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Information Management

CORRESPONDENCE STAFF PROCEDURES GUIDE

Applicability. This pamphlet is applicable to all major activities, staff offices, directorates, departments, and Fort Knox Partners in Excellence, this headquarters.

Suggested improvements. The proponent of this pamphlet is the Directorate of Information Management (DOIM). Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to Commander, USAARMC and Fort Knox, ATTN: ATZK-IM, Fort Knox, Kentucky 40121-5000.

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Chapter 1

General

1-1. Purpose. This pamphlet provides guidance and procedures for preparing and processing correspondence at this installation; it is to be used in conjunction with AR 25-50, Preparing and Managing Correspondence. This pamphlet also provides complete instructions and formats for the preparation and assembly of staff action summaries and executive summaries (EXSUMs).

1-2. References.

- a. AR 25-11, Record Communications and the Privacy Communications System, 4 September 1990.
- b. AR 25-30, The Army Publishing and Printing Program, 21 June 1999.
- c. AR 25-50, Preparing and Managing Correspondence, 5 March 2001.
- d. AR 380-5, Department of the Army Information Security Program, 29 September 2000.
- e. DA Pam 600-67, Effective Writing for Army Leaders, 2 June 1986.
- f. Fort Knox Pam 25-31, Users Guide to the Fort Knox Publications, Printing, Forms, Weekly Bulletin, Distribution, and Copier Programs, 28 August 1996.

1-3. Explanation of Terms.

- a. Command Group Correspondence. Any correspondence routed to or through the Commanding General (CG), Deputy Commanding General (DCG), Chief of Staff (CofS), Garrison Commander (GC), Deputy Assistant Commandant, Secretary of the General Staff (SGS), or Command Sergeant Major for decision, approval, signature, or information.
- b. Command Correspondence. Correspondence prepared at this installation on matters affecting responsibilities of the Commander, USAARMC that is signed either by the commander or by an individual who has been delegated signature authority "FOR THE COMMANDER." Command correspondence may be addressed to higher, lateral, or lower levels of command, Fort Knox Partners in Excellence, or multiple addressees as specified in Fort Knox Pam 25-31 (Distribution A, B, C, D, or Special).

c. Letter. Format used for correspondence addressed to the President or the Vice President of the US, members of the White House Staff, members of Congress, justices of the Supreme Court, heads of departments and agencies, state governors, mayors, foreign government officials, and the public. Letters are also used for correspondence to individuals outside the department or agency when a personal tone is appropriate, for official personal correspondence by military and civilian personnel, and for letters of welcome, appreciation, commendation, and condolence.

d. Memorandum. Format used for correspondence that is sent outside the headquarters, the command, the installation, or similarly identifiable organizational elements within the DOD; for routine correspondence to federal government agencies outside the DOD; for notification of personnel actions, military or civilian; and for showing appreciation or commendation to DA employees and soldiers. Use this format for all "command correspondence."

e. Informal Memorandum. This format is used for communications internal to this installation, i.e., to originate a staff action summary; to obtain comments, coordination, or information upon which to base a reply to a separate paper; to request routine support from activities on this installation, etc. The informal memorandum is typed on plain bond paper in the same format as the memorandum.

f. Messages.

(1) Regular Messages (Front-channel) (3.5 or 5 1/4 DINAH diskette). Used for transmission of information between DOD personnel and agencies.

(2) "Personal For" Messages (3.5 or 5 1/4 DINAH diskette). A "Personal For" message is a specially managed electronic communication between general officers or civilian equivalents, by name, over common telecommunications circuits (TCC). It is specially marked, handled, and expedited. Use a "Personal For" message when the subject sensitivity, speed, and sureness of delivery are important considerations.

(3) SSO Messages (Back-channel or EYES ONLY). Used for transmission of information between DOD general officers via Special Security channels (SSO memo, 13 December 1995, subject: Preparation of EYES ONLY (EO) (Back-channel) Messages, provides definitive guidance).

g. Staff Action Summaries. Method used to obtain command group decision/approval/signature or to provide information on matters of command group interest.

h. Executive Summary (EXSUM). An EXSUM provides timely information in a brief, succinct manner.

1-4. Responsibilities.

a. The DOIM is responsible for:

(1) Managing the correspondence program and providing staff direction and technical advice for preparing and processing correspondence at this installation.

(2) Authentication of command correspondence "FOR THE COMMANDER."

(3) Editing of command correspondence signed by the Commanding General, Chief of Staff, and Garrison Commander.

b. Commanders, directors, and chiefs are responsible for:

(1) Assembling communications per AR 25-50 and Fort Knox Pam 25-2.

(2) Coordinating actions with offices having a direct interest or operational concern. (See paragraph 3-4b for coordination procedures of staff action summaries.)

(3) Furnishing prompt replies to communications and ensuring actions assigned erroneously are transferred per paragraph 2-3c of this pamphlet.

(4) Preparing clear, concise, and effective communications per the Army Writing Style.

(5) Developing an internal program to ensure that the quality of correspondence is maintained at an acceptable level and prepared per the formats prescribed in AR 25-50 and this pamphlet. All correspondence will be proofread before it leaves the activity. Extra attention should be given to correspondence prepared for signature or approval by a member of the command group to ensure it is correct in format, grammar, spelling, and punctuation; and to ensure it is routed through DOIM Editing before forwarding for signature.

(6) Acknowledging receipt of taskings.

(7) Following suspense timelines to ensure prompt, timely responses.

(8) Ensuring all Command Group correspondence is taken to SGS Admin (including walk-in).

Chapter 2

Correspondence and Mail Management

2-1. Incoming Correspondence/Mail. The DOIM Mail and Distribution Section initially processes all incoming mail, opens it per subparagraph 2-1b below, screens it for suspenses/significant actions, and assigns action and information responsibilities.

a. Mail bearing an attention line, addressed to a person by-name, or unofficial mail will be forwarded without opening. Likewise, EXCLUSIVE FOR or PERSONAL FOR mail will be delivered unopened.

b. Mail other than that identified in paragraph 2-1a above, will be opened in the DOIM Mail and Distribution Section to include all official correspondence addressed to the Commander, Commanding General, Commanding Officer, or Headquarters, US Army Armor Center and Fort Knox or to the Commandant, US Army Armor School.

c. The DOIM Mail and Distribution Section will designate the action office for all incoming official correspondence addressed per paragraph 2-1b above.

d. Routine correspondence will be routed directly to the action office. Nonroutine correspondence requiring special routing will be processed as follows:

(1) A Routing Slip (DA Form 1222) will be used when correspondence requires special routing instructions (i.e., through a member of the command group).

