1, Blue-Top Summary Sheet. The use of the USAREC Blue-Top ensures correct tracking of staff actions and provides an official record of approvals/disapprovals. Pay special attention when preparing the Blue-Top because it is more than just an administrative tool to track, record, and file. Ensure the information is well thought out and succinct so the CG, DCG, CoS, or DCoS can quickly review the summary of details they need to know at their level before taking the requested action. Obtain the appropriate coordination and approval/release signature(s) within your organization and USAREC staff elements before forwarding to SGS. A well-prepared Blue-Top eliminates the need to return the package for corrections and ensures speedy processing through the Command Group and signature/approval of the action without questions. The Blue-Top is found on the SGS Sharepoint site, Correspondence Assistance. Also in Correspondence Assistance, you will find a sample with instructions to assist in completing the Blue-Top. See Figures 1-1 and 1-2.



DEPARTMENT OF THE ARMY
HEADQUARTERS, UNITED STATES ARMY RECRUITING COMMAND
1307 THIRD AVENUE
FORT KNOX, KENTUCKY 40121-2725

Date centered on page

Office of the Commanding General

Honorable Jane Doe
Mayor of Anytown
Anytown, Arizona 30905-1234

Dear Mayor Doe:

In a letter to a Civilian, office symbols rarely have any meaning and appear awkward. The office sending the letter should be identified instead of an office symbol. If there is a need to provide a specific return address (other than the one on your letterhead), put it in the last paragraph.

The date should be centered two lines from the letterhead address. Type the office title on the second line below the date, flush with the left margin. Use "civilian" style date – Month Date, Year.

If it is necessary to furnish a copy or copies to others than the addressee, it should be identified in the body of the letter.

When more than one page is needed, there should be a minimum of two lines of text on the second page. Leave at least one inch margin at the bottom of a multiple page letter. Center the page number one inch from the top edge of the paper using a hyphen on each side of the page number. Begin typing the first line of text on the fifth line below the page number.

Sincerely,

John T. Rambo
Major General, US Army
Commanding General

NOTE: If the letter is a short one, you may use 1.5" margins on the right and left. Be sure to center the letter on the paper so that it looks like it is framed by the white space around it.

(Figure 3. USAREC Letter Format)

a. The following sections are to be used when completing the Blue-Top. (If a section is not pertinent to the action, it does not have to be included.)

(1) PURPOSE. This refers to the purpose of the form, NOT the purpose of the action being transmitted. It identifies what you want the form to accomplish – For example, “To obtain the CG’s signature on memo at Tab A nonconcurring with proposed changes to Form xxxxx.”

(2) RECOMMENDATION. This paragraph explains what you would like the recipient to do. It is usually worded similar to that in para 1 (Purpose). E.g., CG sign memo to MG Brown (Tab A) nonconcurring with proposed changes to Form xxxxx.

(3) ASSUMPTIONS. Self explanatory.

(4) FACTS BEARING ON PROBLEM. Self explanatory.

(5) DISCUSSION: Include alternate COAs.

(6) CONCLUSION: Propose recommended COA.

b. Use tabs in sequential order on separate sheets of paper from the top down.

(1) Tab A. Document requiring signature, approval or line-through. If action is submission of an information paper, place that document at Tab A. When transmitting more than one document for signature or approval, attach the separate documents as Tab A-1, A-2, A-3, etc. NOTE: When multiple letters similar in content require signature, forward the Blue-Top with only one letter for signature and a listing of addressees/proposed salutations. Once the SGS approves the document, it is returned to the originating staff office to prepare the memoranda or letters. The entire package is then returned to SGS to process for signature. Be sure to include the original, approved document with the submission.

(2) Tab B. Originating document (correspondence or tasking) that generated the action (if applicable). If Tab A is a response, then Tab B should be the original correspondence that generated the action.

(3) Subsequent Tabs. Attach detailed background material required for complete understanding of the action or material that expands on items discussed in the body of the Blue-Top. Use succeeding Tabs in the order mentioned. Use pertinent extracts of lengthy publications and referenced document, including messages.

(4) Tab X. This is for concurrences/nonconcurrences only. Number consecutively as Tab X-1, X-2, X-3, as required.

c. Creating a Blue-Top in Sharepoint.

(1) Access the Blue-Top Tracker in the SGS Sharepoint site in one or two ways – use the Blue-Tops Active Tasks View button located in the center of the page, or select your directorate under Blue-Tops along the left side. (There is a Blue-Top Procedures document in Sharepoint which shows step-by-step procedures to create and upload a Blue-Top.) When the Blue-Top is saved, it will generate a tracking number. Be sure to enter the tracking number on your Blue-Top before printing. Attach all documents and Tabs to the Blue-Top in Sharepoint.

(2) The Action Officer listed on the electronic Blue-Top will receive e-mail updates as to the location of their document. Whoever actually tracks this action should be listed as the AO.

(3) In the Sharepoint site, if you choose “Yes” next to the “Electronic?” box, this will allow your Blue-Top to be staffed electronically to the staff sections from which you request concurrences.

d. Assembling the hard-copy Blue-Top.

(1) Print the Blue-Top on light blue paper and staple to the front (outside cover) of a manilla folder and assemble documents inside the folder, attached with a binder clip. (No paper clips or clam clips.) See 2-2 paragraph g for assembly specifics.

(2) In some instances, expedited or FOUO/sensitive Blue-Tops should be printed on Red paper and are referred to as “Red-Tops.” Supporting documents will NOT be attached to the electronic Blue-Top tracker and the Subject will be masked if it contains a person’s name or other identifying properties. To staff, these are normally hand-carried from section-to-section by the originating office, but they still must be logged in to the Blue-Top Tracker and obtain a tracking number. After staffing is complete, the originating office will hand-carry the entire packet to SGS and it will be tracked throughout the Command Group to completion using the Blue-Top Tracker. Red-Tops are either hand-carried back to originating office, or the office is called to let them know the action is complete.

e. Blue-Tops in the Command Group.

