

DEPARTMENT OF DEFENSE
HEADQUARTERS, UNITED STATES MILITARY ENTRANCE PROCESSING COMMAND
2834 GREEN BAY ROAD, NORTH CHICAGO, ILLINOIS 60064-3091

*USMEPCOM Regulation
No. 25-32

Effective date: September 21, 2021
**Information Management: Records Management
Correspondence Procedures**

FOR THE COMMANDER:

J. Cunningham
Deputy Commander/Chief of Staff

DISTRIBUTION:

Unlimited. This Regulation is approved for public release.

Executive Summary. This regulation establishes approved methods for the preparation and submission of United States Military Entrance Processing Command (USMEPCOM) correspondence, as well as an acceptable method of organizing and preparing material to provide uniform, clear, concise, and factual documentation at all levels.

Applicability. This regulation applies to all elements of USMEPCOM.

Supplementation. Supplementation of this regulation and establishment of forms other than USMEPCOM forms are prohibited without prior approval from HQ USMEPCOM, ATTN: MECE, 2834 Green Bay Road, North Chicago, IL 60064-3091.

Internal Control Process. This regulation is not subject to the requirements of [Army Regulation \(AR\) 11-2, Manager's Internal Control Program](#).

Suggested Improvements. The proponent agency of this regulation is HQ USMEPCOM (MECE). Users may send comments and suggested improvements on [Department of the Army \(DA\) Form 2028](#), Recommended Changes to Publications and Blank Forms, or by memorandum to HQ USMEPCOM, ATTN: MECE, 2834 Green Bay Road, North Chicago, IL 60064-3091.

*This regulation supersedes USMEPCOM Regulation 25-32, 26 July 2013.

Revisions have been made to this regulation. This regulation must be reviewed in its entirety to have a clear understanding of all revisions.

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Chapter 1

General Correspondence Management

1-1. Purpose

This regulation standardizes correspondence procedures for the elements of the United States Military Entrance Processing Command (USMEPCOM). It prescribes responsibilities, policies, and procedures for command prepared written correspondence.

1-2. References

References are listed in [Appendix A](#).

1-3. Abbreviations

Abbreviations and terms used in this regulation are listed in [Appendix F, Glossary](#). [Appendix B](#) lists abbreviations by service and pay grade.

1-4. Responsibilities

- a. The Command Executive Office (MECE) will:
 - (1) Establish correspondence policies and procedures for USMEPCOM.
 - (2) Ensure proper procedures and distribution of USMEPCOM taskers and information messages via the Task Management Tool (TMT) and Command Message System (CMS).
- b. The Command Group/Secretary Joint Staff (CG/SJS) will:
 - (1) Receive all taskers, review and submit to Deputy Commander/Chief of Staff (CoS) for approval.
 - (2) Release approved taskers via TMT or approved Information Messages via CMS email.
 - (3) Ensure information messages released are uploaded to SPEAR and saved on the common drive, available to all personnel.
 - (4) Receive requests for Critical/Expedite/High priority tasking suspenses and forward requests to the appropriate approval authority. See TMT Business Rules for priority tasking information under Tasker Module.
- c. HQ USMEPCOM Directors, Special Staff Officers, Sector Commanders, Battalion Commanders, and Military Entrance Processing Station (MEPS) Commanders will:
 - (1) Promote effective writing.
 - (2) Provide training as required.
 - (3) Ensure messages for distribution, through TMT/CMS are prepared using the correct format and are fully coordinated with appropriate staff.

Chapter 2

Processing Correspondence at HQ USMEPCOM

2-1. Task Management Tool (TMT)

United States Military Entrance Processing Command uses TMT for assigning and managing Unclassified/For Official Use Only taskers; coordination of information messages; and routing and approval of awards and actions, as required. The Task Management Tool is used to create and track tasks in lieu of other task management systems (Outlook, separate databases, etc.) and provides guidance for all tasks managed and processed in the TMT.

a. Task Management Tool provides the visibility required to manage virtually any staff activity. Any tasker requiring a signature from, decision by, or deliverable to USMEPCOM leadership (USMEPCOM Commander, Deputy Commander/Chief of Staff, or Command Sergeant Major) must be processed and tracked using TMT. Exceptions will be pre-coordinated with the Command Group Executive Administrative staff.

b. All tasks entering the Command from higher headquarters or organizations external to USMEPCOM must be received in TMT. Task Management Tool Business Rules and supporting training products are located on [SPEAR https://spear/Headquarters/MECE/SitePages/TMT.aspx](https://spear/Headquarters/MECE/SitePages/TMT.aspx).

c. USMEPCOM entities (Directorates, Divisions, or Branches) are encouraged to enter tasks into TMT to task internally within their office. Internal organizational tasks (i.e. tasks that do not go outside of USMEPCOM originating office) will not be monitored by the SJS yet can be managed internally to the organization by coordinating Directorates / Offices.

2-2. Submitting Material to the Command Group

Task Management Tool is the primary medium to provide information and for requesting Command Group decisions. There are exceptions such as documents requiring a wet signature (Awards, Congratulatory Letters, etc.). Those procedures can be found in Chapter 2, [Paragraph 2-6](#).

a. Submit packages through TMT, unless otherwise directed, to Command Group Executive Administrative Staff (CGEAS) for accountability, quality control and forwarding to Command Group personnel.

b. Correspondence requiring expeditious processing will be marked Expedite/Critical/High priority in TMT and the CGEAS informed. The administrative staff will ensure these materials receive priority processing and prompt delivery through the SJS to the appropriate Command Group personnel.

2-3. General signature authority

Level of signature authority. The Commander has delegated signature authority for approval or release of the correspondence categories listed in [Table 2-1](#). Directors and Special Staff Officers will determine if an action requires review or signature by the Commander or Deputy Commander/Chief of Staff before release from HQ USMEPCOM.

a. Delegation authority does not relieve principal staff members of their responsibility to keep the Commander and Deputy Commander/Chief of Staff informed of important developments and trends within their functional areas of responsibility. Accomplish this by using Information memos, papers or other informal correspondence (e.g., e-mail). When signing as a delegated authority, use the Director's or Staff Officer's signature block.

b. Further delegation of signature authority. The officials listed in [Table 2-1](#) may verbally delegate signature authority to senior level subject-matter experts or officials acting on their behalf. For this purpose, use the Director's or Staff Officer's signature block and sign "for."

2-4. Message Types

Information messages. These messages are used to relay operational and general information to the HQ, Sectors, Battalions, or MEPS which require no action or response to the proponent. Information Messages are processed through staff and approved for release via TMT but are officially disseminated via CMS to all personnel. Internal Information Messages are used to provide information internally within HQ USMEPCOM for areas where the subordinate units are not involved.

a. Command Policy messages.

(1) These messages are used to forward the Commander's policy on information he or she believes requires special emphasis.

(2) When a policy memorandum is changed, the old policy memorandum is rescinded, and a new memorandum is staffed for signature by MECD and sent via policy message.

(3) Each policy message will contain a policy memorandum and an updated policy index.

(4) Command policy messages can be found on [SPEAR](#).

b. Tasking Messages. Taskers are used to request information, or elicit a response by an established suspense date. If a Battalion or MEPS receives a formal tasking from HQ USMEPCOM personnel that is not officially released through TMT, the Battalion and/or MEPS will immediately notify their Sector who in turn will notify HQ CGEAS i.e., MECE.

(1) HQ USMEPCOM staff may phone or e-mail MEPS to coordinate normal day-to-day activities/business (example: J-6/MEIT Service Desk e-mail to the MEPS ITS). This type of communication is "field-level support." There is no such thing as an informal tasking message; either an action is providing field-level support, or the action should be formally tasked. The following are guidelines and examples to assist headquarters personnel in deciding whether an action requires formal tasking or is considered field-level support and does not require a tasking message.

(2) The message is considered a formal tasking if one or more of the following apply:

(a) The action requests information or directs an action from multiple Battalions and/or MEPS.

(b) The action merits tracking by HQ USMEPCOM staff, Sectors, Battalions and/or MEPS.

(c) The action merits that Battalion and MEPS Commanders know the action is being worked by their personnel.

(d) The action may also require consolidation of input from Sectors.

(3) Field-level support action guidelines. The action is field-level support if one of the following applies:

(a) HQ USMEPCOM staff element will coordinate one-on-one with a MEPS to accomplish a task.

(b) A one-on-one phone call takes place, or an e-mail is sent between a headquarters staff element and Battalion or MEPS staff member.

(c) Typical day-to-day support is required to assist the field in meeting regulatory guidance.

(d) Only routine matters that do not require the Battalion and/or MEPS Commander having specific knowledge of the action occurrence.

(4) Tasking exceptions.

(a) If a specific and/or recurring suspense date is included in a USMEPCOM regulation, the suspense is not tasked through TMT. The regulation serves as the tasking authority. If the regulation does not include a suspense date, the action requires a tasking message. For example, if a regulation requires a report be provided by the 5th of each month, this would not have to be formally tasked, but if a regulation required a report once a quarter, this action would require a tasking message to provide a suspense. If a report is required by regulation by a certain date, the HQ USMEPCOM proponent may prepare an informal e-mail for release by his/her Director or Special Staff Officer as a reminder to the field of the regulatory requirement.

(b) Other HQ staff elements authorized by exception, J-3/5/7 MEOP for security messages and MIRS related messages; and J-6/MEIT-Service Desk.

(5) Setting tasking message suspense dates.

(a) Tasking messages will provide a minimum 30-day suspense to the field, unless urgency of the tasker does not permit. Proponents requesting 15-29 days or 14 days or less must obtain approval from the CoS. See TMT Business Rules for priority tasking information under Tasker Module.

(b) Critical tasks should be sent via TMT and followed-up with a phone call for information purposes; if for Command Group Leadership approval, to each CGEAS member until a member is reached. In addition to the time required to complete the tasker, estimate that each level of approval may take additional time. Add one day for each office requiring review: SJS, CoS and Commander.

2-5. Coordination

Full coordination of staff actions is critical to decision making. Action Officers will ensure coordination is complete before sending messages to the Command Group. The originating proponent has discretion to send messages for coordination to those offices that have a direct impact regarding the message. The type of message determines the coordination process.

a. Tasking Message. The proponent prepares the tasking message in TMT and sends the draft message for coordination (using appropriate assignment template). Designated HQ and Sector personnel will review the message and provide any comments or concerns to the proponent within 14 calendar days. The proponent is required to wait three (3) working days for comments regarding operational messages. The proponent is not required to contact non-responding staff elements. If a staff element does not respond during the 3/14 day coordination, it will be considered concurrence. This process does not take the place of coordinating with Directors and Special Staff Officers involved in the action. Note: Exceptions to the 3/14 days coordination require Deputy Commander/CoS approval.

b. Information Messages. The majority of Information Messages do not require the same three-day coordination as a Tasking Message. The exceptions are any Information Messages that are operational in nature. There are messages that impact day-to-day operations and require three day coordination. For example, information directly related to the processing, testing or medical processing or qualification of applicants will undergo three day coordination. All other information messages are required 14 calendar days for coordination.

c. USMEPCOM publications, messages, and all correspondence prepared for USMEPCOM leadership signature must be coordinated with at least the following:

(1) The USMEPCOM J-1 and J-8 if the document involves management or use of resources (money or personnel).

(2) The Staff Judge Advocate (SJA) must receive the final draft of the document(s). However, action officers will include the SJA during the document draft-preparation.

2-6. Processing of Documents with Wet Signatures.

Digital signatures will be maximized throughout USMEPCOM.

a. The directorate's Action Officer (AO) is responsible for converting a document into .pdf and adding a digital signature box for all signatures that are required.

b. If the deliverable is a document that requires a wet signature, the AO will create a hard-copy folder for routing to the Command Group. Use the USMEPCOM routing page as the cover sheet. Place the document(s) requiring signature at Tab A in the right pocket; and place supporting documents with tabs behind Tab A.

c. When submitting items for wet signature, use a color-coded pocket folder and include the correspondence (held together with a large paper or binder clip). The following are the color codes for folders:

(1) Red folder: Signature/Approval.

(2) Blue folder: Information Item.

(3) Green folder: Efficiency/Evaluation report.

(4) Yellow folder: Award Package.

(5) White folder: Priority package e.g., service promotion or school selection list.

(6) Orange folder: Congressional Package PII/PHI Breach Notification package.

d. Examples of deliverables that require a wet signature are: military and civilian award certificates; congressional responses; letter of condolence/sympathy, and congratulatory letters etc.