(2) Correspondence bearing a suspense date or requiring a reply in a specified timeframe will be brought under control and routed by use of a DA Form 2445 (Correspondence Control Record).

e. FK Form 4718 (General Officer Correspondence) will be used to route general officer correspondence.

f. Classified correspondence will be processed per AR 380-5.

2-2. Correspondence to be Brought to the Attention of the Commanding General. Correspondence in the following categories, which is opened by the DOIM Mail and Distribution Section, will be routed to the CofS immediately upon receipt. Staff offices receiving unopened mail per paragraph 2-1a above, which comes under the provisions of the following, will be responsible for routing such material to the CofS. The following are mandatory items for routing to the CofS:

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- a. Communications received from higher headquarters that establish new major policies or bring about a change to existing policies.
- b. Communications of exceptional information or of such importance as to require prompt attention that are not covered by existing policies and instructions.
- c. Communications signed by the commander of a higher headquarters. (As an exception, letters/memorandums signed by the Deputy Commander or CofS of a higher headquarters and general officers of other organizations will be forwarded in compliance with this pamphlet if the subject matter indicates command interest; other such correspondence will be handled as routine.)
- d. Proposed visits by general officers or important civilian officials.
- e. Communications that convey even a suggestion of censure, including errors, deficiencies, or irregularities alleged by higher authority or lateral commands.
- f. Communications that directly affect the mission of this command.
- g. Disapprovals from higher headquarters that directly affect the mission of this command.
- h. Communications from higher headquarters that establish new missions or responsibilities.
- i. Communications that affect or involve the good name or reputation of an officer or organization.
- j. Reports of serious accidents or incidents involving personnel of this command.
- k. Reports of financial and property irregularities.
- l. Communications from civil authorities in high positions.
- m. Reports of inspections that include information having command group interest.
- n. Communications concerning emergency plans.
- o. Any other communications determined by the applicable staff office chief to be of immediate command interest.

2-3. Suspenses.

a. Control and Clearance.

(1) Incoming correspondence opened in the Mail and Distribution Section, which contains a suspense imposed by higher or lateral headquarters will be brought under installation suspense control by DOIM per paragraph 2-1d(2) above. For clearance of the suspense control record, attach a copy of the DA Form 2445 to the reply before forwarding to DOIM for dispatch.

(2) Each activity will establish internal procedures to ensure suspense actions are controlled and replies reach the requesting office on or before the suspense date.

b. Extensions. When you cannot complete an action by the suspense date imposed, telephonically coordinate an extension (at the earliest possible date but NLT 1 day before the suspense date) with the office/headquarters imposing the suspense.

c. Transfer of Action. An activity assigned action responsibility for a communication that it considers the responsibility of another activity will:

(1) Immediately coordinate with the activity concerned and obtain concurrence for the transfer of action responsibility.

(2) Report the change to DOIM Mail and Distribution Section (phone 42529) for incoming correspondence and the DOIM Telecommunications Center (phone 45323) for electrically transmitted messages.

(3) Refer the action with supporting rationale to the CofS for decision if the activity receiving initial action is unable to obtain concurrence of another activity to accept the action.

d. Assignment of Suspense Date.

(1) Incoming Correspondence. Suspense dates for incoming correspondence will be assigned so that the reply to the correspondence is due at the DOIM Mail and Distribution Section 3 working days before the installation's suspense date to allow ample time for mailing. Commanders, directors, and chiefs of activities reporting to this headquarters are responsible for ensuring suspense dates are met. In addition, individuals who are held accountable will ensure written responses are received in the DOIM Mail and Distribution Center to allow time for proper mailing to comply with suspense dates and to clear suspense with the DOIM Distribution Center.

(2) On-post Correspondence.

(a) Single or multiple addressee correspondence will reflect a suspense date of a minimum of 7 working days from the date it is signed.

(b) Command correspondence received by DOIM for authentication will be in compliance with paragraph 2-3d(2)(a) above. In determining the suspense date, the proponent must consider the inherent time required in distribution. If necessary, the initial suspense date assigned by the proponent will be changed by DOIM to reflect a suspense date of a minimum of 7 working days from the date it is authenticated.

(c) In cases determined by directors or their representatives to warrant exception to paragraph 2-3d(2)(a) above, the proponent will be required to hand carry or e-mail the correspondence to the appropriate action addressee(s).

(d) Proponents of command correspondence with a suspense that is to be distributed to the installation (distribution A, B, C, D, or Special), which requires printing and reproduction, must consider two factors--time for editing and printing:

- DOIM Editing edits command correspondence signed by the command group per AR 25-50 and applicable directives. Defective correspondence found to be incomplete or incorrectly prepared may necessitate it being returned to the proponent.

- The Document Automation and Production Service (DAPS-KN) requires 5 working days for printing before the desired issue date of the correspondence (or 3 working days if signed by a member of the command group). Therefore, the policy in paragraph 2-3d(2)(a) above dictates that the suspense date must be a minimum of 7 working days after the issue/distribution date of the correspondence.

(3) Outgoing Correspondence. Normally, a minimum of 15 working days will be allowed for suspense dates on correspondence leaving this installation to provide ample time for mailing and reply. However, unforeseen circumstances may dictate time limits of less than the above.

2-4. Outprocessing of Correspondence.

a. Responsibilities of Originating Offices. Before release of correspondence, originating offices will:

(1) Carefully review the correspondence for the appropriate letterhead, proper format, grammar, and mechanics before forwarding to the command group or DOIM Editing for signature and dispatch.

(2) Ensure that the content of the communication is clear, concise, accurate, and written per "The Army Writing Style."

(3) Complete staff coordination.

(4) Get approval of the proper authority.

(5) Comply with applicable security regulations.

(6) Ensure that the level of distribution is appropriate.

(7) Prepare appropriate size envelopes or mailing labels (DA Label 18) for all addressees before forwarding material to the DOIM Mail and Distribution Section for dispatch. However, envelopes are not required for correspondence addressed to locations in receipt of pouch mail, but the correspondence should be enclosed in a Messenger Envelope (SF 65A, B, or C) addressed to the location and office symbol. (Contact your organization's Official Mail Manager for pouch mail locations.) All envelopes and labels must bear the activity's postal account number in the return address portion of the envelope.

b. Responsibilities of the DOIM. The DOIM is responsible for:

(1) Reviewing correspondence for administrative completeness and quality control per AR 25-50. Incorrectly prepared correspondence containing major errors will be returned to the originator for retype; minor errors will either be corrected by DOIM before dispatch or signed as is and correct procedures annotated on the file copy.

