

DEPARTMENT OF THE ARMY
HEADQUARTERS, UNITED STATES ARMY ALASKA
Fort Richardson, Alaska 99505-5000

United States Army Alaska Pamphlet 25-50
Change 2

1 July 2002

Information Management

Correspondence/Administrative Guide

Summary. This is a change to USARAK Pamphlet 25-50. A change has been made to paragraph 2-16. The change provides more detailed guidelines regarding the preparation of USARAK administrative publications.

Suggested improvements. This pamphlet's proponent agency is the USARAK Adjutant General's Office. The Adjutant General's Office invites users to send comments and suggested improvements on Department of the Army (DA) Form 2028 (Recommended Changes to Publications and Blank Forms) directly to APVR-RAG, Fort Richardson, Alaska 99505-5100.

1. USARAK Pamphlet 25-50, 1 December 2000, is changed as follows:

Page 2-5. Supersede paragraph 2-16 and its subparagraphs as follows:

2-16. Administrative publication guidelines

The information below is not a complete guide for USARAK publications. If you need more information, please contact the Chief, Administrative Services, DOIM at 384-0494, or the editorial assistant at 384-7733.

a. Regulation, pamphlets, circulars, and numbered memorandums.

(1) USARAK action officers developing or updating a USARAK publication need to coordinate with the DOIM for formatting and staffing instructions.

(2) After receiving guidance, the action officer must consider how the publication affects manpower and resources, as well as subordinate elements. Once the draft has been reviewed by the action officer's own organization, he/she will, in turn, send a USARAK Form 407, along with a copy of the draft, to all organizational elements that are affected by or interested in the new policy or procedure. Ensure that all principal agency officials review the publication before the new policy is promulgated.

(3) After all the changes and rebuttals have been incorporated into the draft, it must be coordinated with the Staff Judge Advocate and Inspector General. New publications or publications changing command policy must be coordinated with the Chief of Staff.

(4) Once this has been done and approval granted, a disk copy of the draft, along with a copy of all the coordinating papers, will be submitted to the Chief, Administrative Services Division, DOIM for final editing and formatting. The Chief, Administrative Services Division will then submit the publication for the DOIM's signature, make distribution, stock copies in the publications and blank forms stockroom, and post the publications to the USARAK Intranet website.

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b. Supplements.

(1) Supplements. If the publication is a supplement to an Army or USARPAC regulation, prepare it as above and submit it, along with its coordinating papers, to the Chief, Administrative Services Division, DOIM.

(2) The Chief, Administrative Services Division will, in turn, forward the action to Headquarters, DA or USARPAC for approval.

(3) The supplement will be published when approval is received. You will be contacted if there is disapproval.

c. Posters.

(1) Ensure that the poster you want to create does not already exist at a higher level (DA or USARPAC). If a poster already exists at a higher level, request copies for your usage. Do not duplicate efforts.

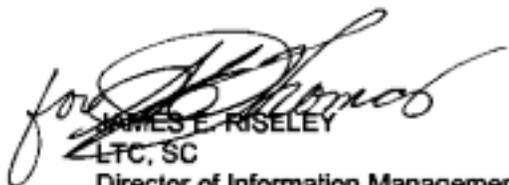
(2) A poster will be prepared and submitted to the Chief, Administrative Services, DOIM. A USARAK number and date will be applied before the poster is sent for printing. A poster may be stocked at the publications and blank forms stockroom or with the proponent.

2. Post this change per DA Pamphlet 25-40.

3. File this change in front of the publication.

FOR THE COMMANDER:

OFFICIAL:


JAMES E. RISELEY
LTC, SC
Director of Information Management

RICHARD C. NICKERSON
COL, GS
Chief of Staff

DISTRIBUTION:

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DEPARTMENT OF THE ARMY
HEADQUARTERS, UNITED STATES ARMY ALASKA
Fort Richardson, Alaska 99505-5000

United States Army Alaska Pamphlet 25-50
Change 1

1 December 2000

Information Management

Correspondence/Administrative Guide

Summary. A change has been made to paragraph 3-1d. The change deletes the use of Optional Form 271 (Conversation Record), which has been rescinded. A change has also been made to section IV, appendix A, which removes the reference to Optional Form 271.