Table 2-1. Level of Signature Authority

Type of Correspondence	Authorized Signatures	
	MECD/ MEDC	Directors and Special Staff
USMEPCOM mission changes; major changes in policies, plans, or procedures; unexpected developments in major programs; requests to DA for resources.	X	
Tasking subordinate commanders with less than a 30-day suspense; reallocating resources; establishing priorities of effort.	X	
Requests, recommendations to higher, lateral HQ involving policy changes.	X	
Unfavorable responses to higher and lateral HQ.	X	
Disapproval of request signed personally by a Sector Cdr (or correspondence criticizing the action of any USMEPCOM subordinate activity commander).	X	
Replies to letters signed personally by the commander of any lateral or higher HQ and those signed by a general/flag officer.	X	
Communications affecting or involving the good name or reputation of an officer or an organization, including investigations	X	
Routine military personnel actions.		Director, J-1/MEHR, or as
Correspondence commending an individual, unit, or Sector Cdr. Note: Multiple- addressed memoranda will not be used. If more than one individual, unit, or sector is concerned, individual memoranda will be prepared.	X	
Letters to civil authorities in high positions.	X	
Congressional/PII/PHI breach replies.	X	DCoS for initial response
Matters concerning community relations.		CAG or as delegated
Serious accidents or incidents involving personnel of this Command.		J-1/MEHR as authorized by the Commander
Assignment or relief of O-6, O-5, and O-4 officers in	X	
Reports of financial and logistics/property irregularities.	X	
Routine communications.		Directors & Special Staff Officers or as delegated internally.
HQ USMEPCOM directives (regulations, manuals).	X	
Policy memoranda	X	
Audit reports and responses to audit/inspections by outside agencies. Note: Non-concurrences with Army Audit Agency and General Accounting Office audits require personal signature	X	“IR as required”
MOU/MOA/ISA	X	“or as directed”

Chapter 3

Writing style and preferred usage

3-1. General Guidelines.

General Guidelines. Whether writing an Information or Action Memorandum for the USMEPCOM Commander or drafting a letter for signature, DoD correspondence must adhere to the highest standards of clarity and professionalism. Because correspondence is often drafted by persons other than the signer, it is important to consider these guidelines in the context of both the sender and the recipient of the communication:

a. Action and Info Memorandums. Action and Info Memorandums should be brief and to the point. The objective of the memorandum should dictate the length, but generally the memorandum proper should provide only the material necessary for action or information; extensive background information and supporting material should be attached. (See [Chapter 4](#) for guidance on structuring memorandums.)

b. Correspondence for Principals' Signatures. Regardless of the routine or customary nature of any individual piece of correspondence, all items signed by the Commander or Deputy Commander/Chief of Staff must exhibit the highest quality. Writers must seriously consider the signer as well as the addressee and adapt the correspondence accordingly.

c. References. Good writing skills develop with time, training, and experience. If specific guidance is not provided in this Manual, writers shall use the [U.S. Government Printing Office Style Manual](#), including supplements ([Appendix A](#)) as the authority for answers to questions concerning punctuation, capitalization, spelling, numerals, compound words, writing style, etc. Other possible references are [Merriam-Webster New Collegiate Dictionary](#) and the [Chicago Manual of Style \(Appendix A\)](#).

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

(1) Subject Line on Memoranda and Messages. In DoD memorandums and messages, the assignment or generating organization may determine the subject. Clarifying and refining the subject helps the writer organize and present the most relevant information clearly. These questions assist in refining the subject:

- (a) What is the assignment or question?
- (b) What does the audience need or want to know?
- (c) How specific or general should the communication be?

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

(3) The subject line should clearly communicate the subject in one or two lines. The writer should avoid vague, one-word subjects and use instead specific descriptions that indicate or summarize the content of the memorandum or message as shown in [Table 3-1](#).

Table 3-1. Examples of Vague Subjects and Suggested Alternatives

VAGUE SUBJECTS	SPECIFIC, DESCRIPTIVE SUBJECTS
SUBJECT: Iraq	SUBJECT: October 2018 Assessment of Iraq Provincial Reconstruction Teams
SUBJECT: Budget Issues	SUBJECT: Budget Projections for Fiscal Year 2018

e. Audience

(1) Official DoD correspondence should have a specific audience. Determining the audience helps to tailor the message and present information in the most appropriate way. When drafting correspondence for the Commander or Deputy Commander/Chief of Staff signature, the audience may be a Service or OSD Component Head, member of Congress, etc. Writers should carefully consider the audience from the perspective of the signer.

(2) These questions assist in determining the audience:

- (a) Who will read this communication?
- (b) What is the signer's relationship to the audience?
- (c) What does the audience already know about this subject?
- (d) What tone should be used to address this audience (formal, informal, etc.)?

f. Purpose

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

- (a) Providing options or recommendations.
- (b) Requesting authorization.
- (c) Reporting or summarizing information.
- (d) Evaluating, analyzing, or interpreting data.

(2) These questions assist in refining the purpose:

- (a) What is the aim of the assignment?
- (b) What must this communication accomplish?
- (c) How can its purpose best be achieved?

3-2. Organization, Clarity, and Style.

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

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

(1) **Common Organizational Schemes.**

(a) **Chronological.** Arranges events in sequential order, from first to last.

(b) **Systematic.** Arranges events, people, or things according to their placement in a system or process.

(c) **Comments and Recommendations (or Problem and Solution).** Provides background information and evaluates a situation, and then provides one or more options or recommendations for future action.

(d) **General to Specific.** Arranges by main point or points and fills in supporting details, examples, and illustrations.

(2) **Outlining.** See Section 8 of [DoD Manual 5110.04, Volume 2](#) for information on using an outline to develop the organizational scheme.

(3) **Transitions.** Transitional phrases are used to highlight organization, to facilitate the flow of writing from point to point, and to improve clarity and readability. [Table 3-2](#) provides a list of transitional phrases and their uses.

Table 3-2. Transitional Words and Phrases

USE	Transitional Words and Phrases
Time or Sequence	<ul style="list-style-type: none"> – first, second, third... – first, next, last... – once, then, finally – again, also, and – afterward, following, at length, since – before, formerly, lately – now, meanwhile, currently, simultaneously
Comparison or Contrast	<ul style="list-style-type: none"> – likewise, similarly, in the same way – but, yet, however, nevertheless, while, still – despite, in spite of, regardless, in contrast – on one hand, on the other hand – instead, on the contrary, otherwise
Illustration or Expansion	<ul style="list-style-type: none"> – for example, for instance – moreover, furthermore, namely – incidentally, indeed, in fact
Summary or Conclusion	<ul style="list-style-type: none"> – in conclusion, in summary – to conclude, to summarize – therefore, hence, thus
Cause or Effect	<ul style="list-style-type: none"> – as a result, consequently, since – accordingly, because, thus, therefore, hence

(4) Bullets provide a simple format for structuring main ideas or listing supporting ideas, concepts, items, or steps. They facilitate efficient communication by marking portions of text to indicate divisions and relationships among concepts within a communication. (See chapter 4 and 7).

(a) Bullets for Main Ideas. Bullets should be used to illustrate main ideas in standard, Action, and Info Memorandums, except that they may not be used for main ideas in letters or memorandums for USMEPCOM Commander or Deputy Commander/Chief of Staff signature. One bullet should be used for each paragraph. Transitional phrases (“moreover,” “finally,” etc.) should not be used to lead off bullets if their use would be redundant.

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

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

(5) Clarity and Style. Because of the nature of the DoD mission, clarity is of utmost importance in DoD communication. Clarity may be achieved by identifying the ACTORS in the text and clearly linking them to specific, meaningful ACTIONS. Asking the question, “WHO does WHAT?” assists in identifying actors and actions.

3-3. Active versus Passive Voice.

One major obstacle to clear communication is excessive use of the passive voice. (See [Table 3-3](#) for examples of active and passive voice.)

a. Active Voice. Normal English sentence structure follows the ACTOR –ACTION – OBJECT pattern, or “who does what to whom.” Example: “Bill (actor) gave (action) Jimmy (object) the car (object).”

b. Passive Voice. The passive voice substitutes the actor with the object, using the verb “to be” and a past participle. Example: “The car was given to Jimmy” or “Jimmy was given the car.” The passive voice lacks clarity because it does not identify the actor.

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

Table 3-3. Examples of Passive Voice and Suggested Alternatives

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

3-4. Weak Verb Phrases.

Writers should use strong, simple, active verbs to describe specific actions, rather than weak verb phrases that rely on the verbs “to be” or “to have” to complete the action. Such phrases obscure meaning and result in wordy, ambiguous sentences. Writers should also avoid the phrases “there is” and “there are,” which detach the actor from the action, resulting in vague communication. (See [Table 3-4](#))

Table 3-4. Examples of Weak Verb Phrases and Suggested Alternatives

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

a. Subject-Verb Agreement. Problems with subject-verb agreement result in confusing and sometimes embarrassing writing. Writers must ensure that the verb of the sentence applies correctly to the subject. (See [Table 3-5](#) for subject and verb guidelines.)

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

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

(a) Subjects joined by “and” usually require a plural verb.

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

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

Table 3-5. Subject-Verb Agreement Guidelines

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

3-5. Capitalization, Punctuation, and Usage. This section provides basic instructions for standardizing English usage in DoD correspondence; it is not exhaustive. Detailed guidance is provided in the [U.S. Government Printing Office Style Manual](#),

a. Capitalization

(1) General Rules.

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

1. Massachusetts Avenue; the avenue.
2. Committee Chair John Smith; the committee chair.
3. Defense Acquisition Guidebook; the guidebook.

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

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

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

(2) Capitalization Rules Specific to DoD Writing

(a) Use title case for the subject line of a memorandum according to Chapter 4, [Paragraph 4-2](#).

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

(c) Capitalize the terms “Nation,” “Union,” “Administration,” “Confederation,” “Commonwealth,” and “Members” only if used as part of proper names, except that “Nation” is capitalized when referring to the United States. Also capitalize “Federal” and “Government” when referring to the United States. Capitalize “Military Service(s)” when referring to the United States. (See [Table 3-6](#))

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

Table 3-6. Examples of DoD-Specific Capitalization

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

b. Acronyms and Abbreviations

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

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

(3) Write out terms as they first appear in the text and place the abbreviation or acronym in parentheses immediately after the term. For example, “The Director of Administration and Management (DA&M) will provide policy guidance.”

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

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

- (a) They are studying the foreign policy of the United States.
 - (b) The students are interested in U.S. foreign policy.
 - (c) The United States-Japan relationship is strong.
- (6) For military rank abbreviations by Service and pay grade, see [Appendix B](#).

c. Punctuation

(1) Apostrophe. The apostrophe is used to show possession or to form a contraction.

(a) Do not use contractions in formal DoD correspondence; instead, spell out each word. (Use “do not” instead of “don’t.”)

(b) Use apostrophes to show possession:

(c) For singular or plural nouns not ending in “s,” add “s.” For example:

- 1. This is Timothy’s book.
- 2. I am the child’s teacher.
- 3. I am the children’s teacher.

(d) For plural nouns ending in “s” add an apostrophe only. For example:

- 1. The teachers’ proposal includes three separate provisions.
- 2. We must reconcile the committee members’ schedules.

(e) If more than one noun possesses an object, add “’s” to the noun nearest the object. For example, “I approve of George and Ted’s system” (i.e., the system belonging to George and Ted).

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

(2) Comma

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

(b) Use a comma to set off parenthetical words, phrases, or clauses, or introductory or appositive material. For example:

1. It is obvious, therefore, that this office cannot function.
2. In other words, the meeting was cancelled.
3. Mrs. Jones, the committee representative, conducted the meeting.

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

1. The supply team provided a telephone, a computer, and a scanner.
2. Mr. Smith, Mrs. Jones, and I attended the meeting.

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

1. The case is OSD012345-10.
2. The estimated cost for implementation is \$2,300,000.
3. The general recommended redeploying 22,000 troops.

(3) Semicolon

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

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

1. The car would not move; it was broken.
2. The meeting began well; however, several attendees arrived late.

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

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

(4) Colon

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

1. The directions were clear: proceed to step two.
2. An opening appeared: the team advanced.

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

1. The doctor gave this assessment: “The patient is doing well.”
2. We need the following items: a telephone, a computer, and a scanner.

(5) Quotation Marks

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

1. The document was marked “SECRET.”
2. I received a copy of the report, “Defense Strategy for the 21st Century.”
3. You asked the question: “Why are the numbers so low?”

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

1. Punctuation within quotes: He asked: “Is this the correct copy?”
2. Punctuation outside of quotes: Can we be sure this is the “correct copy”?

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

d. Numbers

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

- (a) The team consisted of about 40 men.
- (b) The incident occurred on two separate occasions.

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

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

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

- (a) We will meet at 4 o'clock.
- (b) The convoy marched 3 kilometers.
- (c) Lunch will be provided for 5 dollars.

i. Dates

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

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

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

j. Commonly Confused Words. [Table 3-7](#) provides examples of words writers commonly confuse and their meanings.

Table 3-7. List of Commonly Confused Words

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

k. Format.

(1) Letterhead and memoranda stationery. HQ USMEPCOM, Sectors, Battalions and MEPS will use electronic letterhead for their commands. To ensure uniformity, try to limit letterhead addresses to a maximum of four lines. Telephone numbers, names, or titles of individuals will not appear on letterhead. See template letterhead formats on SPEAR-Correspondence Templates.

(2) Use paper size of 8 1/2 by 11 inches (sheet size is shown reduced in this sample). All elements are shown full size. Heading is centered on the page 5/8-inch from the top trim. All type is Arial or Arial bold. "Department of Defense" is 12-point font; all other type is 8-point font.

(3) Use of other logos and text. Do not print any seals, emblems, decorative devices, distinguishing insignia, slogans, names, telephone numbers, titles of offices and officials, or other personalized information on letterhead or memoranda stationery except those approved or directed by the Command Executive Officer.