(2) Ensuring correspondence is released by proper authority before authentication.

(3) Authenticating "FOR THE COMMANDER" and date stamping of all unsigned correspondence.

(4) Returning file copies to the originator. The return of the file copies bearing the signature block and date stamp will signify the correspondence has been dispatched by DOIM.

(5) Preparing for mail all communications authenticated by DOIM for dispatch through the Mail and Distribution Section. However, those with lengthy distribution lists will be returned to the originating office for reproduction and distribution/preparation for mailing.

c. Authority Line. Use the authority line "FOR THE COMMANDER" on all command correspondence except when preparing the correspondence for the signature of the Commander.

d. Signature Authority.

(1) Command correspondence that is not signed by the commander, Garrison Commander, or CofS will contain an authority line, "FOR THE COMMANDER," and will be forwarded to DOIM (ATZK-IM) for signature. Signature authority for authenticating command correspondence is delegated to the Director, DOIM and Administrative Assistants therein.

(2) Directors and chiefs of staff offices may authenticate "FOR THE COMMANDER" communications within their area of responsibility. This authority may not be delegated to their deputies, executive officers, or other division/branch chiefs.

(3) Subordinate commanders, directors, and chiefs may sign technical channel correspondence addressed to the staff offices/directorates/departments and major activities. Technical channel correspondence does not require an authority line when signed under these conditions; however, the commanders, directors, and chiefs may delegate signature authority in their technical area of responsibility to their deputy, executive officer, or division/branch chiefs. When delegating this signature authority, use an authority line to show for whom the person is signing, e.g., FOR THE DIRECTOR.

(4) Subordinate commanders, directors, or chiefs or their principal assistant will sign staff actions that recommend the signature/approval of a member of the command group.

e. Release of Correspondence Forwarded to DOIM for Signature "FOR THE COMMANDER."

(1) Staff offices will furnish the DOIM, ATTN: ATZK-IM, in writing, a list of personnel authorized to release correspondence. Lists will include the typewritten name, signature, and initials of each individual with releasing authority. Submit changes in this information as they occur.

(2) Type the "RELEASED BY:" line on the bottom of the last page of the record file copy. Individual authorizing release of correspondence to DOIM for authentication and dispatch will either sign their full name or initial over their typed, stamped, or printed name.

Chapter 3
Command Group Correspondence

3-1. Purpose. To prescribe administrative responsibilities and procedures for the processing of actions within the command group.

3-2. Scope. This publication applies to all organizations that prepare correspondence within USAARMC and Fort Knox.

3-3. General.

a. Guidelines.

(1) All correspondence for signature or approval by a member of the command group will be prepared per AR 25-50, Preparing and Managing Correspondence, 5 March 2001; and Fort Knox Pam 25-2, Correspondence Staff Procedures Guide. (Although not addressed in the new AR 25-50, the requirement to assign a MARKS number on official correspondence remains in effect TRADOC-wide pending HQDA guidance to the contrary.)

(2) Correspondence should be prepared using the active voice in a clear, concise and effective writing style. (Refer to AR 25-50, paragraphs 1-43 and 1-46 and Appendix B, and DA Pamphlet 600-67, Effective Writing for Army Leaders.)

(3) When documents are forwarded to the command group for signature, but are returned to units/directorates with changes requested by the Commanding General (CG), the original document (with CG's changes) must be returned to SGS along with the corrected document. The CG will not consider the action unless it is accompanied by the original document.

(4) Correspondence must be fully staffed (e.g., if the document requires coordination or is required to go through another agency, ensure it is done prior to forwarding to the CG).

(5) Correspondence must be "stand alone" and formatted per Fort Knox Pam 25-2 for easy assimilation by the command group.

(6) All USAARMC and Thunderbolt Six policy memos will have references listed in paragraph 1. Ensure all referenced publications are current and referenced per AR 25-50 (e.g., include the title of the regulation and the date of publication).

(a) USAARMC Policy Memos are installation policy memorandums and expire 2 years after issue date.

(b) Thunderbolt Six Policy Memos are the CG's personal policies and can be changed when a new general officer assumes command of USAARMC and Fort Knox.

(7) Forward an electronic copy of all correspondence prepared for the CG's or Chief of Staff (CofS)'s signature to the SGS Inbox via e-mail. List the electronic file name on the last line of the staff action. Time permitting, minor corrections will be made to the document by SGS staff. If major changes are needed or the document requires a rewrite, it will be returned to the originating office.

(8) The proponent's office symbol should be used on memorandums prepared for the command group.

(9) Recommended font is Times New Roman, 12 point. Under special circumstances (e.g., if document must be reduced in order to fit on one page), the font may be reduced to 11 point; however, the font size should never be lower than 11 or larger than 13. Do not right justify the margins.

(10) Do not date correspondence. All correspondence necessitating the CG's or CofS's signature will be dated and mailed by the SGS. A copy will be returned to the originating office along with any background documentation.

(11) All correspondence of a legal nature, establishing policy, adding to or bridging a regulation, must be staffed through the office of the Staff Judge Advocate.

(12) All correspondence is required to arrive at SGS a minimum of 7 days prior to the suspense date imposed by higher headquarters. In some circumstances, if a suspense cannot be met, an extension may be granted by SGS; and in extreme cases, SGS will request an extension from higher headquarters.

(13) If an item of correspondence (including awards, OERs, NCOERs, etc.) requires the CG's signature on very short notice, the commander/director should be prepared to present the action to the CG for approval/signature. Quick turn-around actions will be processed strictly by exception and must be coordinated through the SGS.

b. Signature blocks. See Appendix A for a comprehensive list of command group signature blocks for military and civilian correspondence.

c. Staff Action Summary (SAS). Method used to obtain command group action (decision/approval/signature) or to provide information on matters of command group interest. The SAS will ensure that all actions are stand-alone and should provide sufficient information for the CG to render a decision. (Sample and instructions are at Appendix B)

(1) Action. Must be submitted in hard copy format. All staffing coordination must be done prior to submitting the SAS to the SGS Office. In emergency situations, an electronic, e-mailed copy of the SAS will be accepted. However, only the scanned original of the SAS will be accepted by the SGS in the electronic form. The Action Officer signature and concurring officials' hand-written initials must be present on the SAS – //s// (indicating that original was signed) will not be accepted.

(2) Information. Must be submitted in hard copy format. Requires no input from CG or CofS.

d. Executive Summary (EXSUM). An EXSUM is a brief summary of information to the command group, either in response to a question (tasking) or to provide unsolicited information. EXSUMs must be received by the SGS no later than 72 hours prior to a briefing/update appointment with the Commanding General (see para (3) below). If an EXSUM is not received 72 hours prior to a scheduled briefing/update, the appointment will be rescheduled.