Suggested improvements. This pamphlet's proponent agency is the USARAK Adjutant General's Office. The Adjutant General's Office invites users to send comments and suggested improvements on Department of the Army (DA) Form 2028 (Recommended Changes to Publications and Blank Forms) directly to APVR-AG, Fort Richardson, Alaska 99505-5100.

1. USARAK Pamphlet 25-50, 1 December 2000, is changed as follows:

Page 3-1. Subparagraph 3-2d should be replaced as follows:

d. When telephonic coordination with other headquarters involves decisions on policy matters that require written confirmation, action officers will prepare a memorandum, making specific reference to the verbal coordination. The name, grade, office, and headquarters of all persons involved will be included.

Page A-1. Replace the reference to Army Regulation 340-9 (Office Symbols) with a reference to Army Regulation 25-1 (Army Information Management) in section II.

Page A-2. Remove the reference to Optional Form 271 (Conversation Record) from section IV.

2. Post this change per DA Pamphlet 25-40.

3. File this change in front of the publication.

FOR THE COMMANDER:

OFFICIAL:

RICHARD C. NICKERSON
COL, GS
Chief of Staff

//Original Signed//
DONNA L. WILLIAMS
LTC, SC
Director of Information Management

**USARAK Pamphlet 25-50
Change 1**

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Attention: Mr. Mauer)

DEPARTMENT OF THE ARMY
HEADQUARTERS, UNITED STATES ARMY ALASKA
Fort Richardson, Alaska 99505-5000

United States Army Alaska Pamphlet 25-50

1 December 2000

Information Management

Correspondence/Administrative Guide

Applicability. This pamphlet applies to the United States Army Alaska (USARAK) and all other activities, organizations, and agencies located at Fort Richardson, Alaska (FRA), Fort Wainwright, Alaska (FWA), and Fort Greely, Alaska (FGA).

Interim changes. Interim changes to this pamphlet are not official unless the Director of Information Management authenticates them. Users will destroy interim changes on their expiration date unless sooner superseded or rescinded.

Suggested improvements. This pamphlet's proponent agency is the USARAK Adjutant General's Office. The Adjutant General's Office invites users to send comments and suggested improvements on Department of the Army (DA) Form 2028 (Recommended Changes to Publications and Blank Forms) directly to APVR-AG, Fort Richardson, Alaska 99505-5100.

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Chapter 1 Introduction

1-1. Purpose

This pamphlet's purpose is to provide USARAK staff members, writers, and typists a reference for preparing correspondence within this command. Policy guidance and responsibilities are established in the pamphlet's body.

1-2. References

Required and related publications are listed in appendix A. Prescribed and referenced forms are also listed in appendix A.

1-3. Explanation of abbreviations and special terms

The abbreviations and special terms used in this pamphlet are explained in the glossary.

1-4. Responsibilities

To ensure that command and staff correspondence is responsive to the needs of the USARAK Commander, the following responsibilities are assigned:

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

(1) Maintain suspense control for responses to written or verbal tasking(s) from the Commanding General (CG), the Deputy Commander, the USARAK Command Sergeant Major, and the Chief of Staff. If the suspense cannot be met by the designated time, an interim reply must be prepared. With coordination from the SGS, suspenses may be extended or adjusted. The interim reply should state why the suspense cannot be met and give the estimated time of completion.

(2) Edit the contents and format of correspondence received for command group signature/approval and return it for changes/corrections as required.

(3) Date and return all correspondence signed by members of the command group to the originator for final reproduction or mailing as needed.

b. USARAK staff directorates are responsible for—

(1) Preparing, coordinating, and staffing all correspondence and staff actions within the scope of their assigned functional area.

(2) Assigning proper security classifications and markings.

(3) Assigning proper distribution.

(4) Ensuring that all suspense dates are met. There are only two options concerning suspenses. The first option is to meet the suspense. The second option is to request and receive an extension.

(5) Forwarding all correspondence signed by members of the command group to the Document Automation and Production Service (DAPS) for appropriate reproduction and distribution.

(6) Ensuring that all subjects listed in appendix B are brought to the attention of the command group without delay and that correspondence pertaining to these subjects is submitted to the command group for approval before dispatch, if warranted.