(4) *Italics*.

(a) Use italics when referring to the titles of whole publications such as books, pamphlets, bulletins, magazines, newspapers, plays, movies, essays, and legal cases. "*The Chicago Manual of Style* is a wonderful reference tool."

Note: Publications style does not use italics for book titles; titles are italicized only in correspondence.

(b) Also, italicize unfamiliar phrases, whether foreign, unusual, or direct quotes, as the following illustrates: "This does not reflect a *de facto* concern for the Secretary of Defense."

Chapter 4

Official Correspondence Guidance

4-1. Official Correspondence

USMEPCOM official correspondence guidance is based on Department of Defense DoD Manual 5110.04, Manual for Written Material: Correspondence Management V1 and Examples and Reference Manual V2 dated, June 16, 2020, Change 1, dated October 8, 2020.

4-2. General Guidelines for Preparing Memoranda

When to use memoranda. Memoranda are used for correspondence within the DoD and to send routine material to other Federal agencies.

- a. Types of memoranda. Use one of the following types of memoranda depending on your purpose:
 - (1) Use standard memoranda for routine correspondence within the DoD and other Federal agencies.
 - (2) Use action memoranda commonly referred to as an action memo, for the following purposes:
 - (a) Forwarding material that requires approval, signature, and/or decision by the USMEPCOM Commander, Deputy Commander/Chief of Staff, or Senior Enlisted Advisor.
 - (b) Describing a problem and recommending a solution.
 - (3) Use information memoranda to convey information to the USMEPCOM Commander, Deputy Commander/Chief of Staff or Senior Enlisted Advisor about important developments not requiring action at that time (e.g., information papers and trip reports).
- b. Stationery. Prepare memoranda on 8 1/2 by 11-inch letterhead stationery. Use electronic letterhead for the first page of memoranda, and type the second and succeeding pages on plain bond paper. White is the only paper color authorized for stationery. Use black ink for all print, to include letterhead. Prepare original correspondence using only one side of the paper, but reproduce correspondence using both sides of the paper.
- c. Margins. On the first page, make the top margin 1.75 inches and the side and bottom margins 1 inch. Make the top margin on succeeding pages at least 1 inch. If memoranda contain fewer than 11 lines, increase the side margins to 2 inches. Do not justify right margins.
- d. Font. Use Times New Roman 12-point font and ensure font is consistent throughout the document. Use 12-point font for memoranda forwarded to the Office of the Secretary of Defense (OSD); no exceptions.
- e. Spacing. Single space within a paragraph for all memorandums of two or more paragraphs. Always double space between paragraphs and bullets, and between lines in memorandums of a single paragraph of eight lines or less.
- f. Body. Begin the body of memoranda with a double space below the subject line (e.g., beginning on the second line after subject line.)

g. Indentation. Indent paragraphs one-half inch from the left margin; indent subparagraphs an additional .5 inch.

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

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

4-3. Preparing standard memorandum

a. Example. See [Figure 4-4](#) for a memorandum example.

b. Office symbol. Type the office symbol of the originating office two lines below the official seal. (e.g., J-1/MEHR)

c. Date.

(1) Insert the date a double space below the last line in the letterhead or department shield, ending at the right margin. Use month, day, and year, (e.g., March 12, 2019) showing day and year in numerals.

(2) Omit the date if the letter will be signed in another office or will not be signed on the day it is prepared. The signing organization's administrative staff will add the date when the letter is signed.

d. Address line.

(1) For single addressees:

(a) On the second line below the office symbol, type "MEMORANDUM FOR" in uppercase letters. Use uppercase letters in the addressee's title and name or the office symbol. Use sufficient organizational identification to ensure delivery (full street address is not required.)

Note: Abbreviations are allowed; however, use them consistently (e.g. if using CDR, also use USMEPCOM; if using COMMANDER, use UNITED STATES MILITARY ENTRANCE PROCESSING COMMAND).

Some examples to follow:

Figure 4-1. Example of Memorandum address lines

<p>MEMORANDUM FOR CDR, USMEPCOM</p> <p>MEMORANDUM FOR COMMANDER, UNITED STATES MILITARY ENTRANCE PROCESSING COMMAND</p> <p>MEMORANDUM FOR DIRECTOR, J-1/HUMAN RESOURCES DIRECTORATE</p> <p>MEMORANDUM FOR DASD (MPP)</p> <p>MEMORANDUM FOR CDR, EASTERN SECTOR</p> <p>MEMORANDUM FOR CDR, ALBANY MEPS</p>

(b) If more than one line is required for an addressee, indent the run-over line an additional two spaces and begin typing below the third character of the memorandum for address. For example:

Figure 4-2. Example of Memorandum address run-over line

<p>MEMORANDUM FOR DEPUTY ASSISTANT SECRETARY OF DEFENSE (MILITARY PERSONNEL POLICY)</p>

(2) For multiple addressees:


(a) For multiple addressees, type each on a single line, aligned-block style below and to the right of "MEMORANDUM FOR."

Figure 4-3. Example of Memorandum multiple addressees

<p>MEMORANDUM FOR COMMANDING GENERAL, UNITED STATES ARMY RECRUITING COMMAND</p> <p>COMMANDING GENERAL, MARINE CORPS RECRUITING COMMAND</p> <p>COMMANDER, NAVY RECRUITING COMMAND</p> <p>COMMANDER, AIR FORCE RECRUITING SERVICE</p> <p>DIRECTOR OF PERSONNEL MANAGEMENT, UNITED STATES COAST GUARD</p>
--

(b) Type "MEMORANDUM FOR: SEE DISTRIBUTION" if there are more than 15 addressees. Type "DISTRIBUTION:" aligned with the left margin and a double space below the last line of the signature block or attachment notation. List the addressees single spaced below the caption, beginning at the left margin.

Figure 4-4. Memorandum Sample (not to scale)

	<p>DEPARTMENT OF DEFENSE HEADQUARTERS, UNITED STATES MILITARY ENTRANCE PROCESSING COMMAND 2834 GREEN BAY ROAD NORTH CHICAGO, ILLINOIS 60064-3091</p>
J-X/MEXX	Month, Day, Year
<p>MEMORANDUM FOR UNDER SECRETARY OF DEFENSE (PERSONNEL AND READINESS) COMMANDER, UNITED STATES ARMY RECRUITING COMMAND</p>	
<p>SUBJECT: Preparing a Memorandum</p>	
<p>Use memoranda for correspondence within the Department of Defense and to send routine correspondence to other Federal agencies. Memos may be sent to multiple addressees, but do not address them to someone through another office or person—send them a courtesy copy.</p>	
<p>a. Prepare memoranda using electronic letterhead. Set a 1.75-inch top margin and 1-inch side and bottom margins on first pages. Use plain paper for succeeding pages with 1-inch margins on all sides.</p>	
<p>b. Single space paragraphs and double space between them. Indent paragraphs one-half inch from the left margin. Indent subparagraphs an additional one-half inch, and identify them with bullets, numbers, or lower-case letters. Double space between subparagraphs. Add a point of contact line as the last paragraph of your memorandum.</p>	
<p>Do not date memoranda for signature by members of the Command Group. The date is added when signed. Stamp or type the signature block leaving four blank lines below the text, beginning at the center of the page. Indent run-over lines two spaces.</p>	
<p>Normally, identify attachments in the text of the memo. When this is not the case, the notation "Attachments: As stated" is typed at the left margin a double space below the signature block. When all attachments are not identified, list all of them in the order they appear in the text.</p>	
<p>John J. Jones Col, USMC Commanding</p>	
<p>Attachments: As stated</p>	

(c) Place the entire distribution list on a separate page if there is no room for all addressees on the first page.

Figure 4-7. Example of Memorandum Through Line

<p>MEMORANDUM FOR COMMANDER, UNITED STATES MILITARY ENTRANCE PROCESSING COMMAND</p> <p>THROUGH: COMMANDER, EASTERN SECTOR</p>

g. Subject line.

(1) Type "SUBJECT:" a double space below the last line of the address line.

(2) Two spaces after the colon, briefly describe the memorandum's content, capitalizing the first word and all principal words.

(3) If more than one line is required, begin succeeding lines aligned below the first word in the subject line.

Figure 4-8. Example of Subject Line Alignment

<p>SUBJECT: USMEPCOM Procedures and Guidance for Accomplishing Change of Command and Ceremonial Functions</p>

h. Reference lines. References can be referred to in the text and listed as follows:

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

(2) List references in block style two spaces after the colon in the order of appearance in the text. Identify each reference as (a), (b), (c), etc. Do not letter a reference when you have only one.

Figure 4-9. Examples of Reference Lines

<p>Reference: MECD, subject: Report on Operations, dated January 7, 2020 or References: (a) T-12-05MAY-053, subject: Attention to Detail, dated May 3, 2020 (b) MEES, Welcome Letter, dated May 1, 2020 (copy attached)</p>

i. Salutation. Do not use a salutation in a memo.

j. Body.

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

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

(3) Identify each sub-paragraph, as a, b, c, etc. Do not letter a sub-paragraph when you have only one.

k. Complimentary close. Do not use in memoranda.

l. Signature block.

(1) Type the signer's name in upper and lower case on the fifth line below the last paragraph and beginning at the center of the page. Type the rank and service on the next line flush with the name if military. Type the position title on the next line also flush with the name. If a run-over line occurs, indent the run-over line two spaces.

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

Figure 4-10. Example of Memorandum Signature Block

<p>Military: John A. Doe CAPT, USN Director, J-9/Command Information Directorate</p> <p>Civilian: John P. Jones Director, J-6/Information Technology Directorate</p>

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

(a) When the USMEPCOM Commander or Deputy Commander/Chief of Staff and the head of another agency sign correspondence, place the signature blocks side-by-side, leaving four blank lines below the last line of text.

1. Type the names in upper and lower case type with that of the non-DoD official aligned at the left margin and the USMEPCOM Commander or Deputy Commander/Chief of Staff beginning at the center of the page.

2. Type titles of both officials in upper and lower case type aligned under their names.

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

Figure 4-11. Example of Memorandum Agreement/Understanding with Multiple Signature Blocks

<hr/> Signature Block XXXXXXXXXXX, XXX XXXXXXXXXXX, XXXXXXXXXXX <hr/> Date	<hr/> Signature Block XXXXXXXXXXX, XXX XXXXXXXXXXXXXXXXXXXX <hr/> Date
<hr/> Signature Block XXXXXXXXXXX, XXX XXXXXXXXXXX, XXXXXXXXXXX <hr/> Date	<hr/> Signature Block XXX XXXXXXXXXXX XXXXXXXXXXXXXXXXXXXX <hr/> Date

(c) For documents requiring two or more signature blocks that do not require a date under their name, use the below example for those instances.

Figure 4-12. Example of Dual and Multiple Signature Blocks

Co-signers	Originating Official
Robert B. Doe Secretary of Commerce	John Q. Jones Colonel, USMC Commanding
Jane B. Doe Secretary of the Treasury	
Loyal T. Moneman Secretary of the Treasury	

m. Attachments. When an attachment accompanies a memorandum and is identified in the text, type "Attachment(s):" flush with the left margin on the second line below the signature block.

(1) If an attachment is identified in the text, either list the attachments, numbered 1., 2., etc., flush with the margin or type "As stated" flush with the margin under the word "Attachment(s):"

Figure 4-13. Example of Memorandum Attachment Line (identified in text)

<p>Attachments:</p> <ol style="list-style-type: none"> 1. Annual Defense Report 2. Defense Review Panel Members <p>or</p> <p>Attachments:</p> <p>As stated</p>
--

(2) When at least one attachment is not identified in the text, identify all attachments flush with the left margin. List each attachment on a separate line by title or in as few words as necessary to identify the material. An attachment number designator is not required when there is only one attachment. Example:

Figure 4-14. Example of Memorandum Attachment Line (not identified in text)

<p>Attachments:</p> <ol style="list-style-type: none"> 1. Annual Defense Report 2. Defense Review Panel Members <p>or</p> <p>Attachment: Annual Defense Report</p>
--

n. **Material Under Separate Cover.** When referenced material is sent under separate cover, type "Separate Cover:" aligned at the left margin and doubled spaced below the last typed line (e.g., text, signature block, or attachments). On the next line, begin a listing of the items, even if items were identified in the text. Send a copy of the memorandum with the material sent under separate cover.

Figure 4-15. Example of References Sent Under Separate Cover

<p>Separate Cover:</p> <p>Map of Lake County</p> <p>Blueprints for MEPS Building (3 copies)</p>

o. **Courtesy copies.** To indicate that you are sending the correspondence to people other than the addressee:

(1) Type "cc:" aligned with the left margin and a double space below the signer's title or any other notation.

(2) Below "cc:" list the recipients, one below the other. You may use alphabetical listings rather than protocol rank orders.

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

Figure 4-16. Example of Memorandum Courtesy Copy Line

cc: Sector Commanders Battalion Commanders MEPS Commanders	cc: Eastern Sector Commander Directors and Special Staff Officers
---	---

p. Attachments, separate cover, and courtesy copy. If using attachments, separate cover, and courtesy copy all in the same letter, show as follows two lines beneath the signature element.