(1) After staffing his complete, corrections made IAW suggestions by USAREC Staff sections, the AO will then check the “SGS IN” box. This will generate an e-mail to the SGS alerting him/her that there is a document to be staffed. (If you do not check the SGS IN box, the SGS will not know your document is in the Blue-Top Tracker.)

(2) You can always check the Blue-Top Tracker to see where your action is within the Command Group. If corrections are needed from the Command Group, it will be logged “Out for Corrections.” The AO will then need to go back into the action, make required corrections, and then re-submit to SGS.

(3) When the action is complete, you will see SGS Final in the Command Group Processing box.

2-6. Command-Directed Actions. The following information details the manner in which the Command Group actions will be managed. These Command-directed actions will be added to the Staff Action Tracker (see paragraph 2-7).

a. When an action is generated by the Command Group, it will be forwarded to the responsible office through one of the following means.

(1) Via electronic tasking using the Staff Action Tracker.

(2) Via correspondence or e-mail prepared by the CG's XO, CoS, DCoS or SGS.

(3) Directly from the originator, through SGS (who will add it to the Staff Action Tracker) on office stationery, personal notepaper, routing slip, e-mail or another type of document.

b. The action note should contain (at a minimum):

(1) Action required.

(2) Date action assigned.

(3) Suspense date.

(4) Identification of documents related to the action.

(5) Who generated the action?

(6) Format for reply (if applicable)

c. If tasked by the Command Group, SGS will track the suspense via the Staff Action Tracker. When a response is given verbally, in writing directly to the originator, or via e-mail, inform the SGS of its completion and a note should be added to the Staff Action Tracker indicating that the suspense was met. The tasked organization should then remove their check-mark from the list.

d. If the staff office receiving the action believes that it belongs to another office, coordinate the change of responsibility with the SGS.

e. When directed to prepare a "tear line" or "ghost note" for the CG, turn-around is one day.

(1) Compose the note ensuring that all addressees are added and that you use the CG's / sender's signature block. Your note should be succinct and provide the BLUF with background, analysis, recommendations or information as warranted. Save this message in your "drafts" folder.

(2) Compose a second note to the CG's XO with cc to his Aide and Executive Assistant (or sender) outlining the purpose of the draft note. Attach the draft note to the second message. The CG's XO will review the attached note, make changes as appropriate, and send out on behalf of the CG; or send to the CG for his review/changes and the CG will send it himself.

2-7. Staff Action Tracker. This tracker is to track each directorate's priorities of work based upon the CoS's guidance. <https://span.usarec.army.mil/sites/HQ/SitePages/SAT.aspx>

a. It is imperative that staff and subordinate organization's representatives review this tool biweekly to monitor suspense dates for their respective taskings and ensure they are met on time.

b. Staff members should follow regulatory guidance to determine action required, level of approval, and appropriate signature for the action.

c. Action officers should conduct a thorough mission analysis of the action; before taking any action, thoroughly consider the issue and why the CG is involved. Staff recommendations, implications for accepting or rejecting the staff recommendations, and assessment of supporting and background information should also be taken into account. Be sure to provide second and third-order effects and implications to USAREC; think at the strategic level.

d. Initiate a lead transfer if the assigned lead believes the tasking is outside of their area of responsibility. Coordinate the request for lead change with SGS.

e. Organizations identified to assist with the task should provide assistance to the lead. This should be done as soon as possible after the tasking is received so that the response will not be held up.

f. If subordinate activities/offices are needed to complete a task, ensure that instructions are clear, concise and leave no doubt as to the objective.

g. Until actions are complete, provide periodic updates to the SGS on the status.

h. Complete coordination with all units and directorates involved in the response prior to forwarding to SGS. Ensure coordinating office is commensurate with level of signature.

i. Carefully review final product to ensure proper format, administrative correctness, and use of appropriate letterhead prior to forwarding to SGS. Ensure distribution is appropriate and that the staff action is forwarded via Blue-Top showing staffing concurrences or statements of nonconcurrence at Tab X.

2-8. Staff Actions from Higher Headquarters.

Suspenses received from higher headquarters (e.g., TRADOC, ASA(M&RA), etc.) are received through G3 Tasking per paragraph 1-4b. USAREC directorates may task other USAREC entities through G3 Tasking as well.

a. A USAREC unit may task other directorates and units within USAREC. To accomplish this "internal" tasking, the originating office must prepare and submit the tasker (with suspense dates) to G3 Tasking via e-mail (usarmy.knox.usarec.mbx.g3-tasking@mail.mil). It is imperative that the originating office notify G3 Tasking when the tasker has been completed.

b. G3 Tasking will submit taskings to USAREC directorates, brigades and battalions and the Recruiting and Retention College (RRC).

c. G3 Tasking List should be checked twice a week by all sections and units.

d. G3 Taskings is accessed via IKRome / Directorates / G3. Along the left side of the G3 page is G3 Tasking. The direct sharepoint site is: https://span.usarec.army.mil/sites/HQ/G3/Lists/G3_Taskings/AllItems.aspx

e. Suspenses may be cleared by responsible official by "unchecking" the box next to their directorate/unit.

f. All guidance above is applicable when responding to a G3 tasker. These staff actions are forwarded to the Command Group via Blue-Top.

g. All staff actions going to TRADOC must also include the TRADOC Form 5E which is available in the Correspondence Assistance sharepoint site (instructions are included with the Form). TRADOC staffs all documents from within TRADOC Headquarters as well as subordinate commands electronically. SGS will work with the POC to complete the TRADOC Form 5E.