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(7) Ensuring that all communications are processed per Army Regulation (AR) 25-50 and this pamphlet.

(8) Responding to questions from the CG, Deputy Commander, and Chief of Staff expeditiously (for example, questions asked at a briefing, a personal note from a command group member). The appropriate member will respond within 24 hours; the standard is 48 hours and, if the staff member needs to coordinate with an outside agency, 72 hours with an interim answer to meet the standard.

c. The Director of Information Management will review, edit, authenticate, reproduce, and distribute command publications.

Chapter 2 Correspondence

2-1. The Army writing style

To achieve Army writing style standards, use the new Army writing style established in AR 25-50 and DA Pamphlet 600-67 as the standard for correspondence content and preparation.

2-2. Type styles

- a. For typewriters, the type styles used will conform to the guidance in AR 25-50.
- b. For computers, a 10-point or 12-point Arial, Courier, or Times New Roman font is preferred.
- c. Do not use unusual type styles, such as script, on correspondence.

2-3. Incoming correspondence requiring command group attention

a. Effective staff writing requires that the writer practice the principles of clarity, emphasis, brevity, and simplicity. Only by applying these four principles can an action officer hope to have a paper that will be understood by all concerned with the action.

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

c. General officer correspondence is that which is personally signed by a general officer.

d. Special interest correspondence is that which is normally received from the executive branch; Member of Congress; Office, Chief of Legislative Liaison; and other Federal, state, or municipal officials. In certain cases, letters from a soldier's relatives, legal representatives, clergy, and other individuals or organizations may be included in this category. Action on special interest communications will normally be assigned to the Adjutant General, Inspector General, or Staff Judge Advocate. Every effort will be made to answer special interest communications as directed or within 5 working days.

e. The SGS will maintain a staff action control system for actions or replies that are established by the command group or higher headquarters. A sample USARAK Form 843-E (USARAK Chief of Staff Tasker Slip) is shown at figure 2-1.

(1) Staff section chiefs will ensure that suspense actions are completed in sufficient time to allow for necessary review, approval, and signature before the suspense date. There are only two options concerning suspenses. First, meet the suspense, or second, request and receive an extension.

(2) Staff sections will establish an internal suspense control system to ensure timely responses to communications requiring an answer to higher headquarters by an established suspense date.

(3) Staff sections replying to suspenses by message must forward a copy to the SGS.

2-4. Outgoing correspondence requiring command group attention

a. Coordination is mandatory. It promotes a wider viewpoint, reduces friction, secures common action, fosters an exchange of ideas, and most importantly, saves the command group time. Coordination does not necessarily imply that all parties concur with the study or the proposed solution; it does mean, however, that they have an opportunity to express an opinion and that their opinions are included. Usually

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a staff action cannot be over coordinated. Don't forget the Public Affairs Office and the Staff Judge Advocate. Always include the USARAK Command Sergeant Major on actions involving enlisted soldiers.

b. Correspondence dispatched from this headquarters will require a reply only when it is needed to complete the action.

(1) Normally, correspondence requiring a reply will allow a minimum suspense of 15 days. (This 15-day suspense does not apply to special interest correspondence mentioned in para 2-3d.)

(2) When the 15-day suspense is not possible due to an earlier suspense date set by higher headquarters, or the importance of the subject, the staff proponent will determine if a later suspense date should be requested from the originating headquarters. If the suspense date is changed, the SGS will be notified.

c. After signature, the original correspondence and the initialed record copy will be returned to the originating office for dispatch and filing. The originator of any staff paper for the command group will retain a file copy in the activity. Courtesy copies or information copies may be stamped "Original Signed."

d. Memorandums of commendation or achievement that are prepared for the signature of a member of the command group will—

(1) Contain no action agency telephone number.

(2) Contain no abbreviations in the addressee.

(3) Not be stapled.

e. Memorandums prepared for the command group signature will not usually contain an attention line in the address. As a rule, matters significant enough to require command group attention at the receiving end should not be directed to an internal action agency.

f. Technical channels will be used to route correspondence pertaining to technical matters. Technical channels are used within the limits and in the manner prescribed by the commander to handle the routing of technical reports, instructions, or requests for information that do not involve command matters. Technical channels will be used only between chiefs of general and special staff sections and their counterparts in this or other headquarters. The stationery letterhead or address will clearly indicate that the correspondence is from a staff section.

g. Correspondence requiring the signature of a member of the command group will be typed by the originating staff section in final form. A USARAK Form 407 (Staff Summary) will accompany the correspondence forwarded for approval or signature.

h. Correspondence not properly prepared will be returned by the SGS for correction.