Figure 4-17. Example of Memorandum Attachment, Separate Cover, and Courtesy Copy Line

	John J. Jones COL, USA Commanding
Attachments: As stated	
Separate Cover: Map of Lake County	
cc: Sector Commanders	

q. Endorsements. When responding to correspondence, reference the correspondence on the reference line of the memorandum. If there is a service unique requirement dictating an endorsement, prepare the endorsement as a memorandum with the subject line indicating the memorandum is an endorsement. For example:

Figure 4-18. Example of Memorandum as an endorsement


SUBJECT: First Endorsement for Special Duty Assignment Application Letter
Reference: HQ MEWS Letter, Special Duty Assignment Application Letter, dated October 23, 2018

Chapter 5 Action Memorandum

5-1. Action Memorandum

a. When preparing an action memorandum, use the general guidelines for standard memos, except as noted below. See [Figure 5-1](#) for an example.

Figure 5-1. Action Memorandum sample (not to scale)

	DEPARTMENT OF DEFENSE HEADQUARTERS, UNITED STATES MILITARY ENTRANCE PROCESSING COMMAND 2834 GREEN BAY ROAD NORTH CHICAGO, ILLINOIS 60064-3091
	ACTION MEMO
	Month Date, Year, Time
FOR: MECD	MEDC _____
FROM: DCoS	_____
SUBJECT: Sample Action Memorandum	
<ul style="list-style-type: none"> • State what the addressee should do using succinct bullet paragraphs. Double space between each bullet. • Explain the who, what, where, why, when and how of the subject, as applicable. • Attach a signature item at TAB A, the incoming correspondence at TAB B, and any background or supplemental information at TAB C, and continue sequentially as needed. • Coordination should be provided as the last tab in the package. Normally, at a minimum, all actions should be coordinated with J-8/MERM, MEJA, and MEIG. 	
RECOMMENDATION: Commander sign memo at TAB A.	
or	
RECOMMENDATION: Approve subject matter; e.g., course of action, release of funds, etc., by initialing: Approved _____ Disapproved _____	
COORDINATION: TAB D (or last tab in package) (or NONE)	
Attachments: As stated	
Action Officer: CPT/GySgt/Mr./Mrs. J. Smith, x7121	

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

(2) Date. A double space below the header, type the date using month, day, year format with day and year in numerals and ending at the right margin. Include the time the memo was prepared at the end of the date line.

(3) Address line. A double space below the date line, beginning at the left margin, type "FOR:" followed by the addressee's title. When the Action Memorandum is for the Commander (CDR), type "MEDC Action" on the address line, aligned with the right margin. (The Command Executive Officer will annotate here if the package is to be forwarded to the Deputy Commander/Chief of Staff for action.)

(4) From line. A double space below the address line, type "FROM:" followed by the name and title of the sender. The sender is usually the Director, Special Staff Officer, or principal Deputy. Note: The sending official signs and dates on the "FROM" line; an action memorandum has no signature block. If someone signs "for" the originating official, print the signer's name and title below the signature.

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

(6) Body. A double space below the subject line, type concise or clear bullet statements. Explain why the recipient should agree to take the recommended action. Double space between bullets. Do not use the paragraph format for the action memo. Provide a Background bullet and explain the **who, what, where, why, when** and **how** of the subject, as applicable, in a logical, sequential flow.

(7) Recommendation. A double space below the bullet statements, type "RECOMMENDATION:" followed by a statement describing what you intend the recipient to do.

(a) If you are providing a letter for signature, the statement may read: "That the Commander sign memo at TAB A."

(b) If you do not provide a document for signature, indicate what action the recipient should take; e.g., "RECOMMENDATION: Approve release of funds by initialing:
Approved _____ Disapproved _____."

(8) Coordination. A double space below the recommendation, type "COORDINATION:" and specify the tab with the list of coordinating officials (always placed at the last tab in the package), or if appropriate, type "NONE." Normally, coordination is done with J-8/MERM, MEJA and MEIG. See [Figure 5-2](#).

(9) Signature block. Do not include a signature block in an Action Memorandum.

(10) Attachments. List as in a standard memorandum.

(11) Action Officer line. One inch from the bottom of the page and aligned with the left margin, type "Action Officer:" followed by the name and telephone extension of the action officer responsible for the staff package.

b. Assemble Action Memo packages as follows:

(1) The Action Memorandum is the cover. Assemble and forward the document as follows (see [Figure 5-3](#) for instructions on assembling staff packages):

(a) TAB A is for the action item (e.g., for signature or approval).

(b) If sending a similar letter or memo to multiple addressees, place all at TAB A.

(c) If including different items for the members of Command Group to sign or approve, separate them at TAB A-1, A-2, etc.

(2) TAB B is for incoming correspondence, if applicable.

(3) TAB C is for background material. If you need to use more than one tab, tab sequentially. If forwarding substantive or lengthy background information, provide a one-page executive summary of the information at TAB C.

(4) TAB D (or last tab in package), is used to list the coordinating offices and/or activities on one page. Make sure to:

(a) Put a SUBJECT line at the top of the coordination page.

(b) As appropriate, coordinate actions with J-8/MERM and MEJA, and MEIG if required. Coordinate operational actions with J-3/5/7 MEOP. In addition, the action officer will determine other appropriate Directorates/Special Staff Offices with which to coordinate based on subject.

(c) Include the printed name and signature of each coordinating official, as well as their organization and coordination date. If coordinated electronically, include a printed copy of the e-mail and state "Attached" in the space for the signature.

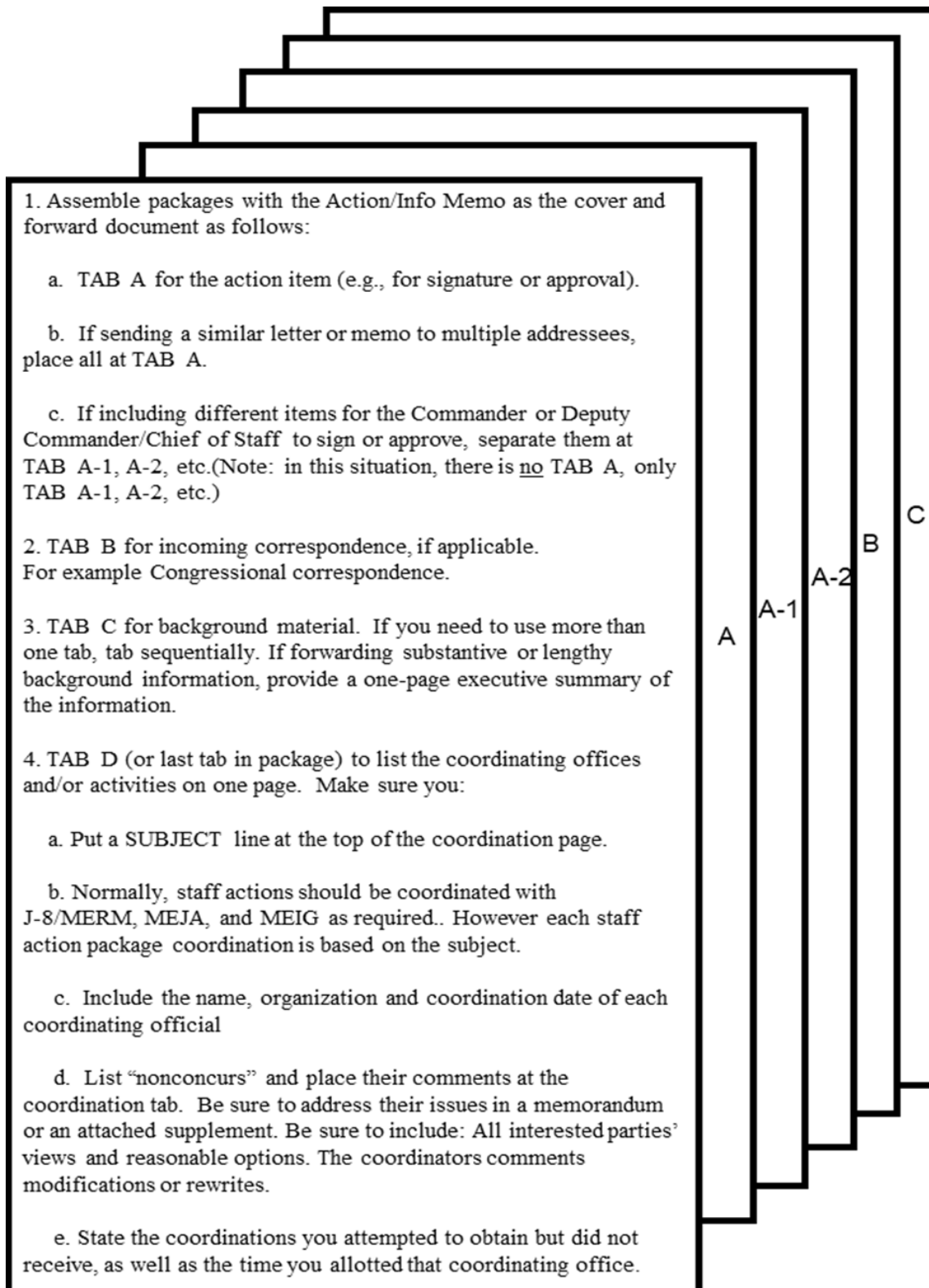
(d) List "non-concurs" and place their comments at the coordination tab. Try to resolve any non-concurrence prior to forwarding to the command group. If an issue(s) remains unresolved, address the issue(s) in a memorandum or an attached supplement. Be sure to include all interested parties' views and reasonable options and the coordinators' comments, modifications, or rewrites.

(e) State the coordination which were attempted but did not receive, as well as the time you allotted that coordinating office.

Figure 5-2. Sample Coordination sheet

SUBJECT: Coordination Sheet Format


<u>DIRECTORATE</u>	<u>PRINTED NAME</u>	<u>SIGNATURE</u>	<u>CONCURRENCE</u>	<u>DATE</u>
J-1/MEHR	Mr. Davis	<i>John Davis</i>	concur	Oct 1, 2020
J-3/5/7 MEOP	CAPT Jones	Jenna J Jones	concur	Oct 3, 2020
				Delivered Sep 13, 2020
J-4/MEFL	None obtained			No Response as of Oct
J-8/MERM	Mr. Smith	<i>Stephen Smith</i>	concur	Oct 4, 2020
MEJA	LTC Jones	<i>J. C. Jones</i>	no legal objection	Oct 1, 2020
MEIG	Ms. Brown	<i>Nancy A. Brown</i>	noted	Oct 1, 2020

Figure 5-3. Staff Package Assembly

Chapter 6**Information Memorandum, Point Paper and Information Paper****6-1. Information Memorandum**

- a. Preparing an Information (info) Memorandum. See Figure 6-1 for an example.

Figure 6-1. Information Memorandum sample (not to scale)

	DEPARTMENT OF DEFENSE HEADQUARTERS, UNITED STATES MILITARY ENTRANCE PROCESSING COMMAND 2834 GREEN BAY ROAD NORTH CHICAGO, ILLINOIS 60064-3091	
	INFO MEMO	
		Month Date, Year, Time
FOR: CDR, USMEPCOM		MEDC Action _____
FROM: Dir, J-4/ MEFL	_____	
SUBJECT: Sample INFO Memorandum		
<ul style="list-style-type: none"> · Inform the addressee using succinct bullet paragraphs. Provide “Background” bullet when applicable. Double space between bullets. · Explain why it is important for the recipient to have this information · Attach background or supplemental information at Tabs as needed. If the material is lengthy, include a summary. Coordination should be provided at the last tab in the package. · Use a blue folder for information staff packages 		
COORDINATION: Tab A (or last tab in package) (or NONE)		
Attachments: As stated		
Action Officer: Maj/MSG/Ms./Mrs./Mr J. Smith, x7121		

(1) Organize and format an Info Memorandum as follows:

(a) Header. A double space below the last line of the letterhead or organizational seal, type "INFO MEMO" all caps, centered, in boldface type.

(b) Date. A double space below the header, type the date using month, day, year format with day and year in numerals and ending at the right margin. At the end of the date line, include the time the memo was prepared.

(c) Address line. A double space below the date line, type "FOR:" followed by the title of the addressee. When the Info Memorandum is for the Commander, type "MEDC: _____" on the address line, aligned with the right margin. (The Command Executive Officer will annotate here if the package is to be forwarded to the Deputy Commander/Chief of Staff for action.)

(d) From line. A double space below the address line, type "FROM:" followed by the name and title of the sender. Note: The sending official signs and dates on the "FROM:" line; there is no signature block on an Info Memorandum. If someone signs "for" the originating official, print the signer's name and title below the signature.

(e) Subject line. Double spaced below the "FROM:" line, type "SUBJECT:" followed by a brief description of the memo's content with the first and all principal words capitalized. If more than one line is required, begin succeeding lines aligned below the first word in the subject.

(f) Body. Double spaced below the subject line, type succinct bullet statements that tell the recipient what he or she needs to know about the subject. Use a double space between bullets. Do not use the paragraph format for the information memo. Explain the who, what, where, why, and how of the topic.

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

(h) Signature block. Do not include a signature block in an Info Memo.

(i) Attachments. List as in a standard memo.