2-9. Suspenses.

a. Action officers will ensure actions are completed by established suspense dates.

b. In the absence of specific suspense instructions, the policy for responding to taskings by the Command Group is as follows:

(1) CG actions marked "expedite" require staff section response (concur/nonconcur) within 24 hours.

(2) Respond to a General Officer personal note within 48 hours. Personal notes may be written on routing slips, e-mail, letterhead notepaper (e.g., star note), or on the document in question.

(3) Unless otherwise indicated, responses for CG approval, information, review, or signature are assigned a suspense of five working days.

c. When you cannot provide a complete response within the timeline, provide an interim response stating what is known, what is being done, precise reason(s) for the delay, and the date you will submit the completed action. (An EXSUM is a great tool for this type of action.)

d. Responses to Command Group suspenses will be sent through the SGS unless otherwise directed. If the action requires preparation of messages or documents for signature by the Command Group, the documents will be prepared in final form.

e. Provide responses via e-mail whenever possible. When answering a Command Group question in e-mail, always include the original note as reference, note the original suspense, and provide an information copy to the SGS and CoS.

f. Directors and/or their deputies will submit responses to simple questions and interim response in EXSUM format. Forward the EXSUM via e-mail to the CG's XO with cc to the CG's Executive Assistant, CoS and SGS.

g. Responses to taskings from higher headquarters will be routed through the G3 and processed in time to meet assigned suspense. When a suspense to higher headquarters cannot be met, contact G3 Tasking via e-mail at usarmy.knox.usarec.mbx.g3-tasking to request an extension. G3 Tasking will coordinate all extension requests with higher headquarters.

h. There are no extensions on suspenses on Freedom of Information Act (FOIA) requests.

i. An information copy of all responses involving the Command Group, to include interim responses, will be forwarded to the SGS. Always notify the G3 or SGS when a suspense has been completed.

Chapter 3. Staff Actions.

3-1. Briefings.

a. Briefings will provide a clear and concise analysis of the situation/issue. These may be conducted desk side or in one of the USAREC conference rooms, depending on the type of briefing directed. Briefings for the CG should be pre-briefed first to one of the DCGs, the CSM or CoS / DCoS as appropriate.

b. Pre-briefs. All decision briefings presented to higher headquarters must be approved by the Command Group.

c. Hard copy briefing packets will be prepared for all briefings given to the Command Group. The briefer will brief a minimum number of briefing packets. Normally, this will consist of the CG and members of the Command Group who attend.

d. The following guidelines have been established for the preparation of all briefing slides.

(1) Use no smaller than Arial 24-point font (or equivalent) for letters in titles. Use no smaller than Arial 18-point font or equivalent for letters in text. Number each slide.

(2) Any slide should immediately communicate the intent to the audience.

(3) Mark classified slides (if appropriate) at the top and bottom of each page. Classification should be clearly visible during the presentation – particularly on the cover slide. Ensure the front and back of each hard copy slide is also stamped with appropriate classification levels.

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

(5) If more than one graphic is shown on a single slide, the same scale should be used.

(6) Ensure each chart has the BLUF and conveys ideas in a straightforward manner.

(7) Use presentation slide accessed in SGS/Correspondence Assistance for all USAREC slide presentation. See Figure 4.

e. Transmit material via e-mail or other electronic means to attendees. Attempt to limit the size of the document to the greatest extent possible to avoid e-mail undeliverable messages. Do not distribute paper copies of slides/conference material to multiple attendees – only the Command Group.

f. When scheduling briefings with the Command Group, provide information concerning location and the number of personnel who you recommend attend. If the briefing is in the CG's office, limit the attendees to seven (coordinate with the CG's XO, Aide, or Executive Assistant).

g. The organizations conducting the briefings, visits, meetings or demonstrations involving the Command Group are responsible for coordinating with other directorates or staff members who may have an interest or may be impacted. Limit the audience to those directly involved with the subject – not personnel who attend primarily to see or be seen!

h. Briefings will include a stated purpose (inform or seek decision, etc.), classification, background, assumption and facts, courses of action (COAs) with the recommended COA briefed first, and finally a recommendation. Use the two-thirds rule – if you have 30 minutes for the briefing, plan on the briefing for 20 minutes and 10 minutes for discussion and Q/As.

3-2. Read Aheads.

a. A "read ahead" (RA) prepares the CG for briefings, trips, VIP visits or other activities at which he is present. The completeness of the RA is critical to the success of each of the CG's events. Include only essential items, critical information bullets the CG should know before the event. Ensure all pertinent issues are covered succinctly in the Read Ahead cover sheet. Suspense for submission of the RA to the SGS, CG's XO, Aide-de-Camp or Executive Assistant is 72 hours or 3 working days prior to the event. Once submitted, action officers should not make changes in the RA packet.

b. The Read Ahead Cover Sheet will be prepared by the organization responsible for the event and will be approved by the organization's director or commander. See the Correspondence Assistance sharepoint site to obtain a cover sheet with which to forward the RAs. See Figure 5.

3-3. Executive Summary (EXSUM).

An EXSUM is to provide information, updates and interim responses to the Command Group. Although not intended to replace all other staff papers, the EXSUM provides important information to the Command Group in a timely manner. Whenever possible, use EXSUMs instead of Information Papers. An EXSUM is not needed for routine correspondence or to accompany self-explanatory documents. See Figure 6 for a sample EXSUM. This is available in the Correspondence Assistance sharepoint site.