2-5. Letterhead stationery use

a. Letterhead stationery will be used only for correspondence going outside a headquarters, for correspondence containing policy, or for correspondence directive in nature. The informal memorandum will be used for all correspondence of a technical nature within a headquarters.

b. USARAK FRA letterhead is the only authorized stationery for command group signature block use on all correspondence going outside of USARAK.

c. Each post commander is authorized his/her own letterhead stationery under the provisions of AR 25-50, paragraph b-2n(5). Appropriate letterhead is as follows:

DEPARTMENT OF THE ARMY
POST COMMANDER, NAME OF INSTALLATION, UNITED STATES ARMY ALASKA
STREET ADDRESS AND # (LAST FOUR NUMBERS OF NINE-DIGIT ZIP CODE)
POST (OR APO), ALASKA NINE-DIGIT ZIP CODE

2-6. Signature authorization

a. Correspondence appropriate for a member of the command group to sign is listed at appendix B. Prepare military correspondence with the office symbol of the originating office for correspondence that a member of the command group will sign.

b. In general, the command group approves correspondence that sets policy, commits assets and resources outside USARAK, directs subordinate commanders, or affects the operation and areas of responsibility of staff and directorate agencies other than the originator.

c. Per AR 25-50, paragraph 7-1a, and subject to any stated limitations, the authority to authenticate and release command correspondence within normal functional areas with the authority line "FOR THE COMMANDER" is normally delegated to the Chief of Staff; SGS; Adjutant General; Director of Logistics; Director of Plans, Training, Security, and Mobilization; Director of Resource Management; and the Staff Judge Advocate. Redlegation is not authorized in the absence of the principal.

d. The CG may cancel/withdraw the delegation at any time. Upon change of command, the delegation is subject to review by the commander.

e. The Chief of Staff should sign "FOR THE COMMANDER" when he/she is directing policy and/or procedural guidance throughout USARAK on behalf of the CG. The Chief of Staff should sign over his/her own signature block without the authority line when correspondence is within Headquarters, USARAK and when otherwise directed or approved by the CG.

f. The Director of Plans, Training, Security, and Mobilization signs "FOR THE COMMANDER" when establishing taskings for personnel, equipment, etc., on behalf of the CG.

g. The Adjutant General, Director of Resource Management, Staff Judge Advocate, and other USARAK staff may sign "FOR THE COMMANDER" when tasking for information, recommendations, and nominees for details and assignments on the behalf of the CG.

h. Copies of other than routine correspondence signed "FOR THE COMMANDER" will be forwarded to SGS for inclusion in the command group daily reading file.

i. When administrative publications (regulations, circulars, pamphlets, etc.), policies, or directives require forwarding of the correspondence to the command group for signature or approval, state these requirements on USARAK Form 407.

2-7. Letters, memorandums, endorsements, and enclosures

All letters, memorandums, endorsements, and enclosures will be prepared and assembled per AR 25-50.

2-8. Messages

a. Messages will be prepared per AR 25-11 and the Message Preparation Desk Top Guide published by the 59th Signal Battalion.

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b. Messages signed by the originator and provided to the command group for information will be returned to the originator for typed date and dispatch. The SGS will send messages, which a member of the command group signs, to the telecommunication center for dispatch. The SGS will provide a copy of the message to the originator.

2-9. Discussion papers

Discussion papers are specialized information prepared for use during conferences, meetings, and whenever it best serves the recipients' purpose. A sample format is shown at figure 2-2.

2-10. Fact sheets

The fact sheet is used to transmit factual information in concise terms covering a wide variety of subjects. It will be held to the minimum length required to cover the subject being addressed (normally one page) and usually will not have attachments. A sample format is shown at figure 2-3.