(j) Action Officer line. One inch from the bottom of the page and aligned with the left margin, type "Action Officer:" followed by the name and telephone number of the action officer responsible for the memo.

b. Assembling an Information Memo package.

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

(2) At the last tab in the package, list the coordinating offices and/or activities on one page. Be sure to:

(a) Include the printed name and signature of each coordinating official, as well as their organization and coordination date.

(b) List "non-concurs" and place their comments at the coordination tab. Be sure to address any differences in the memorandum or in an attached supplement. Be sure to include all interested parties' views and the coordinators' comments, modifications, or rewrites.

(c) State the coordination's you attempted to obtain but did not receive, as well as the time you allotted the coordinating office.

6-2. Guidelines to prepare a Point Paper.

Use Point Papers to provide assessment, recommendations, and discussion points in outline form. It avoids sentences, but instead features short, to the point, easy to read bullet phrases. Use Point Papers when the reader has an intimate knowledge of the subject. [Figure 6-2](#) provides instructions for preparing a Point Paper. Minor variations in the Point Paper format are acceptable if needed to better present the information.

Figure 6-2. Sample Point Paper

POINT PAPER	
SUBJECT: Point Paper Preparation	
1. Purpose:	To provide sample Point Paper format.
2. Assessment:	Identify stakeholders and implications of their position on topic or issue. Consider impact to operations, organization, resources, public opinion, etc.
3. Recommendation(s):	Based on the assessment, provide the recommended position or course of action, NA (if not applicable).
4. Discussion Points:	<ul style="list-style-type: none"> • Font: Times New Roman 12. • Use bullet statements to outline discussion points supporting paragraphs 2 and 3 above. Short, to the point, easy read. • One page preferred. However, if two or more pages, place page number at bottom center Beginning on the second page, 1 inch from the edge. • Margins: 1 inch from the top, bottom and right; 1.25 inch on left to punch holes.
Action Officer: Mr. Sample, J-1/MEHR, x1234 – July 5, 2020	

6-3. Guidelines to Prepare an Information Paper

Use Information Papers to provide the reader pertinent facts in a clear and concise format. Figure 6-3 provides format and instructions for preparing an Information Paper.

Figure 6-3. Sample Information Paper

INFORMATION PAPER	
SUBJECT: Information Paper Format	
1. Purpose. To provide guidance on the preparation and use of an Information Paper.	
2. Facts.	
a. An information Paper provides facts in a clear and concise format. The format may be altered to meet a specific need.	
b. Include the subject and the purpose. Paragraphs will contain only essential facts concerning the subject.	
c. Papers are self-explanatory and will not refer to enclosures, except for tabular data, charts, or photographs.	
d. Papers should not exceed one page in length and do not require signature, but must include the action officer's name and telephone number in the lower right corner. Include an approval line below action officer's name and number to indicate directorate approval by Director, Deputy or Special Staff Officer.	
e. Avoid using acronyms and abbreviations, except those that are familiar outside the Army.	
f. Avoid using classified information when it does not contribute to understanding the issue.	
Mrs. Sample/J-3/5/7 MEOP/x1234 (Action Officer)	APPROVED BY _____
(Director/Deputy/SSO)	

Chapter 7

General Guidelines for preparing a Letter

7-1. When to use a letter

- a. Use official letters for correspondence with individuals outside the U.S. Government and for formal correspondence with official of other federal agencies.
- b. Use personal letters for Cdr, Deputy Cdr, Director and Deputy Director, etc... communications that require a personal touch (e.g., thanks, congratulations, condolences, and acknowledgements).

7-2. Preparing Official Letters

Use letters for correspondence with individuals outside of the Department of Defense and for formal correspondence with officials of other Federal agencies. Format letters as shown below and in [Figure 8-1](#).

- a. Stationery. Prepare letters on 8 1/2 by 11-inch letterhead stationery. Use electronic letterhead for the first page of memoranda, and type the second and succeeding pages on plain bond paper.
- b. Margins. Use a 1.75-inch top margin and 1-inch side and bottom margins. For succeeding pages, use 1-inch margins on all sides. If the letter contains less than 11 lines, you may increase side margins to 2 inches. Do not justify right margins.
- c. Font. Use Times New Roman, 12-point font.
- d. Spacing. Single space within a paragraph for all correspondence of two or more paragraphs. Always double space between paragraphs and bullets, and between lines in correspondence of a single paragraph of eight lines or less.
- e. Indentation. Indent each paragraph one-half inch from the left margin; indent subparagraphs an additional .5 inch.
- f. Paragraphs. Use bullets, numbers, or lower-case letters for subparagraphs. Do not begin a paragraph near the end of a page unless there is room for at least two lines on that page. Do not carry a paragraph over to the next page unless there are at least two lines on that page. Do not use one-sentence paragraphs.
- g. Page numbering. Do not number the first page. For second and succeeding pages, place the page number(s):
 - (1) Either one inch from the top of the page at the right margin, with the text continuing a triple space below the page number line.
 - (2) Or at the bottom center of the page allowing at least a double space below the last line of text and 1 inch from the bottom of the page.
- h. Date. Place a double space below the last line in the letterhead or the department shield, ending at the right margin. Use month, day, year, showing day and year in numerals. Do not date a letter which a member of the Command Group will sign.

i. Address. Place the recipient's address a double space below the date, aligned with the left margin. An attention line is not required in the address. See Figure 7-1 for examples

Figure 7-1. Examples of addresses

Cleveland Clothing Company 23 Wood Haven Drive Lyndhurst, OH 44124-1234	Mr. John H. Smith 23 Wood Haven Drive Lyndhurst OH, 44124-1234	General John H. Smith 23 Wood Haven Drive Lyndhurst, OH 44124-1234
---	--	--

(1) State Names. Use the two-letter abbreviations with no punctuation for States

(2) ZIP code. Use ZIP+4 codes when available. Place ZIP+4 codes two spaces after the two letter state identifier.

(3) Envelope address. Type the mailing address aligned left and centered on the envelope. You may use a rubber stamp for the return address but do NOT handprint or use a rubber stamp for the "to" address on envelopes for outgoing official mail. Use the standard two-letter state abbreviation with the ZIP +4 Code.

j. Attention line. If using an attention line on the envelope, type "Attention: Title and Name" on the line above the street or post office box number. See Figure 7-2 for examples.

Figure 7-2. Example of an attention line

Cleveland Clothing Company Attention: Mr. A. B. Moon 23 Wood Haven Drive Lyndhurst, OH 44124-1234	United States Military Entrance Processing Command Attention: Mr. John H. Smith (Office Symbol) 2834 Green Bay Road North Chicago, IL 60064-3091
--	---

k. Salutation.

(1) Use formal salutations on correspondence that members of the Command Group sign unless precedent or known personal relationships make a more familiar greeting more appropriate. When unsure of the type of salutation to use, refer to DoDM 5110.04, Volume 2, Section 5: Forms of Address, Salutation, and Complimentary Close."

(2) Follow formal salutations with a colon and informal or familiar ones with a comma. Formal: Dear General Smith: Informal: Dear John,

l. Body.

(1) Introduction.

(a) Begin your introduction with a double space below the salutation. Remember to be brief, no more than a quarter of the page or five lines.

(b) Provide a framework for your reader by referencing their correspondence or your last

contact. When responding on behalf of the Commander or Deputy Commander/Chief of Staff, state: "This is in reply to your letter to Colonel (name) (or Deputy Commander/Chief of Staff (name)) regarding..." Do not say, "The Commander (or Deputy Commander/Chief of Staff) has asked that I respond to your letter," unless you have specific instructions to that effect.

(2) Substance.

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

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

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

(3) Quotations.

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

(b) Long quotations. Block quotations of more than two lines, one-half inch from the left and right margins of the text, omitting quotation marks.

m. Complimentary close.

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

(2) Use the closing "Very respectfully," for the Commander if the letter is addressed to a higher-ranking official "Respectfully," for an equal ranking official and "Sincerely," for all others.

n. Signature Block.

(1) All letters.

(a) Type the name of the signer in upper and lower case type leaving four blank lines below and aligning it with the complimentary close. The signature block should start on the 5th line. For military personnel, type the signer's rank (spell out) and service on the next line flush with the name. Type the signer's title in upper and lower case type on the next line below and aligned with the rank, if military, and flush with the name if civilian. Indent a run-over line two spaces.

(b) Stamp the name and title below the written signature.

(2) Dual Signature Letters.

(a) When a member of the Command Group and the head of another agency will sign correspondence, place the signature blocks side by side, leaving four blank lines below the last line

of text. Type the names in upper and lower case type with that of the non-DoD official aligned at the left margin and the Commander or Deputy Commander/Chief of Staff beginning at the center of the page. For military personnel, type the signer's rank and service on the next line flush with the name. Type titles of both officials in upper and lower case type aligned under their rank or name. See Figure 8-2 for a signature block placement example.

(b) When officials from two or more offices will sign correspondence, the signature block of the official from the originating office will be placed on the right side of the page. Additional signature blocks will be placed to the left and below that of the originator. See Figure 7-3 for signature block examples.

Figure 7-3. Sample Signature Blocks

Robert B. Riches Captain, U.S. Navy Commander, Naval Recruiting
John Q. Smith Colonel, U.S. Army Command or Commanding Officer
James B. Light Secretary of Energy
Joe I. Diggs Director, J-6/Information Technology Directorate

o. Enclosures. Use enclosures to provide information in addition to a letter. Type “Enclosure:” or “Enclosures:” double spaced below the signature block and at the left margin. For enclosures:

(1) Identified in the text. Type “As stated” at the left margin on the next line.

(2) Not identified in the text. Type “Enclosure:” or “Enclosure(s):” double spaced below the signature block and at the left margin. On the next line, list each enclosure on a separate line, by title. Number all enclosures when there is more than one.

Figure 7-4. Listing Enclosures

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

p. Material under separate cover. When sending material under separate cover, type "Separate Cover:" aligned with the left margin, and double spaced below the last line (e.g., signature block or enclosures). List the material, even though you identified it in the text. Send a copy of the letter with the material. Shown in figure 7-6.

q. Courtesy copies. Show that you are sending the correspondence to people other than the addressee:

(1) Typing "cc:" aligned with the left margin and a double space below the signer's title or any other notation.

(2) Below "cc:" list the recipients, one below the other. You may use alphanumeric listings rather than protocol rank orders.

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

Figure 7-5. Example of a courtesy copy line

cc: Director, J-1/MEHR Director, J-3/5/7 MEOP

r. Enclosures, separate cover, or courtesy copy. When using enclosures, separate cover and courtesy copy all in the same letter show two lines beneath the signature element; for example:

Figure 7-6. Enclosures, separate cover, and courtesy copy

<p>Sincerely,</p> <p>John J. Jones Lieutenant Colonel, U.S. Air Force Commanding</p>	<p>Enclosures: As stated</p> <p>Separate Cover: Map of Lake County</p> <p>cc: Sector Commanders</p>
---	---


s. Endorsements. Endorsements are not normally used. When responding to correspondence, reference the correspondence in the body of the message.

Chapter 8 Other Correspondence Formats

8-1. Correspondence Formats


a. [Figure 8-1](#) through [Figure 8-7](#) show various correspondence formats, including a Memorandum of Understanding (MOU), Memorandum of Agreement (MOA), Memorandum for Record (MFR), trip reports, and policy memoranda.

Figure 8-1. Official Letter Sample (not to scale)

	<p align="center">DEPARTMENT OF DEFENSE HEADQUARTERS, UNITED STATES MILITARY ENTRANCE PROCESSING COMMAND 2834 GREEN BAY ROAD NORTH CHICAGO, ILLINOIS 60064-3091</p>	<p align="right">Month Day, Year</p>
<p>Raleigh Clothing Company Attention: Mr. A. B. Moon 23 Wood Haven Drive Palm Coast, FL 32164-1000</p>		
<p>Dear Mr. Moon:</p>		
<p>Use letters for correspondence with individuals outside the U.S. Government and for formal correspondence with officials of other Federal agencies. Prepare formal letters on electronic letterhead. Use plain paper for second and succeeding pages. Set a 2-inch top margin and 1-inch side and bottom margins for the first page. For succeeding pages, use 1-inch margins on all sides.</p>		
<p>Single-space paragraphs and do not justify right margins. Indent paragraphs one-half inch from the left margin. Double-space between paragraphs.</p>		
<ul style="list-style-type: none"> • Use bullets, numbers, or lower case letters for subparagraphs. • Double space between subparagraphs and indent them an additional one-half inch. 		
<p>Never use a one-sentence paragraph in a letter. Only begin a paragraph near the end of a page when you have room for at least two lines on that page, and only carry a paragraph over to the next page if you have at least two lines on that page.</p>		
<p align="right">Sincerely,</p>		
<p align="right">John J. Jones Colonel, U.S. Marine Corps Commanding</p>		
<p>Enclosure: Photo</p>		

- b. Guidelines for preparing Memorandum of Understanding (MOU) and Memorandum of Agreement (MOA). Use a MOU or a MOA to record an official agreement between two or more agencies. See [Figure 8-2](#) and 8-3 for proper preparation.