(1) Provides timely information in a brief, succinct manner. (Sample and instructions are at Appendix C)

(2) Submit via e-mail only.

(3) All EXSUMs must be forwarded to the SGS. The SGS will review the material to ensure the CG's intent is met and that staffing procedures are complete. He will then forward the EXSUM to the Chief of Staff, the Deputy Commanding General and the Commanding General.

(4) For event invitations that request command group participation, an initial EXSUM should accompany the invitation so the CG can have enough information to decide whether he will attend. Once he decides to attend, a follow-up EXSUM is due no later than 10 working days prior to the event so required speeches, awards, gifts can be prepared. (Also ensure that the CG's secretary and Aide-de-Camp are on all e-mail messages regarding the event.)

e. Star Notes. Use star-note stationery for general officer correspondence of a personal nature (e.g., thank you, birthday, condolence, congratulatory, etc.). Sample Star Notes along with detailed instructions are in Appendix D. Draft star notes should be prepared and forwarded to the SGS via e-mail or hard copy (with electrons forwarded to the SGS inbox). These include (but are not limited to) award recipients, notes of commendation to employees who worked especially hard to effect a certain outcome, notes of appreciation to persons or groups who may have assisted with special projects, etc.

f. E-Mail SAS. On occasion, the CG may request a draft e-mail response be prepared for him. The E-Mail Staff Action format may be utilized only in that instance. (Sample and information are at Appendix E.) Be sure to CC the SGS. This takes the place of a routine SAS ONLY at the CG's request.

3-4. Processing Procedures.

a. Staffing. (1) All staff actions requiring the CG's or CofS's signature or approval will be forwarded (hard copy) to the SGS using an SAS.

(2) Screen extensive or bulky correspondence sent to the command group thoroughly to ensure that you forward only the documents necessary to clearly state your message. In cases where large volume documents must be forwarded, the accompanying SAS should clearly define the correspondence.

(3) Tab all enclosures alphabetically. Identify all enclosures within the text of the SAS. Correspondence to be signed or approved will always be the top sheet on the right side of the routing folder. (See Appendix F)

(4) Assemble all command group correspondence per instructions contained in Appendix F.

b. Coordination. Coordination is fundamental to staff actions. Action officers must ensure they notify all agencies involved in, concerned with, or affected by an issue or proposed action and that they give these agencies an opportunity to comment, concur or nonconcur. Coordinate and document correspondence fully before forwarding to the command group. ***It is the responsibility of the originator of the SAS to complete the coordination.*** Uncoordinated or partially coordinated actions will be returned to the originator. To expedite coordination, provide copies to all activities affected for simultaneous staffing. Ensure that all concurrences are indicated with hand-written initials. (The //s// indicating that the document was signed will not be accepted.

(1) Command correspondence/USAARMC publications requiring signature/approval by a member of the command group, which will ultimately be distributed command wide (Distribution A, B, C, D, or Special or via e-mail), must be routed through DOIM Editing (ATZK-IM). DOIM Editing personnel will proofread/edit the document after all other coordination has been completed, and upon review/approval, forward to the command group.

(2) Correspondence that does not require coordination will contain the statement "NO COORDINATION REQUIRED," in place of the routine coordination lines.

(3) *Concurrence* indicates total agreement with the SAS. Indicate concurrence on the SAS by circling the word “Concur” followed by hand-written initials/signature and date on the appropriate coordination line. The commander, director or chief of the activity is the concurring authority unless they have further delegated their signature authority.

(4) *Concurrence With Comment* usually poses suggested changes or alternatives and indicates agreement after careful consideration/incorporation of the comments in the document being staffed. Comments will be typed on plain bond paper and signed by the activity commander, director or chief – or the designated representative. Any concurrence with comment will be added as an enclosure (tab) to the SAS. Indicate a concurrence with comment on the SAS by circling the word “Concur,” followed by the abbreviation “w/cmt,” the tab letter that contains the comment(s), and date on the appropriate coordination line.

(5) *Nonconcurrence* indicates partial or total disagreement. A “STATEMENT OF NONCONCURRENCE” is required and will be prepared on plain bond paper and signed by the appropriate commander, director or chief. Enclose the statement as the next-lettered tab to the staff action. A nonconcurrence is indicated on the staff action memorandum by the commander, director or chief (or designated representative) by circling the word “Nonconcur,” followed by the tab letter that contains the “STATEMENT OF NONCONCURRENCE” and the date. All concerned parties will make every effort to resolve the nonconcurrence.

c. Complimentary close for the CG.

(1) For all correspondence other than that listed in para (2) below, use “Respectfully” as the complimentary close when sent to a general officer or civilian executive higher in rank than the CG. Use “Sincerely” when the correspondence is addressed to general officers or civilian executives equal to or lower in rank than the CG.

(2) Letters, two-star notes of congratulations/commendation/appreciation to DOD civilians, civilian agencies and military members, use “Sincerely.”

d. Assembling. Assemble the SAS in a manila folder in the following order.

(1) Left side. Original SAS – indicate coordination results either on the original SAS or cross reference the results to the appropriate tab when copies are simultaneously staffed.

(2) Right side.

(a) Top sheet – correspondence for signature or approval.

(b) Successive sheets include (in order)

-- Copies of concurrences (unless staffing was accomplished on the original SAS)

-- Concurrences with comments (annotate directly on comments whether the suggested change or alternative was considered/incorporated and, if not, the reason why)

e. Routing. Route the SAS through DOIM Editing (if the content of Tab A meets the prerequisites of para 3-5b(1), this pamphlet) before forwarding it to the command group for decision, approval or signature.

3-5. Taskings. The SGS sets all suspenses and determines the action office for all taskings. All actions are logged onto a suspense tracking system so that status may be checked at any time.

a. Correspondence, questions, etc., from the CG require a response within 7 working days from the date issued unless specified otherwise in an e-mail. EXSUMs are due 3 to 5 days from date of request. If you cannot meet a suspense, provide an interim response by the 5th day or request an extension.

b. Changes in proponency or requests for extension of suspense dates will be coordinated with the SGS, x4-7348/1102. Offices may informally contact one another to determine proper proponent, but formal "lead" change does not occur until the SGS is contacted and concurs.

c. Verbal replies to the CG will be reported to the SGS in order to clear the suspense control record.