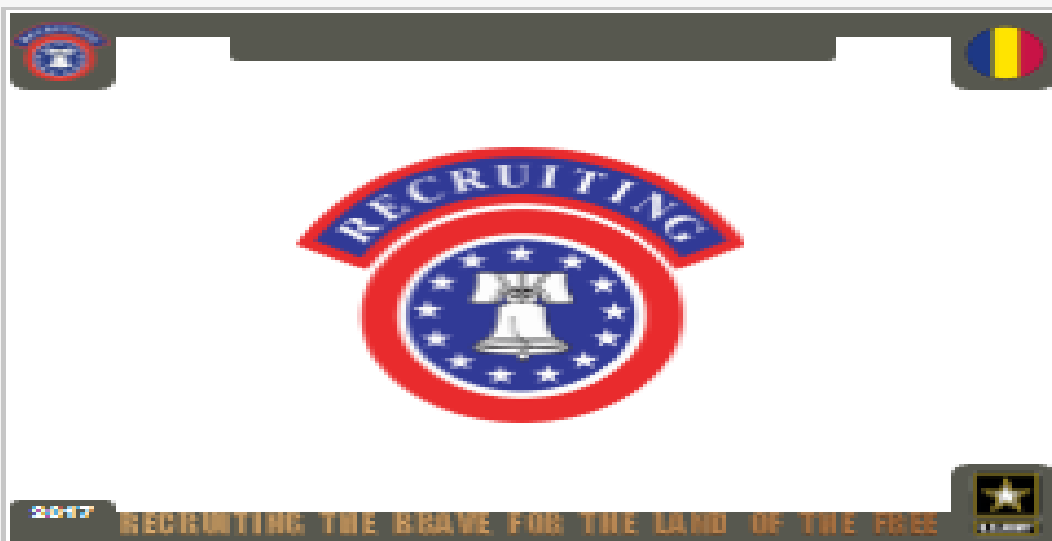
1



2



3



(Figure 4. USAREC FY17 Slide Template)



SAMPLE

**US ARMY RECRUITING COMMAND
COMMAND GROUP READ AHEAD**



SUBJECT:

DATE / TIME of office call with CG:

TYPE OF BRIEFING (circle one): Information Decision Mission Staff

Staff Proponent (director/section):
POC and contact info:

Background:

Key Points/BLUF:

- 1)
- 2)
- 3)

What do you need from the CG or what do you recommend he do? Suspense?

Other staff attending the briefing:

- G1 G2 G3 G4/8 G6 G7/9 HSD
- RRC Chap SJA IG RSD Psych Safety
- Retn Ex Svc EO EEO CPMD CIG

Vetted through:

- DCG-O DCG-S CoS/DCoS CSM

Enclosures:

- a)
- b)

(Figure 5. USAREC Read Ahead Cover Sheet)

(CLASSIFICATION)

EXECUTIVE SUMMARY

Tasker/Control Number (if applicable)

01 Dec 16

(U) PREPARATION OF AN EXECUTIVE SUMMARY. (U) (RCSGS)

An Executive Summary (EXSUM) is prepared in Arial 12-pt with one-inch margins. The EXSUM should begin with the overall classification one inch from the top and bottom of the page. Place the words "EXECUTIVE SUMMARY" centered and double-spaced (leave one blank line) from the classification. The Tasker / Control Number (if applicable) and date are double spaced below EXECUTIVE SUMMARY and aligned to the right margin. The subject is upper case, underlined and marked with a security classification. The originator's office symbol will appear in parentheses after the security classification, followed by the body of the text. An EXSUM should contain no more than 15 lines and synthesize the essential elements of information necessary to answer the recipient's question. The first sentence will identify the purpose of the correspondence (EXSUMs are self-initiated or respond to someone's question), followed by background, progress and way ahead, as appropriate. Acronyms should always be spelled out the first time they appear, followed by the acronym in parentheses. After leaving four blank lines (starting on the fifth line) in the center of the document, type the originator's name, office symbol and phone number and originator's e-mail address below that. The name of the approval authority is double-spaced below the originator's name and telephone number.

Originator's full name/office symbol/phone

Originator's e-mail address

APPROVED BY: MAJ Iama Soldier

(CLASSIFICATION)

(Figure 6. USAREC Executive Summary)

3-4. Information Paper. Information papers are used to provide the reader pertinent facts in a clear and concise manner. Information papers do not contain recommendations. They should generally be contained within one page and never exceed two pages. *See Figure 7* for an example; this is also available in the Correspondence Assistance sharepoint site.

3-5. Discussion Paper. Discussion papers provide information and help the reader express or respond to viewpoints. Use the Discussion Paper for discussions, speeches, briefings and conferences. These papers help readers remember key points, respond to opposing viewpoints, and guide discussions. *See Figure 8* for a sample. (This is also available in the Correspondence Assistance sharepoint site.)

3-6. Point Paper. Use Point Papers to provide assessment, recommendations, and discussion points in a bulletized outline form. A Point Paper avoids sentences but instead features short, to the point, easy-to-digest bullet phrases. Use Point Papers when the reader is very familiar with the subject. It is a one-page, stand-alone document. The use of enclosures is discouraged. *See Figure 9* and Correspondence Assistance sharepoint site for an example.

3-7 Decision Memorandum. Use the Decision Memorandum, when directed, to obtain a decision from a member of the Command Group or higher headquarters. Prepare this special-purpose action in informal memorandum format. Do not exceed two pages, excluding supporting documents. *See Figure 10* for a sample. A sample is also contained in the Correspondence Assistance sharepoint site.

3-8. Letters. Letters will be used for correspondence addressed to the President or Vice President of the United States, members of the White House staff, members of Congress, Justices of the Supreme court, heads of department and agencies, State governors, mayors, foreign government officials and the public. Letters may also be used to address individuals outside of the department or agency when a personal tone is appropriate such as in letters of commendation or condolence. Letter format is contained in AR 25-50 and in the Correspondence Assistance sharepoint site. *See Figure 3* for a sample.