Figure 8-2. Memorandum of Understanding/Agreement Sample 1 (not to scale)



DEPARTMENT OF DEFENSE
 HEADQUARTERS, UNITED STATES MILITARY ENTRANCE PROCESSING COMMAND
 2834 GREEN BAY ROAD
 NORTH CHICAGO, ILLINOIS 60064-3091

MEMORANDUM OF AGREEMENT
 BETWEEN
 THE JOINT SERVICES COMMAND
 AND
 UNITED STATES MILITARY ENTRANCE PROCESSING COMMAND (USMEPCOM)

This Memorandum of Agreement (MOA) is between the Joint Services Command and the United States Military Entrance Processing Command (USMEPCOM).

1. **BACKGROUND:** Type the Memorandum of Agreement on letterhead stationery. Change this provision to meet internal or special requirements.
2. **PURPOSE:** Center the title MEMORANDUM OF AGREEMENT on the second line below the seal. Center the BETWEEN on the line immediately following the title. Center the names of the agreeing agencies on the line immediately following the BETWEEN. Begin the first line of the text at the left margin indented a half-inch on the third line.
 - a. Indent subparagraphs an additional half-inch.
 - b. Precede all signature blocks by over scoring as shown below. Include the name, title, and agency for civilians and name, rank, branch and title for military personnel. Include the date that each official signs, as shown below. For multi-page agreements, number the pages as "Page X of X."
3. **POINT OF CONTACT:** Ms. Jane Doe, Office Symbol, (847) 688-3680, ext 1234, email address.

 First Name MI Last Name
 Agency
 Title

 (Date)

 First Name MI Last Name
 Rank, Service (if military)
 Title

 (Date)

Figure 8-3. Memorandum of Understanding/Agreement Sample 2 (not to scale)

MEMORANDUM OF UNDERSTANDING
BETWEEN
THE JOINT SERVICES COMMAND
AND
UNITED STATES MILITARY ENTRANCE PROCESSING COMMAND (USMEPCOM)

This Memorandum of Understanding (MOU) is between the Joint Services Command and the United States Military Entrance Processing Command (USMEPCOM).

1. BACKGROUND: Type the Memorandum of Understanding on letterhead stationery. Change this provision to meet internal or special requirements.
2. PURPOSE: Center the title MEMORANDUM OF UNDERSTANDING on the second line below the seal. Center the BETWEEN on the line immediately following the title. Center the names of the agreeing agencies on the line immediately following the BETWEEN. Begin the first line of the text at the left margin indented a half-inch on the third line.
 - a. Indent subparagraphs an additional half-inch.
 - b. Precede all signature blocks by over scoring as shown below. Include the name, title, and agency for civilians and name, rank, branch and title for military personnel. Include the date that each official signs, as shown below. For multi-page agreements, number the pages as "Page X of X."
3. POINT OF CONTACT: Ms. Jane Doe, Office Symbol, (847) 688-3680, ext 1234, email address.

<p>_____</p> <p>First Name MI Last Name Agency Title</p>	<p>_____</p> <p>First Name MI Last Name Rank, Service (if military) Title</p>
<p>_____</p> <p style="text-align: center;">(Date)</p>	<p>_____</p> <p style="text-align: center;">(Date)</p>

c. Guidelines for preparing Memorandum for Record (MFR). There are two types of MFRs: separate page and same page. The separate-page MFR format is shown in [Figure 8-4](#); the same-page MFR formats are shown in [Figure 8-5](#) and [Figure 8-6](#). Memorandums for Record are used for personal documentation and should only be filed by the originator and not forward for other personnel to sign.

Figure 8-4. Sample of separate-page Memorandum for Record

MEMORANDUM FOR RECORD	
SUBJECT: Preparing a Separate-Page Memorandum for Record (MFR)	Date
<p>Use a separate-page MFR as an in-house document to record information that would otherwise not be recorded in writing (e.g., a telephone conversation, results of a meeting) and to pass the information to other staff members on an informal basis. An additional "MEMORANDUM FOR" line may be used to address a specific addressee.</p> <p>Type or write the MFR on a separate sheet of paper in this format. Use plain paper with 1-inch margins and number the paragraphs. A full signature block is not necessary, but it should be signed.</p> <p style="text-align: center;">Signature</p>	

Figure 8-5. Sample format of same-page Memorandum for Record


MEMORANDUM FOR RECORD	Date
<p>Omit the subject when typing/writing the MFR on the record copy. Type/write the MFR below the last line of the signature block, space permitting. When sufficient space is not available below the letter, type (or write) "MFR ATTACHED," or "MFR ON REVERSE," and type/write the MFR on a separate sheet of paper or on the reverse of the record copy if it cannot be clearly read. No signature block is required; merely sign your last name after the last word of the MFR, i.e., Jones, May 5, 2012</p>	

Figure 8-6. Sample format of same-page memorandum for record-abbreviated format

<p>MFR: Use the tighter format when you have a very brief MFR and not much space on the bottom of your correspondence. Sign your last name and put the date following the last word, i.e., Smith, June 13, 2012</p>

d. Trip reports. Trip reports are informational memoranda to convey information concerning particular official temporary duty visits. A memorandum is not required for all temporary-duty visits. A trip report is needed if the traveler has information gathered during the trip that requires the Commander's attention or that was specifically required or requested by the Commander, e.g., DoD-level meetings, conferences, seminars, etc. See [Figure 8-7](#) for the trip report format. Directors and Special Staff Officers will use the trip report format for senior staff MEPS visits.


Figure 8-7. Sample format of a trip report

	<p>DEPARTMENT OF DEFENSE HEADQUARTERS, UNITED STATES MILITARY ENTRANCE PROCESSING COMMAND 2834 GREEN BAY ROAD NORTH CHICAGO, ILLINOIS 60064-3091</p>	Month Date, Year
OFFICE SYMBOL		
MEMORANDUM FOR COMMANDER, USMEPCOM		
THROUGH: DIRECTOR, J-3/5/7 OPERATIONS DIRECTORATE		
SUBJECT: Trip Report		
<p>Traveler(s): Include rank, first name or initial, and surname. Provide position titles if travelers are from different offices or organizations.</p>		
<p>Itinerary: List locations(s) visited and inclusive dates.</p>		
<p>Purpose: Briefly state the reason for your trip. The report should answer the questions who, what, when, where, why, and how much. Attach meeting minutes or any other background documents that provide more detailed information, if needed.</p>		
<p>Key personnel contacted: Provide position titles if possible.</p>		
<p>Discussion: Base the amount of detailed information you include here on the knowledge level of your intended readers. Always include the trip objective, problems encountered, findings, observations, future commitments made, and your contribution to the event, as appropriate.</p>		
<p>Conclusions/Recommendations: Summarize your findings and/or recommended actions.</p>		
<p>Military: Rank, Service Abbreviation Title</p> <p>Civilian: Name Position/Directorate</p>		

e. Guidelines for preparing Command policy memoranda.

(1) Policy memoranda (see [Figure 8-8](#)) are issued to cover a policy that a commander determines requires additional emphasis or is required by a regulation. If a policy memorandum has been incorporated into a publication, the policy memorandum will be reviewed and a decision made to rescind or leave the policy memorandum in force.

Figure 8-8. Sample format of a policy memorandum (not to scale)

	DEPARTMENT OF DEFENSE HEADQUARTERS UNITED STATES MILITARY ENTRANCE PROCESSING COMMAND 2834 GREEN BAY ROAD NORTH CHICAGO, ILLINOIS 60064-3091	Month Date, Year
	OFFICE SYMBOL	
MEMORANDUM FOR SECTOR COMMANDERS BATTALION COMMANDERS MEPS COMMANDERS DIRECTORS AND SPECIAL STAFF OFFICERS		
SUBJECT: Policy Memorandum X-X, Subject		
<p>PURPOSE. Policy memoranda are completed using the same formatting rules as official Memoranda using PURPOSE, APPLICABILITY, BACKGROUND, and POLICY paragraphs.</p>		
<p>APPLICABILITY. Limit command policy memoranda to two pages. The Command Group can approve exceptions.</p>		
<p>BACKGROUND. Insert proponent office symbol, telephone numbers, and email.</p>		
<p>a. Prepare command policy memoranda using Times New Roman font, 12-point, without the right margin justified.</p>		
<p>b. See MECE for Policy number, e.g. 1-1.</p>		
<p>c. Staff proponents should not recommend publishing policy memoranda on subjects that may be more suitable for issues as an information message (e.g., short- term/permanent requirements, etc.)</p>		
<p>d. This policy will be incorporated into the next update of UMR 25-3, Managing Information Technology Resources.</p>		
<p>e. POC. Proponent will use a group email address, phone extension, not an individual name.</p>		
Name Rank, Service Abbreviation Commanding		

(2) Policy memoranda can emphasize specific areas that may or may not be covered USMEPCOM, Army, DoD, or other organization publications. The memoranda may be issued as statements of policy concerning special-interest areas, such as equal opportunity or open-door policy.

(3) Policy memoranda are published in a consecutively numbered series, starting with 1-1. When memoranda in a published series are rescinded, the numbers of other memoranda in the series remain unchanged.

(4) Policy memoranda will have Point of Contact. The POC will be a group email with phone extension, not an individual's address. For example: Point of contact is J-1/MEHR-CP, (847) 688-3680, ext 1234, email HQ-J1-MEHR-CP.

(5) Staff offices are responsible for developing, coordinating, and publishing policy. The Commander will sign command policy memoranda. Staff proponents will:

(a) Recommend policy memoranda to implement requirements of immediate importance that will be directed by a later publication.

(b) Recommend policy memoranda in specific areas that may be covered in other publications but considered important enough to merit special attention or continual oversight. Policy memoranda will not duplicate other policies or information in higher-level publications.

(c) Submit staff action memoranda to recommend command policy memoranda.

(d) Complete all coordination requirements before submission to the Command Group and include the reference page(s) that support publication of the recommended policy.

(e) Policy memoranda will be coordinated through TMT and distributed, after Commander signature, through the Command Message System (CMS). See [Figure 9-2](#) for format.

(6) When incorporating an existing policy memorandum into a regulation, the proponent will coordinate with J-1/MEHR-SD-MSS during the regulation development/publication process. When an Information Message is sent announcing the publication of a regulation, J-1/MEHR-SD-MSS will include the disposition of the policy memorandum, e.g., PM XX-XX has been incorporated in UMR XX-XX.

(7) If a policy memorandum is no longer necessary, the staff proponent will coordinate an Information Message announcing it has been rescinded.

Chapter 9

Task Management Tool (TMT) and Command Message System

9-1. Task Management Tool (TMT) USMEPCOM uses TMT for assigning and managing Unclassified/Controlled Unclassified Information (CUI) taskers throughout USMEPCOM; coordination of information messages; and routing and approval of actions. The Command Message System (CMS) is utilized to release Information Messages. See the TMT Business Rules at Appendix E for detailed information.

a. Upon approval by the Deputy Commander/Chief of Staff, Deputy Chief of Staff (DCoS), or Secretary Joint Staff (SJS), the Headquarters Command Executive Administration (HQ-MECE) will transfer all information messages from TMT and officially release them utilizing CMS. HQ-MECE is the only authority to release an official message.

b. HQ-MECE will release Command Group non-information messages to the following global address groups as appropriate (example: announcing a promotion ceremony in the auditorium):

(1) "Directorates" (HQ and Sector staff only)

(2) "USMEPCOM-All Personnel" (HQ, Sector, Battalion and MEPS staff)

(3) "HQ-USMEPCOM-All Personnel-Bldg 3400" (HQ and Sector staff only)

c. Information messages which are operational in nature will be released to the address group in paragraph b.2. above. Senior staff elements are responsible for forwarding the message, managing suspenses, and providing additional guidance to his or her MEPS or HQ staff as appropriate.

d. Headquarters, USMEPCOM tasking messages must be approved by the Deputy Commander/Chief of Staff, DCoS, or SJS. Tasking messages are officially released in TMT and addressed to groups that the originator identifies in TMT. See Appendix E for tasking message rules.

e. Directorates and Special Staff Offices will initiate all messages in TMT and after coordination, transfer/hand-off the message for review to CG Tasker/SJS Secretary in TMT.

9-2. Message/staff action proponent's responsibilities

a. Determine the appropriate type of message according to established requirements. See [paragraph 9-3](#) for types of messages.

b. Ensure the message word document is attached in TMT for all messages if there are links inside the message.

c. Maintain an electronic copy of the original message and ensure that HQ-MECE posted to SPEAR.

d. Coordination of staff actions is critical to decision making. All messages/staff actions will utilize TMT for coordination. All messages/staff actions must go through appropriate coordination prior to reaching CG Taskers/SJS Secretary in TMT. All messages/staff actions must include the task status routing history when submitting to CG Taskers/SJS Secretary in TMT. See Appendix E for TMT coordination rules.

- e. Coordinate all messages with the Command Executive Administration (MECE) if there are any questions prior to submitting through TMT.
- f. Coordination of other staff actions such as: MOUs, MOAs, Contracts, Decision Papers, Information Papers, etc... must go through TMT prior to submitting to the Command Group. See requirements for wet signature processing under Chapter 2, paragraph 2-6.
- g. Use clear, direct, language to further explain the "who, what, where, when, why, and how," as applicable.
- h. Include a POC line as the last paragraph in the message. The POC line includes rank/title, name, office symbol, phone number, e-mail address, and fax number (if applicable).
- i. Attachments to messages. Upload and attach initial documents to the message in the Original Folder in TMT. Only the initiator has permission to upload to this folder in TMT. When responding to a tasking message and documents are required, place those documents in the supporting folder. See Appendix E for document folders information.