Chapter 4

Protocol Sequence

4-1. Protocol Sequence for Multiple-Addressee Correspondence.

a. When addressing correspondence to the brigade and regiment commanders, use the following order of precedence: 16th Cavalry Regiment and 1st Armor Training Brigade.

b. When addressing correspondence to the USAARMC major activities, directorates/departments/staff offices, and Fort Knox Partners in Excellence, use the following basic order of precedence.

Commander, USAARMC
Deputy Commanding General, USAARMC
Commander, USA Recruiting Command
Commander, USA 2d Region, USA ROTC Cadet Command
Chief of Staff, USAARMC
Garrison Commander
Deputy Assistant Commandant, USAARMS
Commanders, (brigades/regiment as listed in paragraph 4-1a above)
Commanders, (Fort Knox Partners in Excellence)
Directors, (directorates/departments)
Equal Employment Opportunity Officer
Inspector General
Internal Review and Audit Compliance Officer
Public Affairs Officer
Provost Marshal
Staff Judge Advocate
Staff Chaplain
TRADOC System Manager, Force XXI
TRADOC System Manager, Abrams and Armored Gun Systems
Secretary of the General Staff, USAARMC
Command Sergeant Major, USAARMC
Commandant, USA Noncommissioned Officers' Academy

Chapter 5

Printing of Command Correspondence

5-1. Printing of Command Correspondence. Command correspondence addressed to more than 25 addressees is required to be printed at the Document Automation and Production Service (i.e., Distribution A, B, C, D, or Special) per AR 25-30. The following procedures apply:

a. The original of the correspondence and three copies of completed DD Form 843 (Request for Printing and Binding) will be routed through DOIM Editing (ATZK-IM) for final edit, date, and signature "FOR THE COMMANDER" as required. At this point, the copy quantity and print completion date will be assigned to the DD Form 843. DOIM Editing will then forward the request to the Document Automation and Production Service (DAPS-KN).

b. Printing lead-time required before actual publication date for command correspondence is as follows:

(1) Allow 3 working days for printing of correspondence signed by a member of the command group.

(2) Allow 5 working days for printing of all other correspondence signed "FOR THE COMMANDER."

FOR THE COMMANDER:



OFFICIAL:
J. MICHAEL LINEBERGER
Colonel, GS
Chief of Staff

ROBERT L. BROOKS
Director, Information Management

DISTRIBUTION:
B

CF:
DCG, USAARMC

Appendix A
Signature Blocks for the USAARMC Command Group

Civilian Correspondence

Commanding General:

XXXXXXXXXXXX
Major General, US Army
Commanding General

Armor School:

XXXXXXXXXX
Major General, US Army
Commandant

Chief of the Armor Force:

XXXXXXXXXXXX
Major General, US Army
Chief of Armor

Deputy Commanding General:

XXXXXXXXXXXX
Brigadier General, US Army
Deputy Commanding General

Chief of Staff:

XXXXXXXXXXXX
Colonel, US Army
Chief of Staff

Garrison Commander:

XXXXXXXXXXXX
Colonel, US Army
Garrison Commander

Command Sergeant Major:

XXXXXXXXXXXX
Command Sergeant Major, US Army

Military Correspondence

XXXXXXXXXXXX
Major General, USA
Commanding

XXXXXXXXXXXX
Major General, USA
Commandant

XXXXXXXXXXXX
Major General, USA
Chief of Armor

XXXXXXXXXXXX
Brigadier General, USA
Deputy Commanding General

XXXXXXXXXXXX
COL, GS
Chief of Staff

XXXXXXXXXXXX
COL, AR
Garrison Commander

XXXXXXXXXXXX
CSM, USA
Command Sergeant Major

Appendix B
Staff Action Summary

INSTRUCTIONS

1. Type the Staff Action Summary (SAS) on plain bond paper. All margins (top and bottom, left and right) should be one inch.
2. Reflect the appropriate chain of command in the THRU and FOR addresses. Ensure that the THRU addressees' initials are present before forwarding.
3. In the Subject line, state that this is a Staff Action. Then state the subject addressed, in one concise sentence, i.e., "Staff Action – Decision Paper on Exodus 01."
4. The staff action has five main paragraphs: Purpose, Recommendation, Discussion, New Resource Requirements, and Point of Contact.
 - a. Paragraph 1 – Purpose. Be clear and concise. State what you are trying to achieve.
 - b. Paragraph 2 – Recommendation. Briefly state what action you would like for the decision maker to make (e.g., "That the CG approve the SOP which will be published and distributed to commanders with your guidance for execution.) NOTE: Rename this paragraph "Summary" when the SAS is used to forward information. State your conclusion here.)
 - c. Paragraph 3 – Discussion. Provide complete rationale for the staff action. Explain the origin of the action, convey assumptions and facts necessary to understand the recommendation. Summarize their key points.
 - (1) Include in your first subparagraph the background, facts, or assumptions that define the problem. Present facts as a chronological summary of actions or events leading to the issue.
 - (2) Discuss advantages and disadvantages for your recommendation in the following subparagraphs. Include the five Ws.
 - (3) In the last subparagraph of the discussion, defend your chosen recommendation against all others. Give analysis to show the decision maker the rationale behind your request. Include documents that support the recommendation as enclosures (tabs). Summarize the action.
 - d. Paragraph 4 – New Resource Requirements. Explain any new resource requirements, funds or manpower, which will be needed to accomplish the end result. Coordinate these requirements with the Directorate of Resource Management (DRM) before sending the SAS to

the command group. If there are no new resource requirements, simply state “None” after the paragraph title.

e. Paragraph 5 – Point of Contact. Self explanatory.

5. The SAS will be signed by the activity commander, director or chief or their designated representative.

6. Enclosures will be tabbed and referred to within the body of the staff action or cited within the coordination lines. The correspondence, message or publication to be signed or approved will be the first tab and will be positioned at the top right of the folder. The number of enclosures should match the number of tabs.

7. Two lines below the signature block, type in the necessary coordination lines.

a. The DOIM Editing coordination line is required only if the content is a command memorandum, publication, or a policy memorandum which will be distributed command-wide for Distribution A, B, C, D, or Special; or via e-mail.

b. If no coordination is required to complete the staff action, type the statement, “NO COORDINATION REQUIRED” instead of the routine coordination lines.

8. Concurrences may be added as an enclosure to the staff action; the tab letter will be specified on the appropriate coordination line.

9. Three lines below the last line of coordination, type the notations “APPROVED,” “DISAPPROVED,” “SEE ME,” and “NOTED” as shown on the example. This block is for the approving official only.