3-9. Congressional Responses. Congressional responses are processed by USAREC G1 and will be in the letter format described above (and in AR 25-50). Responses should specifically address the questions asked by the Member of Congress in the Office of the Congressional Legislative Liaison (OCLL) correspondence. Responses should be one to two and a half pages long and factual/logical.

3-10. Star Notes. Only General Officers use star notes, normally for brief, personal replies or to convey congratulations, appreciation, welcome, regrets, etc. The Star Note should be prepared according to the personal preference of the GO signing. The preparer may also attach a small "sticky" note to the Star Note with the recipient's first name/nickname. The GO can then line-through the formal salutation, and write in the recipient's first name. See a sample in the Correspondence Assistance sharepoint site and at *Figure 11*.

a. The CG's Executive Assistant and the DCG's Secretaries will assist with star notes. Note: You may send the write up on a normal document or e-mail to the CG's Executive Assistant or DCG's Secretaries, and they may print using approved stationery.

b. Use Arial 12-point font with at least one-inch margins and center the text on the page as if framing. Center the civilian-style date two lines below the return address. Indent paragraphs five space and begin typing on the sixth space.

c. Do not use abbreviations in the address or signature block. Exceptions are permitted for state names, DC, U.S., Mr., Mrs., Dr., Jr., Sr., 2nd, II, III, Ret., and compass points (NE, NW, SE and SW).

3-11. Freedom of Information Act (FOIA) and Privacy Act Programs. Never release personal information on Soldiers or Civilians to third parties. Soldiers and Civilians are entitled to see any records pertaining specifically to them, but all other parties must make requests in writing. When in doubt, refer the request to the USAREC FOIA and Privacy Act Officer, USAREC Deputy Chief of Staff, G-6.

3-12. Policy Letters. The CG's Policy Letters are statements the CG signs that apply to all USAREC elements. These "Letters" are prepared in informal memorandum format and initiate, change, emphasize command policies or express the command's intent or position on specific topics of concern (such as anti-harassment and equal opportunity(EO)). All current USAREC Policy Letters are maintained on the SGS Sharepoint site by Clicking on the "Policy Letters" button.

INFORMATION PAPER

(OFFICE SYMBOL)

Date

SUBJECT: Information Paper Format.

1. Purpose: To provide guidance on the preparation and use of an information paper.
Font: Arial 12-pt.

2. Facts:

a. An information paper provides facts in a clear and concise format.

b. Include the subject and purpose. Paragraphs will contain only essential facts concerning the subject. There is one line between the title "INFORMATION PAPER" and the office symbol (of originating office). There is one line between the date and the subject line. Do not "bold" any text.

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

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

e. Information papers do not require signature but must include the AO's name and telephone number at the bottom of the page. Type the AO's information on the second line below the last paragraph starting in the center of the page. Type an approval line below the AO's name and number to indicate directorate approval by principal, deputy or director.

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

g. Information papers should not include a decision statement, ask for a decision, include recommendations, or courses of action.

h. An information paper is forwarded under the cover of a Blue Top.

MAJ Iama Soldier/6-0524 Approved
by: COL John Q. Officer

(Figure 7. USAREC Information Paper Sample)

DISCUSSION PAPER

SUBJECT: Format for Discussion Paper

1. Issue. How to prepare a Discussion Paper 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.
 - (1) Points should "jump off the paper."
 - (2) Avoid unduly complex paragraphs.
 - 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 user 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.
 - (a) Cite previous knowledge or discussions.
 - (b) Show how subject affects audience.
 - (c) If foreign national, state what sensitive material cannot be discussed.
 - d. Preferred length is one page; but no more than two.
 - e. Avoid enclosures
 - f. Paper should be approved at directorate or equivalent level.
3. Key points to be stressed.
 - a. Present key points drawn from paragraph 2.
 - b. Your opportunity to influence action.

MAJ J. DOE/RCSGS/DSN 536-0523
APPROVED BY _____

(Figure 8. USAREC Discussion Paper Sample)

POINT PAPER

SUBJECT: Point Paper Preparation

1. **Purpose:** To provide sample point paper format.
2. **Assessment:** Identify stakeholders and implications of his/her position on topic or issue. Consider impact to operations, organizations, resources, public opinion, etc.
3. **Recommendation(s):** Based on the **assessment**, provide the recommended position or course of action. N/A (if not applicable).
4. **Discussion Points:**
 - Font: Arial 12. Margins: 1 inch for the top, bottom, left, and right.
 - Use bullet statements to outline discussion points supporting paragraphs 2 and 3 above. Short, to the point, easy to read.
 - One page preferred. However, if two or more pages, place page number at bottom center beginning on the second page, 1 inch from edge.

(Figure 9. USAREC Point Paper Sample)

MEMORANDUM THRU

Deputy Chief of Staff
Chief of Staff

FOR Commanding General

SUBJECT: Decision Memorandum Format

- 1. For DECISION.
- 2. PURPOSE. To obtain...
- 3. RECOMMENDATION(S). CG sign memorandum at TAB A-1.

APPROVED_____ DISAPPROVED_____ SEE ME_____

4. BACKGROUND.

5. DISCUSSION.

- a. Course of Action (COA) 1: (Advantages/Disadvantages)
- b. COA 2: (Advantages/Disadvantages)
- c. COA 3: (Advantages/Disadvantages)

6. IMPACT.

7. COORDINATION.

ADCS, G-8 _____	CONCUR/NONCONCUR_____	DATE
ADCS, G-1 _____	CONCUR/NONCONCUR_____	DATE
SJA _____	CONCUR/NONCONCUR_____	DATE

8. POC is Mr. Xxxxx, organization, 6-xxxx, joe.p.xxxxx.civ@mail.mil.

Encl

IAMA A. SOLDIER
MAJ, GS
Secretary of the General Staff

(Figure 10. USAREC Decision Memorandum Sample)

**U.S. ARMY RECRUITING COMMAND
1307 THIRD AVENUE, FORT KNOX, KY 40121-2725**

(month day, 4-digit year)

Dear Major Soldier,

As a rule, use Arial 12-pt font with at least 1-inch margins. (If note is too long (as in this note), use Arial 11-pt font. Center the text vertically so that the document looks as if it could be framed. Begin your indentation under the blank space under "Dear."