2-11. Executive summaries

The executive summary (EXSUM) provides a brief synopsis (not to exceed 15 lines) of an issue of immediate interest to the command group. It does not contain the detail of a memorandum. If additional information is required, either a personal response or memorandum is appropriate. The EXSUM serves to document an event and to obtain command guidance. It provides a short, concise overview of a topic and allows the CG to request additional information if necessary. A sample format is shown at figure 2-4.

2-12. Congressional inquiry replies

Refer to USARAK Supplement 1 to AR 1-20 for information about replying to congressional inquiries.

2-13. Staff papers

Use USARAK Form 407 (fig 2-5) to refer staff papers or matters to the command group for approval, signature, information, or guidance. At figure 2-6 is a continuation sheet of the USARAK Form 407. The USARAK Form 407 is used to present a summary of the staff action and coordination results in a clear, concise, standardized format to the command group.

2-14. Significant Activities

Major subordinate commands and staff sections will report Significant Activities (SIGACTS) within their section to the Chief of Staff on a weekly basis, as designated by the SGS. All SIGACTS will be in the sample format shown in figure 2-7. Items to put in each block are as follows:

a. CG Issues—this paragraph should include information on any specific issues for which the CG has a Request for Information (RFI), on any outstanding task you may have from the CG, and on any issue specifically mentioned by the CG in meetings or correspondence.

b. Current Priorities—these are your current priorities for your organization/brigade.

c. Other Relevant Issues—this should include information similar to paragraph a above except the request/tasker comes from either the Deputy Commander or the Chief of Staff.

d. Highlights for Higher Headquarters—this should include any information you think may be of interest to either the Alaskan Command or the United States Army Pacific Command (an example may be OPERATION DRUG SORT).

e. POC—point of contact.

2-15. Weekly bulletin items

a. Requests to place official items in the weekly bulletins should be signed at least at the level of division chief or chief of a separate staff/unit adjutant, as appropriate.

b. All items must arrive at the applicable USARAK Directorate of Information Management, Administrative Services Division by the following suspenses:

(1) FRA, APVR-RIM-ASD-WB: by 1630 on the Friday before desired publication (7 days ahead).

(2) FWA, APVR-WIM: by the close of business on the Tuesday before desired publication.

(3) FGA, APVR-GIM: by 1100 on the Wednesday before desired publication.

c. Requests should be worded as they are to appear in the weekly bulletin, bulletin style, with a subject line, contents of the announcement, point of contact, office symbol, and telephone number of the requester. Review proposed announcements for spelling, grammar, syntax, and style. An example follows:

WEEKLY BULLETIN ITEMS. Requests to have Official items placed in the weekly bulletins should be signed at the level of division chief or chief of a separate staff/unit adjutant, as appropriate. POC: Mr. Henry Ho, 384-XXXX. (APVR-XXX)

d. Unofficial items will be publicized in the weekly bulletin on a space-available basis. Flyers are subject to local standing operating procedure.

2-16. Publications

a. All USARAK administrative publications must be staffed or coordinated with those agencies affected by their contents.

b. Administrative publications and their revisions that set or change command policy must be staffed through the Chief of Staff for approval.

c. All administrative publications must be staffed through the Directorate of Information Management, Administrative Services Division, Editorial Section, at FRA, to be published.

(1) You may contact the Administrative Services Division, Editorial Section, anytime during the revision/publishing process. The Administrative Services Division, Editorial Section, can provide advice, formatting instructions, and answer questions. The Administrative Services Division, Editorial Section, has electronic copies of the current version of administrative publications and will provide them upon request.

(2) Contact the Administrative Service Division, Editorial Section, to determine the best way to handle your particular publication. If changes or updates are minor, handwritten corrections on a hard copy of the last published version may be the easiest. If the changes are major, or the publication is new, you will have to provide a disk copy and a hard copy of your publication. You must also provide copies of all the coordination and staffing papers. The Administrative Services Division, Editorial Section, must edit and format your publication before printing. The Administrative Services Division, Editorial Section, will contact you about any required clarification. The publication may have to be returned to you for correction if there are major problems.

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(3) When your publication is in final form, send it to the Administrative Services Division, Editorial Section (APVR-RIM-ASD-WB). It will then be staffed through the Directorate of Information Management to DAPS and then to the Mail and Distribution Section for distribution according to your specifications, as set forth in USARAK Pamphlet 25-3. Your original publication and paperwork will be returned to you by the Administrative Services Division, Editorial Section, for permanent retention under AR 25-400-2.