10. Assembly of Staff Action. See paragraph 3-5d of this pamphlet and Appendix E.

11. Limit the SAS to one page if possible.

Appendix B
Staff Action Summary – Format

Office Symbol (MARKS number)

Date

MEMORANDUM THRU (Chain of command as appropriate)

FOR

SUBJECT: Staff Action – (and subject addressed, whether an action or information)

1. Purpose. Open with a clear and concise purpose statement (for example: To obtain the CG’s approval)
2. Recommendation. Briefly state what action the decision maker must take. (Note: When forwarding information, rename this paragraph “Summary,” and briefly state your conclusion.)
3. Discussion. (Elaborate. Why do we need this program? What are the parameters of this program? Provide the five Ws with one or two paragraphs on the purpose of this action.)
4. New Resource Requirements. (Explain any new funding or manpower resource requirements needed to accomplish the action. If none, type “None.”)
5. Point of Contact. (Provide name, phone number, and e-mail address of action officer.)

___ Encl(s) (be sure to mention in staff action (list encls appropriately) (Signature Block)

Ensure that Director/Deputy sign the coordination section.
//S// will not be accepted.

COORDINATION:

XXXXX	Concur/Nonconcur	_____	Date	_____
XXXXX	Concur/Nonconcur	_____	Date	_____
DOIM Editing	Concur/Nonconcur	_____	Date	_____

(or)

NO COORDINATION REQUIRED

APPROVED _____
DISAPPROVED _____
SEE ME _____
NOTED _____

Appendix C
Executive Summary (EXSUM)

INSTRUCTIONS

This memorandum is an abstract of the EXSUM detailed in Appendix C, DA Memo 25-52.

1. An EXSUM provides timely information in a brief, succinct manner. It is a stand-alone document and, therefore, will not be submitted with enclosures. Whenever possible, this format should be used instead of a full information paper or information memorandum. E-mail is the only method which will be used to deliver EXSUMs.
2. The EXSUM should be e-mailed to the SGS. He will ensure that the CG's intent is met and all coordination is complete prior to forwarding to the CofS, DCG and CG.
3. If a complete paper (i.e., SAS) is desired, SGS will inform the responsible staff agency. This procedure is not meant to replace the SAS – there will always be subjects the staff agency heads believe will need a full explanation.
4. The EXSUM which responds to a CG/CofS/SGS tasking will show the tasking control number on the first line of the EXSUM. This allows the SGS to clear the suspense log. Failure to indicate the control number may result in needless search for a suspense action already completed.
5. General Format. An EXSUM should be no more than one page in length (including Office Symbol and Approved By/Date lines). One inch from the top of the page, list the Office Symbol followed by the Action Officer (ACTO), Tasking Number (T#) and Date (of the tasking). Complete the "EXSUM SUBJECT" line. State the "BOTTOM LINE" of the EXSUM. In the body, describe the key issues. "NEXT STEP" describes the next action/step to complete the process. "RECOMMENDATION" identifies action(s) to be taken by the command group. Type "APPROVED BY _____" on the line below the Action Officer's name. Only Commanders/XOs (Bde/Regt) or Directors/Deputies (Directorates) will approve EXSUMs forwarded to the command group. Type the date the EXSUM was approved.

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Appendix C
Executive Summary (EXSUM) – Format and Instructions

ATZK-XX ACTO: MAJ John M. Doe, 4-xxxx T#: 010410 Date: 15 April 2001

EXSUM SUBJECT:

BOTTOM LINE:

DISCUSSION: An EXSUM is a brief summary of information to the command group, either in response to a question (tasking) or to provide unsolicited information. Use 1 inch margins at the top, bottom, and on the left and right of the paper. The EXSUM should not total more than one page. It should be prepared in a concise but informal style, making use only of approved acronyms and abbreviations. Normally, abbreviations are spelled out before using. Ensure that the originator is identified and the EXSUM is approved as shown below.

(Note: All EXSUMs must be received via e-mail by the SGS no later than 72 hours before a scheduled briefing/update with the commanding general. The SGS will ensure completeness and CG's intent and will then forward to the Chief of Staff, DCG, and CG.)

NEXT STEP:

RECOMMENDATION:

APPROVED BY: LTC I. M. Ready

Date: 15 April 2001

Appendix D
Two-Star Notes

INSTRUCTIONS

Two-Star notes should be prepared by a directorate or unit who may wish to recognize an individual or individuals. The note may be included in an e-mail or submitted as an attached Word document. Star note stationery is 7 x 8 ½ in size. Content should not exceed one page. It should contain the following.

1st Paragraph – Simple introduction (two sentences). Use the first paragraph to commend the individual or thank him/her for their contribution/participation in an event and possibly include the date/location of the event.

2^d Paragraph – *Personalized* body (three to five sentences). This should contain the “meat” of the note – the how, what and results of the individual’s contribution. (Don’t use “canned” phrases – be sure the narrative pertains to the recipient. The more personal the better.)

3^d Paragraph – Simple conclusion (two sentences). This should again thank the individual for their contribution. Also can offer best wishes for continued success, etc.

Full address is placed on the second line after the signature block.

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Appendix D
Two-Star Notes – Format and Instructions

HEADQUARTERS US ARMY ARMOR CENTER AND FORT KNOX
Fort Knox, Kentucky 40121-5000

September 30, 2001

Dear Sergeant Scarborough,

Thank you so much for the fine nameplate you crafted. What a clever idea! I appreciate your thinking of me and have put it to very good use, prominently displayed on my desk.

It is great to hear from a former member of the Regiment. Those are times I will never forget.

Again, thank you for taking the time to be so thoughtful, and my sincere best wishes for continued health and success in all of your future endeavors. I look forward to keeping in touch.

Forge the Thunderbolt and Strike First!

Sincerely,

R. Steven Whitcomb
Major General, US Army
Commanding General

Sergeant First Class Johnnie D. Scarborough
US Army Retired
Tank Driver Simulator, 3-81 Armor Regiment
1st Armor Training Brigade, US Army Armor School
Fort Knox, Kentucky 40121

HEADQUARTERS US ARMY ARMOR CENTER AND FORT KNOX
Fort Knox, Kentucky 40121-5000

September 30, 2001

Dear Colonel Savage,

Thank you for your superb performance during the recent Platform Performance Demonstration.

Your outstanding actions as the Platform Performance Demonstration Task Force Commander directly contributed to the overall success of the demonstration. Your leadership was the critical component to the execution and analysis of information gathered during the events. Additionally, it is a great reflection on you and your leadership that the mission was accomplished without a single injury.

An event of this magnitude could not have come together without the hard work and long hours put in by you and your folks. You consistently prove your value to this command and this installation through your tireless efforts further perpetuating your Army-wide reputation for excellence.