There must be at least two and preferably three paragraphs which are very short and succinct. Use "Sincerely" as complimentary closing on all notes to military and civilian equivalents or subordinates. Use "Very respectfully" when addressing military and civilians of higher ranking.

Do not use abbreviations in the address or signature blocks. Exceptions permitted include: DC, U.S., Mr., Mrs., Dr., Jr., Sr., 2nd, II, III, Ret., and compass points NE, NW, SE, SW.

Sincerely,

George S. Alphabet
Brigadier General, U.S. Army
Deputy Commanding General

Major Iama Soldier
U.S. Army Recruiting Command
1307 Third Avenue
Fort Knox, Kentucky 40121

(Figure 11. USAREC Star Note Format)

- a. For proposed new policy letters, contact the SGS for assistance.
- b. Staff elements will forward policy letters under cover of a Blue-Top, through the SGS for CG Approval CG approval. Policy letters must be coordinated through the SJA at a minimum. Once the CG approves, SGS will consecutively number the policy letters and maintain an index of the policy letters and delegations.
- c. Policy letters will be reviewed when a new CG assumes command. The issuing staff element will review their policy letters to ensure the information is still valid and current. Some policy letters may require earlier review based on the subject matter and separate regulations that govern their functional area. Policy letters are effective until superseded or rescinded.

3-13. Memorandum of Agreement (MOA), Memorandum of Understanding (MOU) and Support Agreements (SAs)

a. USAREC G-4/8 provides administrative policy and guidance and assists USAREC organizations in the development, review, and staffing of MOAs, MOUs, and other support agreements to include DD Form 1144 Support Agreement (SA), Inter- and Intra-agency Support Agreements (ISAs), and Service-Level Agreements (SLAs). AR 25-50 will be used for formatting requirements of agreements.

(1) MOA: An MOA will be used to document the specific terms and responsibilities that two or more parties agree to in writing. MOAs between outside organizations and USAREC organizations which involve command-level agreements which apply across USAREC equities or organizations must be approved and signed by the respective DCG (-O or -S) to ensure HQ USAREC is part of the coordination or decision process for such agreements. MOAs that establish responsibilities for providing reimbursable support will be supplemented with a DD Form 1144 that defines the support, basis for reimbursement for each category of support, the billing and payment process, and other terms and conditions of the agreement.

(2) MOU: An MOU will be used to document issues of general understanding between two or more parties that do not involve reimbursement. The USAREC Staff Judge Advocate (SJA) will review all MOUs prior to approval by the designated HQ USAREC staff elements. MOUs approved by other USAREC authorities will be reviewed by their servicing SJA prior to approval. Memoranda that define general areas of understanding between two or more parties and do not require reimbursement or other support from the receiver do not require a DD Form 1144

b. USAREC organizations executing MOAs, MOUs, SLAs, and SAs will:

- (1) At a minimum, ensure staffing review by the G-4/8 and SJA prior to signature and initiation of an agreement.
- (2) Ensure agreements are not effective until at least 45 days after final signature.
- (3) Ensure final signed copies of all agreements are provided to the USAREC Deputy Chief of Staff, G-8, NLT 30 days prior to the effective date of the agreement.
- (4) Ensure a unique identifier (e.g., number or alpha-numeric) is assigned to each support agreement.

c. Signatories on support agreements will be commensurate (i.e., rank and level of authority are equivalent) between the parties (e.g., grade of colonel (O-6) to GS-15 (to include GG), and general officer to SES). Signature authority for MOAs that involve reimbursable support paid by USAREC will follow the thresholds prescribed in TR 5-14, Acquisition Management and Oversight, Table 5-1."

d. USAREC organizations processing support agreements requiring CG, DCG, CoS, or DCoS approval will record such approvals on the Blue-Top.

e. USAREC G-4/8 will review all agreements and modifications prior to approval by the CG, DCG, CoS, or DCoS and maintain a repository of all USAREC support agreements.

3-14. Certificates of Achievement or Appreciation.

Citation on certificates submitted for the CG, DCGs, CSM or CoS signature will be typed in sentence case. Signature block will be in all capital letters.

Chapter 4. Events, Awards and Evaluations

4-1 Promotions and Award Presentations.

a. Members of the Command Group will consider requests to re-enlist any Soldier, promote, or present award(s) to officers, NCOs and Civilians. Upon request, the CG will promote officers, warrant officers, and NCOs. The CG will also present awards received from other commands.

b. All award and promotion ceremonies presided over by a member of the Command Group will be coordinated with SGS and Executive Services. Executive Services will also provide flags and photographic support upon request. The actual ceremony time and location will be scheduled with the Command Group's Executive Assistant/Secretary.

c. The recipient's office will provide a short biography describing the recipient's past assignments and accomplishments. The award/promotion orders and medal/insignia will be delivered at least two days in advance of the ceremony to the Executive Services office.

4-2 Speeches.

The CG's Initiatives Group (CIG) prepares speeches and remarks for the Command Group. Agencies sponsoring events requiring Command Group participation should provide the speechwriter background material and draft remarks at least ten working days before the event. Include a description of the speaking engagement, length of time allotted, audience, message intent, other speakers (if applicable), and any other pertinent information for the speaker to know before making their remarks. Coordinate with Executive Assistants/Secretaries for Command Group schedule.