2-17. Miscellaneous staff correspondence

Prepare other written correspondence per AR 25-50 and this pamphlet. Limit the use of abbreviations; use only those that are frequently used and are authorized by AR 310-50. Spell out titles first and follow with the acronym in parenthesis. Use acronyms sparingly. Additional aids for staff correspondence/communication include:

- a. The format for standing operating procedures is at figure 2-8.
- b. The format for meeting minutes is at figure 2-9.

Staff Action Control System

TASKING OFFICER:		ASSIGNED:	24-Mar-88	TASK #	
<input type="text" value="CS"/>		SUSPENSE:	24-Apr-88	248	
		COMPLETE:	01-May-88		
OFFICE:	<input type="text" value="AG"/>	POC:	LTC Antry	PHONE:	<input type="text"/>
TASKER:	<input type="text" value="Command Selection List 0-6 to command 203rd PSB"/>				
DESC:	<input type="text"/>				
GUIDANCE:	<input type="text" value="Look at the feasibility of developing the command position of 203rd to the CSL for 0-6 level command - coordinate as necessary with ASB"/>				
STATUS:	<input type="text"/>				

Figure 2-1. United States Army Alaska Form 843-E

<u>5</u> <u>6</u> <u>1</u> <u>2</u> <u>1</u> <u>2</u> <u>1</u> <u>2</u>	<p>APVR-XX</p> <p style="text-align: center;">Discussion Paper</p> <p>SUBJECT: Discussion Paper Format</p> <p>1. ISSUE: How to prepare a discussion paper.</p> <p>2. FACTS.</p> <p>a. Use short, concise writing style.</p> <p style="padding-left: 40px;">(1) Points should "jump off the paper."</p> <p style="padding-left: 40px;">(2) Avoid unduly complex paragraphs.</p> <p>b. Ensure smooth, logical flow of facts.</p> <p>c. Tailor paper for the user.</p> <p style="padding-left: 40px;">(1) Determine background that user needs.</p> <p style="padding-left: 40px;">(2) Avoid technical language and unexplained acronyms.</p> <p style="padding-left: 40px;">(3) Analyze target audiences.</p> <p style="padding-left: 80px;">(a) Cite previous knowledge or discussions.</p> <p style="padding-left: 80px;">(b) Show how subject affects audience.</p> <p style="padding-left: 80px;">(c) If foreign national, state what sensitive material cannot be discussed.</p> <p>d. Preferred length is one page, but not more than two.</p> <p>e. Avoid enclosures.</p> <p>f. Paper should be approved at directorate or equivalent level.</p> <p>3. KEY POINTS TO BE STRESSED.</p> <p>a. Present key points drawn from paragraph 2.</p> <p>b. Your opportunity to influence action.</p>	<p>DATE</p>
--	---	-------------

Name/telephone number
Typed by_____

Figure 2-2. Discussion paper formats

1
2
3
4
5
6
1
2

FACT SHEET

Office Symbol/Division or Branch
Writer/Telephone Number
Date

1

2 1. SUBJECT: Fact Sheet Format

1

2 2. PURPOSE: Fact sheets are used to transmit factual information in concise terms covering a wide variety of subjects in standardized form.

1

2 3. FACTS BEARING ON THE SUBJECT: Some uses include presenting an overview of a subject, providing facts or information on special topics of interest, or providing facts or information on conferences.

4. ACTION TAKEN.

5. ACTION REQUIRED.

6. REFERENCES. USARAK Pamphlet 25-50 (Correspondence/Administrative Guide). Note: References will not accompany the fact sheet, however, they should be readily available if requested.

1

2

3

4

5

LAST NAME (staff agency chief)

Figure 2-3. Fact sheet format

1
2
3
4
5
6

Office Symbol/Division or Branch
Writer/Telephone Number
Date

1
2
1
2

EXSUM

Preparation of the EXSUM. The EXSUM should not exceed 15 lines. The EXSUM is a brief, logically flowing presentation of information that pertains to a topic of possible interest to the command. The EXSUM is written in this format. It should be short and concise. At the end of the EXSUM, there will be an entry made that allows the commander to request an information paper/memorandum if more details are needed. An option to the information paper is to see the commander personally and present the information. EXSUMs provide a "rapid fire" correspondence medium between the staff and the commander.