Sincerely,

R. Steven Whitcomb
Major General, US Army
Commanding General

Colonel Michael R. Savage
Chief, Mounted Maneuver Battlespace Lab
United States Army Armor Center and Fort Knox
Fort Knox, Kentucky 40121

Fort Knox Pam 25-2 (17 Oct 01)

HEADQUARTERS US ARMY ARMOR CENTER AND FORT KNOX
Fort Knox, Kentucky 40121-5000

September 30, 2001

Dear Doctor Cosby,

Please allow me to express my sincere gratitude to you for your moving and inspirational words on January 21, 2000.

It is extremely evident, through your words, that you are a man of conviction. I think your message was taken to heart by all present and that they, in turn, will share your ideas with others. While opposition may still exist in the promised land, as long as we have leaders like you, there is no challenge too difficult to overcome.

Again, thank you for taking the time to make our Martin Luther King, Jr. Commemoration Ceremony a memorable event. I offer my sincere best wishes for your continued health and success in all your future endeavors.

Sincerely,

R. Steven Whitcomb
Major General, US Army
Commanding General

Dr. Kevin W. Cosby
St. Stephen Baptist Church
1018 South 15th Street
Louisville, Kentucky 40210

Appendix E
E-Mail Staff Action Summary

INSTRUCTIONS

1. On the occasion where the CG requests a draft e-mail response be prepared for him, the E-Mail Staff Action format may be utilized. Be sure to CC the SGS. This takes the place of a routine SAS **only** at the CG's request.
2. The originator states that this is a draft response for the appropriate agency. Please review the coordination. If you concur with the staff action, please forward it IAW the TO and CC listings below.
3. The activity commander, director, or designated representative places his/her electronic signature block.
4. Two lines below the signature block, type in the necessary coordination lines. Indicate directorate/unit, concurrence/nonconcurrence and the date. If no coordination is required, type the statement "NO COORDINATION REQUIRED" in place of the routine coordination line.
5. Three lines below the coordination line, type the TO address.
6. One line below the TO address, type the CC address.
7. Discuss any nonconcurrence in detail and indicate the directorate/unit and POC.
8. Three lines below the CC address, begin the draft response for the CG to the addressee. The goal is for the CG to be able to delete all of the information above the reply and send the e-mail directly to the addressee.

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Appendix E
E-Mail Staff Action Summary – Format and Instructions

From: Seitz, David MAJ (PKI)
Sent: Thursday, June 15, 2000 6:14 PM
To: Seitz, David MAJ (PKI)
Subject: FW: Working - Draft SAS Email

Sir,

Below is the draft response for John Doe.

Discussion.

If you concur, please erase all above "draft" and send to Snoopy, Charlie Brown, Lucy;
CC to Jane Doe, G.I. Joe and SGT Rock.

VR
COL Gahagan

COORD:

DFD	Concurred	5 June 2000
DTDD	Nonconcurrent	5 June 2000
MMBL	Concurred	7 June 2000

TO: Snoopy, Charlie Brown, Lucy

CC: Jane Doe, G.I. Doe, SGT Rock

-----DRAFT-----
LTG Van Alstyne,

Sir, we

VR

RW

Appendix F
Assembling Staff Action Packets

INSTRUCTIONS

1. Assemble correspondence in a manila folder of suitable length to protect the documents.
2. When assembling classified documents, staple the correct classified cover sheet to the front and back of the folder.
3. If the correspondence is "FOR OFFICIAL USE ONLY," staple a DA Label 87 to the front of the folder only.
4. Position a white gummed label on the top left corner of the folder. On the label, type the subject of the correspondence, date prepared and the office of origin.
5. On the right side of the folder, place your item for action with enclosures. Tab all enclosures, and always place the document to be signed on top.
6. Use the left side of the folder only for the staffing action.
7. Use paper clips, clam clips, or binder clips to attach the correspondence to the folder if signature is required. DO NOT use staples to attach any correspondence to the folder that is forwarded for signature/approval by a member of the command group (e.g., messages, letters, command memorandums, award certificates, or USAARMC publications.)
8. Use staples to attach correspondence to the folder when forwarded for information only (e.g., information papers, magazine or newspaper articles, etc.).
9. Attach necessary routine slips or notes to the front of the folder with staples.
10. If a document is too bulky for a manila folder, use a makeshift folder or document protector; however, do ensure all correspondence is firmly attached together.

Appendix G

Personal For Message Format and Instructions

D I N A H D I S K E T T E T A B L E O F C O N T E N T S
RELEASING DOCUMENT

CREATION DATE: 120396
CREATION TIME: 20240000
DINAH VERSION NUMBER: 4.00
MAXIMUM CLASSIFICATION OF THIS DISKETTE: UUUU
HIGHEST CLASSIFICATION ON THIS DISKETTE: UUUU
DISKETTE RELEASING OFFICIAL'S NAME: LON E. MAGGART, MG, CG, 4-2121
ORG: HQS, USAARMC OFFICE: ATZK-CG PHONE: 4-2121
TOC FILE CRC: 17602

FILENAME	MSG TYPE	PREC CLASS	ACTION GROUP	DATE/TIME	FILETIME SSN	TOT/ TOR	SPECAT CIC	CR
POPFM	DD173	RR	UU	RE DY	122028Z	MAR96	ZYUW O	32

HQS, USAARMC/ATZK-CG/4-2121
ORGANIZATION/OFFICE SYMBOL/PHONE NUMBER.

G-1

DISKETTE RELEASING OFFICIAL'S SIGNATURE

Fort Knox Pam 25-2 (17 Oct 01)

UNCLASSIFIED

01 02 122028Z MAR 96 RR RR UUUU AA ZYUW KAE

NO

CDRUSAARMC FT KNOX KY//ATZK-CG//

VCSUSA WASHINGTON DC//

CDRUSACAC FT LEAVENWORTH KS//

DCSCD TRADOC FT MONROE VA//

INFO DCG USAFACS FT SILL OK//ATZR-DCG//

UNCLAS PERSONAL FOR

PERSONAL FOR GEN GRIFFITH, LTG HOLDER, MG CRAVENS; INFO FOR
COL LENNOX; FROM MG MAGGART

SUBJECT: PREPARATION OF A PERSONAL FOR MESSAGE

A. AISM-25-S08-ALL-ZZZ-UM, 3 JAN 92, DINAH-MITE USERS MANUAL.

1. TO PREPARE A PERSONAL FOR MESSAGE, A 3.5 OR 5 1/4 DINAH DISKETTE
MUST BE USED.

2. THE FIRST PARAGRAPH SHOULD ALWAYS STATE WHY THE MESSAGE IS BEING
WRITTEN.

3. A PERSONAL FOR MESSAGE MAY ONLY BE SENT BETWEEN GENERAL OFFICERS
OR THEIR EQUIVALENTS. WHEN ADDRESSING A PERSONAL FOR MESSAGE THE
ADDRESSEES MUST BE IN ORDER OF RANK. THE SAME RULE GOES FOR INFO
ADDRESSEES. ADDRESSES ARE FOUND IN THE GENERAL OFFICER ROSTER.