9-3. Message types, formats, and uses

- a. Information messages. These messages are used to relay operational and general information to the HQ, Sectors, Battalion or MEPS which require no action or response to the proponent. See [Figure 9-1](#) for sample message. Information messages can be found on [SPEAR](#).

Figure 9-1. Sample format of an Information message

<p>USMEPCOM-2103XX-3CXX – INFO MSG – Subject</p> <p>TO: All Personnel</p> <p>Purpose: Announce USMEPCOM Town Hall.</p> <p>Background: USMEPCOM will host a command-wide Town Hall meeting on Thursday, July 16, 2020 at 1300 CST. The meeting will be conducted on Teams so that all personnel can attend.</p> <p>POC is Maj/SFC/Mr./Mrs./Ms. Doe, MECE, (847) 688-3680, ext 3680, e-mail adoe.civ@mail.mil.</p>
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b. Command Policy Information messages.

(1) These messages (see Figure 9-2) are used to forward the Commander's policy on information he or she believes requires special emphasis.

(2) When a policy memorandum is changed, the old policy memorandum is rescinded, and a new memorandum is staffed for signature by MECD and sent via information message.

(3) Each policy/information message will contain a policy memoranda and an updated policy index.

(4) Command policy messages can be found on [SPEAR](#).

Figure 9-2. Sample format of a policy message

<p>USMEPCOM-2103XX-3CXX – INFO MSG – Policy Memorandum XX-X, Subject</p> <p>TO: All Personnel</p> <p>Purpose: Effective March 26, 2021, Policy Memorandum (PM) XX-X, Subject, has been signed. PM XX-X is attached and may also be referenced via SPEAR. To access, please click on the following link: https://spear/SitePages/Home.aspx.</p> <p>Questions concerning the PM should be addresses to USMEPCOM, Originating Office, (847) 688-3680, ext XXXX, e-mail of originating office.</p> <p>POC for policy memoranda administration is MEDC, (847) 688-3680, ext. 7576, e-mail osd.noth-chicago.usmepcom.list.hq-mece@mail.mil.</p>
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c. Tasking Messages. Tasking messages are used to request information, or elicit a response by an established suspense date. A tasking message (see [Figure 9-3](#)) will be used when a HQ staff element is tasking more than one MEPS or when the tasking is applicable to both the MEPS and HQ and/or Sector HQ staff.

Figure 9-3. Sample of a USMEPCOM tasking message

<p>USMEPCOM-2104XX-VM8K - Subject</p> <p>TO: Sector Commanders Battalion Commanders Battalion Program Support Specialists MEPS Commanders MEPS Administrative Services Technicians</p> <p>References: (a) AR 00-0, subject, date (b) MEES, your Welcome Letter, May 1, 2020 (copy attached)</p> <p>Purpose: To inform the MEPS to provide a roll-up report through Sector NLT March 31, 2020.</p> <p>Background: Place content of the tasker here.</p> <p>Suspense: NLT March 31, 2020</p> <p>POC is Maj/SFC/Mr./Mrs./Ms. Doe, MECE, (847) 688-3680, ext 3680, e-mail adoe.civ@mail.mil.</p> <p>Assign OPR: Ms. J. Doe</p>

(1) HQ USMEPCOM staff members prepare tasking messages for tasking field elements. Sectors, Battalion and MEPS are responsible for taskings that have been disseminated by a TMT tasking message. HQ USMEPCOM staff members may phone or e-mail MEPS to coordinate normal day-to-day activities/business (an example would be a J-6/MEIT Service Desk e-mail to the MEPS ITS). This type of communication is "field-level support." There is no such thing as an informal tasking message; either an action is providing field-level support, or the action should be formally tasked. The following are guidelines and examples to assist headquarters personnel in deciding whether an action requires a tasking or is considered field-level support and does not require a tasking message. The message is considered a tasking if one or more of the following apply:

- (a) The action requests information or directs an action from multiple Battalions and/or MEPS.
- (b) The action merits tracking by HQ USMEPCOM staff, Sectors, Battalions and/or MEPS.
- (c) The action merits that Battalion and MEPS Commanders know the action is being worked by their personnel.
- (d) The action may also require consolidation of input from Sectors.

(2) Tasking examples:

- (a) Higher headquarters' actions requiring input from HQ USMEPCOM, for example, mid-year and end-of-fiscal-year budget information to the Army executive agent, service-specific awards nominations, or annual statements of assurance on internal controls.

(b) HQ USMEPCOM requires information to plan for training courses, e.g., nominations of attendees, confirming hotel reservations, providing flight and travel voucher information.

(c) HQ USMEPCOM information gathering.

(3) Tasking exceptions.

(a) If a specific and/or recurring suspense date is included in a USMEPCOM regulation, the suspense is not tasked through the TMT. The regulation serves as the tasking authority. If the regulation does not include a suspense date, the action requires a tasking message. For example, if a regulation requires a report be provided by the 15th of each month, this would not have to be formally tasked, but if a regulation required a report once a quarter, this action would require a tasking message to provide a suspense. If a report is required by regulation by a certain date, the HQ USMEPCOM proponent may prepare an information message for release through TMT/CMS.

(b) Other HQ staff elements authorized by exception, J-3/5/7 MEOP for security messages; MIRS-related messages; and J-6/MEIT-Service Desk messages.

(4) Setting tasking message suspense dates. Normally, tasking messages should provide a 30-day suspense for the field to respond. The tasking message proponent forwards both the tasking message and justification, if urgent and requires less than 30 days as the suspense to CG/SJS Taskers in TMT for forwarding to the MEDC for approval to release. (see Appendix E for rules on setting a suspense date in TMT). Consider the following time factors in setting a suspense date on correspondence.

(a) Number of days required to transmit the communication.

(b) Number of days needed to complete the action.

(c) Number of days required to transmit the reply.

(5) Routing tasking messages. Tasking messages are routed to the Sectors for action. Sectors, in turn, will task the appropriate Battalion and/or MEPS for input. Battalions and MEPS are tasked by their Sector as to whether their response should go back to the Sector or are to be sent directly to the HQ USMEPCOM POC. If the Battalion or MEPS receives a tasking from HQ USMEPCOM personnel, which should have been a tasking that is not officially released through TMT, the Battalion and/or MEPS will immediately notify their Sector who in turn will notify HQ Command Group (CGEAS).

(6) Field-level support actions guidelines. The action is field-level support if one of the following applies:

(a) HQ staff element will coordinate one-on-one with a MEPS to accomplish a task.

(b) A one-on-one phone call takes place, or an e-mail is sent between a headquarters staff element and a Battalion or MEPS staff member.

(c) Typical day-to-day support is required to assist the field in meeting regulatory guidance.

(d) Only routine matters that do not require the Battalion and/or MEPS Commander having specific knowledge of the action occurrence.

(e) Examples of field-level support not requiring a tasking message:

1. HQ USMEPCOM Command Group Secretary calling MEPS to coordinate local travel for a Commander's visit.

2. J-1/Human Resources Directorate reconciling Personnel Systems data on an individual; processing an individual's clearance; and arranging training for a MEPS unit alcohol and drug coordinator.

3. J-3/5/7 Operations Directorate reconciling student testing data; creating new schools on the database; scoring tested schools; and mailing products to schools.

4. J-4/Facilities, Physical Security and Logistics Directorate working a leasing action or construction project to include internal process review participation.

5. J-6/Information Technology Directorate responding to a computer hardware/software trouble call and when distributing computer software upgrades.

6. J-8/Resource Management Directorate working a Battalion or MEPS budget reconciliation issue.

7. Acquisitions and Contracting SSO responding to specific contracting questions.

d. Internal Information Messages. These messages (see [Figure 9-4](#)) are used to provide information internally within HQ USMEPCOM organizations and Sector Headquarters for areas where the Battalions and MEPS are not involved.

Figure 9-4. Sample of a HQ USMEPCOM Internal information message

USMEPCOM-2103XX-3CXX – INTERNAL INFO MSG – Subject
TO: All Personnel
Purpose: Announce USMEPCOM Headquarters Awards Ceremony (Example)
Background: Place the content of the message here.
POC for questions regarding this message: Ms. Jane Doe, MEDC, (847) 699-3680, ext 7999, e-mail jane.doe.civ@mail.mil.

9-4. Updates to Officially Released Tasking, Information and Policy Messages

Once MECE releases an official message, the following guidance applies if an update is required.

- a. The proponent will coordinate all MEDC officially released updates to messages through TMT.
- b. MEDC will post all updates on SPEAR.
- c. The format for updating messages is the same as the original message except for placing the “UPDATE 1” before the Subject line. TMT will generate a new number. When an update includes colored or italicized characters, you must attach the word document in the original folder.

Chapter 10**HQ USMEPCOM Correspondence: Reproduction, Distribution, Mailing, and Facsimile Transmission****10-1. Copies of signed official correspondence**

The originating office will prepare copies for distribution and office files, if required.

Note: For large print requests (generally more than 25 copies), the proponent/originator should coordinate with the command printing officer to prepare a formal print/copy request from Document Automation and Production Service. Send written requests with printing specifications (i.e., amount, stapling, etc.) by memorandum, to J-6/MEIT-PRO, ATTN: Command Copier Manager. When requesting copies, please keep in mind the Government Paperwork Elimination Act (GPEA), PL 105-277, Title XVII, which was signed into law on October 21, 1998. The Act is an important tool to improve customer service and governmental efficiency through the use of information technology. The preferred method of correspondence distribution is electronic; when acceptable, use e-mail to the utmost extent possible.

10-2. Distribution locations of HQ USMEPCOM, HQ Eastern, and Western Sector hardcopy correspondence

Building 3400 is used for correspondence distribution within HQ USMEPCOM.

- a. Distribution boxes (located in the Command Group Office on the fourth floor).
- b. Mailroom distribution.

10-3. Mail preparation

Send hard-copy correspondence by official mail in accordance with guidance in [USMEPCOM Regulation 25-50, Official Mail and Distribution Management Program \(OMDMP\)](#).

10-4. Envelope preparation

For official correspondence, prepare the envelope with "to" and "from" addresses. You may stamp the "from" address, but type the "to" address element in uppercase letters. Each address is limited to five lines. See UMR 25-50 for more information. Sample of a "from" address follows:

Figure 10-1. Sample of a from address

COMMANDER,USMEPCOM ATTN: J-4/MEFL 2834 Green Bay Road North Chicago , IL 60064-3091
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Chapter 11

Privacy, Email Correspondence and Etiquette

11-1. Classified and Privacy Act

As a reminder, do not transmit classified information or store it in your computer system. However, as a matter of routine, personal, and other mission-sensitive information is often passed via this system. The Privacy Act of 1974 provides safeguards to protect individuals against an invasion of personal privacy.

11-2. Email Correspondence

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

- a. Choose e-mail when a message must be delivered quickly or when the information is more easily sent digitally rather than by printed (hard) copy. E-mail also allows recipients to be contacted as soon as they are available.
- b. Subject lines should briefly and accurately describe the e-mail's content.
- c. E-mails, like any other written business communication, must be professional, courteous, and concise. Address recipients appropriately and respectfully. Give thought to who the recipient(s) should be, and include in the cc: line those who may require visibility or situational awareness. Bcc's should be used sparingly for discreet purposes.
- d. State the purpose of the e-mail in the opening sentence. Placing the bottom line up front will draw attention to what you are trying to achieve.
- e. Maintain a paragraph structure similar to letters as outlined in this manual; omit address and signature blocks. "Dear" and "Sincerely" are generally omitted for more contextual or direct greetings and salutations. E-mail signatures should be a professional and organizational identification of the sender along with any applicable handling instructions and/or markings for the specific email's contents and attachments. E-mail signatures containing quotes, sayings, proverbs, mottos, etc. not associated with the sender's organization or mission are discouraged as they generally conflict with maintaining a professional tone and can draw attention away from the email's purpose.
- f. Senders should draft e-mails in as neutral a tone as possible. Avoid using capital letters for emphasis. When writing and reading e-mails, to minimize any miscommunication, try not to confer or imply anything other than a professional tone.
- g. When including attachments, cite them in the text and explain their inclusion. Be aware of attachment size or number restrictions and use appropriate internal shared network resources or enterprise tools when necessary.

11-3. Complimentary Open and Close

When sending an email, use proper email etiquette and address recipients with appropriate courtesies based upon rank and position (Sir, Ma'am, COL, CSM, Mr., Mrs., etc...). All complimentary closings to messages, e.g., "Very Respectfully," "Sincerely," or "Regards," should be businesslike and professional in nature.

11-4. Disclaimer

The following disclaimer should be placed four spaces under your signature block:

Note: The font type/size of the disclaimer should be Times New Roman/8pt.