4-3. Official Distinguished Visitors (DVs).

The Command Group will be notified as soon as possible prior to the visit of a DV from an outside agency/organization. Only GO or GO-equivalent visitors will be provided executive services assistance. Staff lead will prepare a read-ahead for the Command group as appropriate, and conduct in-process reviews (IPRs) as required. Immediately notify Executive Services, the Lead Security Officer, and the SGS of a projected visit by a DV.

a. General Officers (GOs), active and retired; civilian equivalents and/or foreign dignitary visits to HQ, USAREC are monitored and coordinated through Executive Services.

b. Visits to HQ USAREC. DV visit approval authority is with the respective Command Group office staff. If a DV is coming to visit USAREC, Executive Services will take lead on planning the DV's itinerary with guidance from the CG. When planning a visit, the DV staff will provide a list of events or places they would like to visit, the DV biography, and 5 W's. Foreign dignitaries must send request to Department of the Army G2, then it will be routed through TRADOC to USAREC.

c. If there is Command Group involvement, the staff lead will prepare a RA for the respective office and conduct IPRs as required. If there is no Command Group involvement, the staff lead will prepare a RA for the host and conduct IPRs as required.

d. Parking spaces may be reserved for DVs through Executive Services.

4-4 Awards.

Military and DAC awards requiring CG signature should comply with the USAREC Military and Civilian Awards guidelines. It is imperative that all awards be received in the CG's office at least four weeks prior to the award presentation. This will allow for his TDY and leave time, as well as for changes that may be required (e.g., upgrade, downgrade or re-write).

4-5 Military and Civilian Evaluations.

Evaluations will comply with guidance from the USAREC HHC and DCoS, G1 and applicable Army regulations.

Chapter 5. Use of DOD Enterprise E-mail

5-1. E-mail

E-mail correspondence will comply with specifications as listed in TR 25-1. Official business, as it concerns e-mail message use, is defined as those necessary in the interest of the government (for example, e-mail messages that directly relate to the conduct of DoD, DA, TRADOC or USAREC business, or that have an indirect impact on the command's ability to conduct its business). Signature blocks for official e-mail are recommended. These should include the sender's name, title, organization, phone, fax and e-mail address. Unless otherwise noted, unofficial logos, sayings, quotations, mottos, slogans or similar messages or attached unofficial pictures or files are not permitted for use in official e-mail traffic. This includes as part of the signature block or located elsewhere within the official e-mail message. The only exception for the conduct of official business involving e-mails is the inclusion of recognized unit or organizational mottos or logos (such as "Victory Starts Here!" "Army Strong" etc.).

a. DOD provides e-mail service to enable Soldiers, government civilians, and select contractors (as per term of each particular contract) to accomplish their work efficiently and effectively. This e-mail service is provided for official purposes and non-official use is subject to restrictions.

b. AOs should use e-mail to quickly, efficiently, and effectively accomplish tasks, but care must be taken not to bypass command channels for any actions that should be routed through the chain of command. USAREC AOs should employ discretion when using e-mail to communicate and must be conscious of the time it takes others to access, analyze, and act upon e-mails. Use caution in using "reply all" versus "reply" on responses. Only include as addressees those who need the information contained in an e-mail or who need to take action on an e-mail. AOs should use the TO, cc, and blind copy address lines appropriately. TO addressees should be considered "action" addresses; cc should be considered "for information" addressees.

c. USAREC AOs should use judgment regarding to whom e-mails are addressed. Commanders, directors, and other senior leaders should not be distracted from other tasks by e-mails pertaining to routine matters. Such e-mails should be sent to the receiving organization's administrative staff or to an organizational e-mail address – not to the commander or director of the organization. AOs should also not assume that sent e-mails will be immediately read by the recipient(s). For short suspense actions, AOs will follow up with a telephone call to ensure those who need to take action are aware.

d. The ability to digitally sign and encrypt e-mails enables certain capabilities. Digital signatures on e-mails provide a means to determine the exact originator of a particular message, a capability commonly referred to as non-repudiation. Encrypted e-mails can only be opened and read by those with access to a private decryption key associated with the recipient.

(1) An e-mail must be sent encrypted if it contains sensitive information. Sensitive information includes, but is not limited to, FOUO information, personally-identifiable information (PII), the Health Insurance Portability and Accountability Act, information protected by the Freedom of Information Act, and the Privacy Act of 1974.

(2) All e-mails sent from an Army-owned system or account that contain an active (embedded) hyperlink (uniform resource locator web address or e-mail address) and/or attachment must be digitally signed with an approved DOD PKI certificate. This applies to e-mails originating on workstations physically connected to the network, virtually connected wireless devices (for example, two-way e-mail devices, personal digital assistants, etc.), and remote workstations (such as connected using a virtual private network). Additionally, e-mails when considered to be official business (constituting orders, promulgating policy, or committing resources) should be digitally signed.

e. Attachments are difficult to read by those accessing e-mail from a mobile device. When an attachment contains information that is sensitive as outlined in paragraph 5-1d(1) above, the e-mail should be encrypted. If information can be placed directly in the body of a message, as opposed to an attached file, then do so.

f. AOs should use the out-of-office assistant tool (located on the tool menu under FILE), to provide status and alternate POC information during absences in excess of one normal duty day.

g. CG proposed draft e-mail (tear line, ghost note, etc.). In some instances, the CG, DCG, CoS or DCoS may request a "tear line" be written on their behalf. To prepare a "tear line" sometimes known as a "ghost note" per this regulation, see paragraph 2-6e.