OFFICE SYMBOLS CAN BE USED, BUT ARE NOT NEEDED IF SENT TO THE PERSON
IN CHARGE OF THE ORGANIZATION, E.G., CDRUSACAC, CDRTACOM, ETC.

KAREN A. EHMAN, OFFICE AUTOMATION
ATZK-FDZ, DSN 464-2231

LON E. MAGGART, MG, CG, 4-2121

UNCLASSIFIED

122028ZMAR96

UNCLASSIFIED

02 02 122028Z MAR 96 RR RR UUUU AA ZYUW KAE

NO

OFFICE SYMBOL MUST BE USED FOR COLS AND CIVILIANS.

4. USE "RESPECTFULLY" AS THE LAST PARAGRAPH WHEN SENT TO A GENERAL OFFICER OR CIVILIAN EQUIVALENT EXECUTIVE HIGHER IN RANK THAN THE CG. USE "WARM REGARDS" WHEN THE MESSAGE IS ADDRESSED TO GENERAL OFFICERS OR CIVILIAN EXECUTIVES EQUAL TO OR LOWER IN RANK TO THE CG.
5. RELEASER OF "PERSONAL FOR" MESSAGES IS THE GENERAL OFFICER OR HIS DESIGNATED REPRESENTATIVE.
6. RESPECTFULLY.

KAREN A. EHMAN, OFFICE AUTOMATION
ATZK-FDZ, DSN 464-2231

LON E. MAGGART, MG, CG, 4-2121

UNCLASSIFIED

122028ZMAR96

Appendix H

Regular Message Format and Instructions

D I N A H D I S K E T T E T A B L E O F C O N T E N T S
R E L E A S I N G D O C U M E N T

CREATION DATE: 120396
CREATION TIME: 20240000
DINAH VERSION NUMBER: 4.00
MAXIMUM CLASSIFICATION OF THIS DISKETTE: UUUU
HIGHEST CLASSIFICATION ON THIS DISKETTE: UUUU
DISKETTE RELEASING OFFICIAL'S NAME: EDWARD A. BRYLA, COL, DIR, 4-5050
ORG: DFD OFFICE: ATZK-FD PHONE: 4-5050
TOC FILE CRC: 1869

FILENAME	MSG TYPE	PREC 	ACTION CLASS	DATE/TIME GROUP	FILETIME SSN	TOT/ TOR	SPECAT CIC	CR
PORM	DD173	RR	UU	REDY 122107ZMAR96			ZYUW N	16

DFD/ATZK-FD/4-5050
ORGANIZATION/OFFICE SYMBOL/PHONE NUMBER

H-1

DISKETTE RELEASING OFFICIAL'S SIGNATURE

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UNCLASSIFIED

01 02 122107Z MAR 96 RR RR UUUU AA ZYUW KAE
NO

CDRUSAARMC FT KNOX KY//ATZK-FD//

CDRTACOM WARREN MI//AMSTA-TD/AMSTA-ZDM/AMSTA-CF//

INFO PEO ASM WARREN MI//SFAE-ASM//

CDRBRDC FT BELVOIR VA//SATBE-FSD//

UNCLAS

SUBJECT: PREPARATION OF A REGULAR MESSAGE

- A. AISM-25-S08-ALL-ZZZ-UM, 3 JAN 92, DINAH-MITE USERS MANUAL.
1. TO PREPARE A REGULAR MESSAGE (FRONT-CHANNEL) A 3.5 OR 5 1/4 DINAH DISKETTE MUST BE USED.
 2. MESSAGE ADDRESSES ARE LOCATED IN DA PAM 25-11, AUTHORIZED ADDRESSES FOR ELECTRONICALLY TRANSMITTED MESSAGES, UPDATE 9-27 MESSAGE ADDRESS DIRECTORY. AUTHOR MUST SUPPLY THE OFFICE SYMBOLS.
 3. REFERENCES ARE LISTED AS LETTERS IN THE BEGINNING OF A REGULAR MESSAGE, E.G., A. MSG, USACAC, ATZL-CG, 051430Z MAR 95, SAB.
 4. FRONT CHANNEL MESSAGE SHOULD BE WRITTEN IN 3RD PERSON, EXCEPT FOR AN OCCASSIONAL WE. MESSAGE SHOULD BE LESS THAN THREE PAGES IN GENERAL. IF YOU REQUIRE MORE PAGES YOU SHOULD USE A MEMORANDUM/ LETTER FORMAT. EACH MESSAGE SHOULD STAND ALONE. DO NOT MAKE THE READER DIG OUT PAST CORRESPONDENCE TO UNDERSTAND WHAT YOU ARE SAYING. KEEP PARAGRAPHS SHORT - ONE TO TWO SENTENCES FOR EACH PARAGRAPH.

RITA CARMEN, OPNS SPEC, GS-09
ATZK-FD, DSN 464-2548

EDWARD A. BRYLA, COL, DIR, 4-5050

UNCLASSIFIED

122107ZMAR96

UNCLASSIFIED

02 02 122107Z MAR 96 RR RR UUUU AA ZYUW KAE

NO

DO NOT MAKE ANY INDENTIONS IN A MESSAGE.

5. POINT OF CONTACT AND TELEPHONE NUMBER SHOULD BE THE LAST
PARAGRAPH.

RITA CARMEN, OPNS SPEC, GS-09
ATZK-FD, DSN 464-2548

EDWARD A. BRYLA, COL,DIR, 4-5050

UNCLASSIFIED

122107ZMAR96

Appendix I

Special Security Office (SSO) Eyes Only Messages

1. References: a. AR 25-11, Record Communications and the Privacy Communications System.
 - b. Message, HQDA, 011800Z Jul 94, SAB.
2. Per references a and b above, only privacy communications which contain sensitive compartmented information (SCI) will be transmitted "EYES ONLY" through the SSO. If the message is SECRET or below it will be transmitted "PERSONAL FOR" through the Telecommunications Center.
3. For more information regarding "EYES ONLY" messages, contact the Fort Knox SSO, 4-7155/3135/5529.