DISCLAIMER*

The information contained in this communication is intended for the sole use of the named addressees/recipients to whom it is addressed. This communication may contain information that is exempt from disclosure under the Freedom of Information Act, 5 U.S.C. 552 and the Privacy Act, 5 U.S.C.552a. Addressees/recipients are not to disseminate this communication to individuals other than those who have an official need to know. If you received this communication in error, please do not examine, review, print, copy, forward, disseminate, or otherwise use the information. Please immediately notify the sender and delete the copy received.

*MEIG may use the disclaimer directed by the Department of Defense Inspector General.

11-5. Read-Aheads. All read-aheads for the Commander and/or Deputy Commander/CoS will be submitted to the Command Group via email one day prior to a scheduled meeting (if applicable), to osd.north-chicago.usmepcom.list.hq-mece@mail.mil.

Appendix A
References

Section I
Publications referenced in or related to this regulation

Chicago Manual of Style

DoD Manual 5110.04, V1/V2
Manual for Written Material: Correspondence Management

Government Paperwork Elimination Act (GPEA), PL 105-277, Title XVII

Merriam-Webster's New Collegiate Dictionary Privacy Act of 1974

UMR 25-50
Official Mail and Distribution Management Program (OMDMP)

United States Government Printing Office, "U.S. Government Style Manual"

Section II
Forms referenced in or related to this regulation

DA Form 2028
Recommended Changes to Publications and Blank Forms

Section III
Record Numbers/Disposition Instructions

For Record Numbers and Disposition Instructions, if applicable, contact your local Records Manager.

Appendix B
Pay Grade, Military Ranks, and Abbreviations by Service and Pay Grade

Pay Grade	Army		Navy/Coast Guard			
O-10	General	GEN	Admiral	ADM		
O-9	Lieutenant General	LTG	Vice Admiral	VADM		
O-8	Major General	MG	Rear Admiral	RADM		
O-7	Brigadier General	BG	Rear Admiral	RADM*		
O-6	Colonel	COL	Captain	CAPT		
O-5	Lieutenant Colonel	LTC	Commander	CDR		
O-4	Major	MAJ	Lieutenant Commander	LCDR		
O-3	Captain	CPT	Lieutenant	LT		
O-2	First Lieutenant	ILT	Lieutenant Junior Grade	LTJG		
O-1	Second Lieutenant	2LT	Ensign	ENS		
W-5	Chief Warrant Officer	CW5**	Chief Warrant Officer 4	CWO4		
W-4	Chief Warrant Officer 4	CW4	Chief Warrant Officer 3	CWO3		
W-3	Chief Warrant Officer 3	CW3	Chief Warrant Officer 2	CWO2		
W-2	Chief Warrant Officer 2	CW2	Warrant Officer	WO1		
W-1	Warrant Officer 1	WO1				
E-9	Sergeant Major of the Army	SMA	Master Chief Petty Officer of the Navy	MCPON		
E-8			Master Chief Petty Officer	MCPO		
E-7	Command Sergeant Major	CSM	Senior Chief Petty Officer	SCPO		
E-6	Sergeant Major	SGM				
E-5	First Sergeant	1SG	Chief Petty Officer	CPO		
E-4	Master Sergeant	MSG				
E-4	Sergeant First Class	SFC			Petty Officer First Class	PO1
E-3	Staff Sergeant	SSG	Petty Officer Second Class	PO2		
E-2	Sergeant	SGT	Petty Officer Third Class	PO3		
E-1	Corporal	CPL	Seaman	SN		
E-1	Specialist	SPC				
E-1	Private First Class	PFC			Seaman Apprentice	SA
E-1	Private	PV2			Seaman Recruit	SR
E-1	Private	PVT				

*The Navy Rear Admiral rank contains two levels: upper half, equal to a two-star flag officer, and lower half, equal to a one-star flag officer. The rank of Commodore was a commissioned one-star rank during time of war. The Commander of a fleet of ships is sometimes referred to as "Commodore" as a courtesy title. The rank no longer exists, and the title is never officially used.

**The Army used Master Warrant Officer at one time. "Master" now indicates a transitional rank; all Army and USMC Warrant Officers are Chief Warrant Officers.

Appendix B (con't)
Pay Grade, Military Ranks, and Abbreviations by Service

Pay Grade	Marine Corps		Air Force	
O-10	General	Gen	General	Gen
O-9	Lieutenant General	LtGen	Lieutenant General	LtGen
O-8	Major General	MajGen	Major General	Maj Gen
O-7	Brigadier General	BGen	Brigadier General	Brig Gen
O-6	Colonel	Col	Colonel	Col
O-5	Lieutenant Colonel	LtCol	Lieutenant Colonel	Lt Col
O-4	Major	Maj	Major	Maj
O-3	Captain	Capt	Captain	Capt
O-2	First Lieutenant	1st Lt	First Lieutenant	1st Lt
O-1	Second Lieutenant	2ndLt	Second Lieutenant	2nd Lt
W-5	Chief Warrant Officer 5	CWO-5		
W-4	Chief Warrant Officer 4	CWO-4		
W-3	Chief Warrant Officer 3	CWO-3		
W-2	Chief Warrant Officer 2	CWO-2		
W-1	Chief Warrant Officer 1	CWO-I		
E-9	Sergeant Major of the Marine Corps	SgtMajMC	Chief Master Sergeant of the Air Force	CMSAF
E-8	Sergeant Major	Sgt Maj	Chief Master Sergeant	CMSgt
	Master Gunnery Sergeant	MGySgt	Senior Master Sergeant	SMSgt
	First Sergeant	1stSgt		
E-7	Master Sergeant	MSgt	Master Sergeant	MSgt
	Gunnery Sergeant	GySgt		
E-6	Staff Sergeant	SSgt	Technical Sergeant	TSgt
E-5	Sergeant	Sgt	Staff Sergeant	SSgt
E-4	Corporal	Cpl	Senior Airman	SrA
E-3	Lance Corporal	LCpl	Airman First Class	A1C
E-2	Private First Class	PFC	Airman	Amn
E-1	Private	Pvt	Airman Basic	AB

Appendix B (con't)
Pay Grade, Military Ranks, and Abbreviations by Service

Pay Grade	Space Force	
O-10	General	Gen
O-9	Lieutenant General	Lt Gen
O-8	Major General	Maj Gen
O-7	Brigadier General	Brig Gen
O-6	Colonel	Col
O-5	Lieutenant Colonel	Lt Col
O-4	Major	Maj
O-3	Captain	Capt
O-2	First Lieutenant	1st Lt
O-1	Second Lieutenant	2d Lt
W-5		
W-4		
W-3		
W-2		
W-1		
E-9	Chief Master Sergeant of the Space Force	CMSSF
E-8	Chief Master Sergeant Senior Master Sergeant	CMSgt SMSgt
E-7	Master Sergeant	MSgt
E-6	Technical Sergeant	TSgt
E-5	Sergeant	Sgt
E-4	Specialist 4	Sp4
E-3	Specialist 3	Sp3
E-2	Specialist 2	Sp2
E-1	Specialist 1	Sp1

Appendix C
Headquarters, USMEPCOM J-Staff and Special Staff Office Designations

J-Staff Designations	Directorate/Special Staff Office	Office Symbol
J-1 J-3/5/7 J-4 J-6 J-8	J-1/Human Resources Directorate J-3/5/7 Operations Directorate J-4/Facilities, Physical Security & Logistics J-6/Information Technology Directorate J-8/ Resource Management Directorate Command Advisory Group Staff Judge Advocate Office of Diversity and Inclusion Equal Opportunity (Military) Inspector General HQ - Eastern Sector HQ-Western Sector Acquisitions & Contracting Office Internal Review & Compliance Command Surgeon	J-1/MEHR J-3/5/7 MEOP J-4/MEFL J-6/MEIT J-8/MERM MEDC-CA MEJA MEDC-ODI-EE MEDC-ODI-EO MEIG MEES MEWS MEDC-AC MEDC-IR MECS

Appendix D
Sector and Military Entrance Processing Stations (MEPS) Office Symbols

EASTERN SECTOR OFFICE SYMBOLS

Commander	MEES
Deputy Commander/Executive Officer	MEES-DC
Senior Enlisted Advisor	MEES-SE
Operations Group	MEES-OP
Support Group	MEES-SP
Equal Opportunity	MEES-EO
Medical Group	MEES-SG

EASTERN SECTOR MILITARY ENTRANCE PROCESSING STATIONS OFFICE SYMBOLS

2nd Battalion

Commander	MEES-SE
*NEW YORK CITY	MEES-SEN
BOSTON	MEES-SEB
FORT DIX	MEES-SED
PORTLAND, ME	MEES-SEP
SPRINGFIELD	MEES-SES

4th Battalion

Commander	MEES-FO
*CLEVELAND	MEES-FOC
ALBANY	MEES-FOA
BUFFALO	MEES-FOB
HARRISBURG	MEES-FOH
PITTSBURGH	MEES-FOP
SYRACUSE	MEES-FOS

6th Battalion

Commander	MEES-SI
*CHICAGO	MESS-SIC
COLUMBUS	MEES-SIO
DETROIT	MEES-SID
INDIANAPOLIS	MEES-SII
LANSING	MEES-SIL
MILWAUKEE	MEES-SIM

Appendix D (con't)
Sector and Military Entrance Processing Stations (MEPS) Office Symbols

8th Battalion

Commander

MEES-EI

*MONTGOMERY
 JACKSON
 KNOXVILLE
 LOUISVILLE
 MEMPHIS
 NASHVILLE

MEES-EIM
 MEES-EIJ
 MEES-EIK
 MEES-EIL
 MEES-EIE
 MEES-EIN

10th Battalion

Commander

MEES-TE

*JACKSONVILLE
 ATLANTA
 MIAMI
 SAN JUAN
 TAMPA

MEES-TEJ
 MEES-TEA
 MEES-TEM
 MEES-TES
 MEES-TET

12th Battalion

Commander

MEES-TW

*BALTIMORE
 BECKLEY
 CHARLOTTE
 FORT JACKSON
 FORT LEE
 RALEIGH

MEES-TWB
 MEES-TWE
 MEES-TWC
 MEES-TWJ
 MEES-TWL
 MEES-TWR

*Denotes Battalion Commanders

Appendix D (con't)
Sector and Military Entrance Processing Stations (MEPS) Office Symbols (con't)

WESTERN SECTOR OFFICE SYMBOLS

Commander	MEWS
Deputy Commander/Executive Officer	MEWS-DC
Senior Enlisted Advisor	MEWS-SE
Operations Group	MEWS-OP
Support Group	MEWS-SP
Equal Opportunity	MEWS-EO
Medical Group	MEWS-SG

WESTERN SECTOR MILITARY ENTRANCE PROCESSING STATIONS OFFICE SYMBOLS

1st Battalion

Commander	MEWS-FR
*MINNEAPOLIS	MEWS-FRM
DES MOINES	MEWS-FRD
FARGO	MEWS-FRF
OMAHA	MEWS-FRO
SIOUX FALLS	MEWS-FRS

3rd Battalion

Commander	MEWS-TH
*DENVER	MEWS-THD
ALBUQUERQUE	MEWS-THA
BOISE	MEWS-THB
BUTTE	MEWS-THU
SALT LAKE CITY	MEWS-THS
LAS VEGAS RPS	

5th Battalion

Commander	MEWS-FI
*SEATTLE	MEWS-FIT
SPOKANE	MEWS-FIS
ANCHORAGE	MEWS-FIA
HONOLULU	MEWS-FIH
PORTLAND, OR	MEWS-FIP

7th Battalion

Commander	MEWS-SV
*SAN DIEGO	MEWS-SVD
LOS ANGELES	MEWS-SVL
RIVERSIDE RPS	
PHOENIX	MEWS-SVP
SACRAMENTO	MEWS-SVS
SAN JOSE	MEWS-SVJ

Appendix D (con't)
Sector and Military Entrance Processing Stations (MEPS) Office Symbols

9th Battalion
 Commander

MEWS-NI

*DALLAS
 AMARILLO
 EL PASO
 HOUSTON
 SAN ANTONIO

MEWS-NID
 MEWS-NIA
 MEWS-NIE
 MEWS-NIH
 MEWS-NIS

11th Battalion
 Commander

MEWS-EL

*ST. LOUIS
 KANSAS CITY
 LITTLE ROCK
 NEW ORLEANS
 OKLAHOMA CITY
 SHREVEPORT

MEWS-ELS
 MEWS-ELK
 MEWS-ELL
 MEWS-ELN
 MEWS-ELO
 MEWS-ELV

*Denotes Battalion Commanders

Appendix E

Task Management Tools Business Rules

Appendix F
Glossary

APD

Army Publishing Directorate

AR

Army Regulation

CDR

Commander

***CMS**

Command Message System

CUI

Controlled Unclassified Information

DA

Department of the Army

DoD

Department of Defense

DIR

Director

DISTRIB

Distribution

GPEA

Government Paperwork Elimination Act

HQ USMEPCOM

Headquarters, United States Military Entrance Processing Command

INFO

Information

MECE

Command Executive Administration

MEPS

Military Entrance Processing Station

MFR

Memorandum for Record

MOA

Memorandum of Agreement

MOU

Memorandum of Understanding

OSD

Office of the Secretary of Defense

PL

Public Law

POC

Point of Contact

USMEPCOM

United States Military Entrance Processing Command

*USMEPCOM-unique