(1) Compose the note ensuring that all addressees are added and that you use the CG's / sender's signature block. Your note should be succinct and provide the BLUF with background, analysis, recommendations or information as warranted. Save this message in your "drafts" folder.

(2) Compose a second note to the CG's XO with cc to his Aide and Executive Assistant (or sender) outlining the purpose of the draft note. Attach the draft note to the second note. The CG's XO will review the attached note, make changes as appropriate, and send out on behalf of the CG; or send to the CG for his review/changes and the CG will send it himself.

5-2. Use of Calendars within E-mail

AOs should use the Outlook calendar function to manage their daily schedules. This will allow others to easily plan and coordinate meetings. AOs should set calendar permissions so that other users on the local installation network are granted the greatest ability to view their individual schedule information that is feasible. AOs should freely share their schedules with other AOs within their organization.

Appendix A References

Section I Required Publications

ARs, DA pamphlets, and DA forms are available at <http://apd.army.mil>

DA Memo 25-52

Staff Action Process and Correspondence Policies

United States Government Printing Office Style Manual

(available at <https://www.govinfo.gov/content/pkg/GPO-STYLEMANUAL-2016.pdf>)

Section II Related Publications

TRADOC Reg 1-11

Staff Procedures

Section III Prescribed Forms and Labels

USAREC Form 1-11.1

Blue-Top Summary Sheet

Section IV Referenced Forms

DD Form 1144

Support Agreement (SA)

TRADOC Form 5

TRADOC Staffing Form

Glossary

Section I

Abbreviations and Acronyms

AAO

Army Addresses and Office Symbols Online

AAR

After action report

ACOM

Army Command

ADC

Aide-de-Camp

AKO

Army Knowledge Online

ALARACT

all Army activities (Army general message address)

AMHS

Automated Message Handling System

AO

Action Officer

APD

Army Publishing Directorate

AR

Army regulation

ARCIC

Army Capabilities Integration Center

BLUF

bottom line up front

CAC

U.S. Army Combined Arms Center

CAO

Congressional Activities Office

CATS

Command Action Tracking System

cc

courtesy copy

CCR

Command Conference Room

CDO

Command Diversity Office

CG

Commanding General

CIG

commander's initiatives group

COA

Course of Action

CoE

Center of Excellence

CoS

chief of staff

CSA

Chief of Staff, Army

DA

Department of the Army

DCG

deputy commanding general

DCoS

deputy chief of staff

DCS

deputy chief of staff

DCS, G-1

Deputy Chief of Staff, Personnel

DCS, G-2

Deputy Chief of Staff, Market Intelligence and Mission Analysis

DCS, G-4/8

Deputy Chief of Staff, Operations, Plans, and Training

DCS, G3/5

Deputy Chief of Staff, Logistics and Resource Management

DCS, G-6

Deputy Chief of Staff, Command, Control, Communications, and Computers

DCS, G-7/9

Deputy Chief of Staff, Marketing and Engagement

DoD

Department of Defense

DSN

Defense Switch Network

DTG

date time group

ECC

Executive Communications and Control

ESO

Executive Services Office

EXSUM

executive summary

FOUO

for official use only

GO

general officer

HQDA

Headquarters, Department of the Army

HQ

headquarters

IAW

in accordance with

IG

Inspector General

IPR

in-process review

MOI

memorandum of instruction

MOU

Memorandum of Understanding

OCG

Office of the Commanding General

OMS

Organizational Messaging Service

PAO

Public Affairs Office

POC

point of contact

RA

readahead

RC

Reserve component

REF

Rapid Equipping Force

RRC

Recruiting and Retention College (formerly RRS)

RRS

Recruiting and Retention School

SES

senior executive service

SGS

Secretary of the General Staff

SJA

staff judge advocate

SME

subject matter expert

TASKORD

tasking order

USAREC

US Army Recruiting Command

TRADOC

US Army Training and Doctrine Command

USAREC

US Army Recruiting Command

VCSA

Vice Chief of Staff, Army

VIP

very important person

VTC

video teleconference

XO

executive officer

ZIP

zone improvement plan

Section II

Terms

This section contains no entries.

Section III

Special Abbreviations and Terms

5Ws

Who, what, when, where, and why

Assist

Offices/activities that help or support the lead in preparing the final tasking deliverable.

Designated organization POC(s)

The designated administrative individual, or team, within subordinate organizations, special activities, FOAs, schools and centers, and HQ USAREC who interacts with the SGS on behalf of their organization.

Lead

Office/activity with the responsibility for preparing, coordinating, and submitting a final tasking deliverable by the assigned suspense date. This includes identifying and acquiring required resources (for example personnel, funding, facilities, etc.) for mission accomplishment.

Mission analysis

Evaluation and assessment to determine the specified, implied, and essential tasks; reason for GO involvement; identify critical facts and assumptions and available resources. Mission analysis is performed to varying degrees at different levels when completing an action. For example, USAREC Operations provide a mission statement to responsible organizations (lead and assists), including the 5Ws, purpose, action, and reason based on a brief version of mission analysis using available information with minimal or no research. At the subject matter expert level, specified or implied tasks are developed further.

Proponent

The proponent is the organization (command or staff) responsible for initiating, preparing, and coordinating actions and correspondence.

Subordinate Organizations

Refers to all USAREC Brigades and Battalions and the Recruiting and Retention College.

Tasking or Tasker

Any action originating from higher HQ, USAREC CG, USAREC activities or subordinate commands; HQDA; other services; outside agencies; Congress; the White House; and the general public that requires resources (personnel, equipment, funds) or policy/program decisions is disseminated to a lead organization/staff office for analysis, review, and reply. Organizations /staff offices assigned as assists report to the lead for the action. Taskings are monitored through a tracking system that assigns control numbers and suspense dates through G3 Tasking.

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