1
2
1
2
3
4
1

PROVIDE MEMO: _____

APPROVED BY: _____
Commander's signature block

Figure 2-4. Executive summary format

STAFF SUMMARY		DATE 12 Dec 97	
TO Commanding General		FROM USARAK Adjutant General	
SUBJECT Update of Correspondence/ Administrative Guide, USARAK Pam 25-30		ACTION OFFICER(SIGNATURE)	SUSPENSE None
		TYPED NAME, RANK & PHONE Roberta A. Antry, LTC, 384-1972	
Reason for Action To propose a change to USARAK Pam 25-50, Correspondence/Administrative Guide. dated 31 Jan 95.			
FACTS/DISCUSSION 1. The Chief of Staff directed a review and update of the USARAK Correspondence Guide. 2. Significant changes include: a. Clarifies signature authority (para 2-6). b. Deletes instructions for green tab memos (former para 2-9 and fig 2-2). c. Defines a completed staff action (para 2-7). d. Provides guidance to staff members (para 2-8). e. Changes SGS tasker format (fig 2-1). f. Add effective writing principles (chap 4). g. Emphasizes proper staff actions and coordination (chap 5 and app C-2). h. Add instructions for SIGACTS (app D).			
RECOMMENDATION That the CG approve the proposed USARAK Pam 25-50 at _____ by signing below.			
COORDINATION			
OFFICE	SIGNATURE	CONCUR	NONCONCUR
SGS			
CSM			
CofS			
Dep Cdr			
ENCLOSURES 3	APPROVED (SIGNATURE)	DISAPPROVED (SIGNATURE)	
	TYPED NAME & RANK KENNETH W. SIMPSON, MG, CG	TYPED NAME & RANK KENNETH W. SIMPSON, MG, CG	

USARAK Form 407
1 Nov 94

Figure 2-5. United States Army Alaska Form 407

USARAK Pamphlet 25-50

SUBJECT: Update of USARAK Pamphlet 25-50 (Correspondence/Administrative Guide)

Coordination (Con't)

DOL	_____	Concur	_____	Nonconcur	_____	Date
DPW	_____	Concur	_____	Nonconcur	_____	Date
DRM	_____	Concur	_____	Nonconcur	_____	Date
CHAP	_____	Concur	_____	Nonconcur	_____	Date
DOC	_____	Concur	_____	Nonconcur	_____	Date
IRACO	_____	Concur	_____	Nonconcur	_____	Date
PAO	_____	Concur	_____	Nonconcur	_____	Date
DOIM	_____	Concur	_____	Nonconcur	_____	Date
EEO	_____	Concur	_____	Nonconcur	_____	Date
SAFETY	_____	Concur	_____	Nonconcur	_____	Date

Figure 2-6. Continuation sheet of United States Army Alaska Form 407

(TITLE WILL BE IN CAPITALS, 14 PITCH, UNDERLINED, AND BOLD)
NAME OF AGENCY/BRIGADE
SIGNIFICANT ACTIVITIES

DATE: PUT THE DATE THEN START THE BODY THREE SPACES DOWN

1. **Commanding General Issues:** The title of each line will be in bold and underlined.

- Double space and begin your bullets.

2. **Current Priorities:**

If your bullets are longer than one line, then you will start the second line at the left margin, not directly under the first line.

3. **Other Relevant Issues:**

- Bullets will be used instead of letters or numbers.

4. **Recommended Highlights for Higher Headquarters:**

- The body will be in 10 Pitch

(Example 1)

U.S. Army World Teen Discovery '97 is from 23-28 July 1997 in Columbiana, Alabama. World Teen Discovery '97 is sponsored by the United States Army Community and Family Support Center, Auburn University, the Alabama 4-H Center, and is part of the Army School-Age and Teen project. The program includes building leadership skills, planning, and facilitating a local Teen Discovery Program, and developing an Army-wide action and follow-up plan to implement a selected portion of the Teen Model Program plan. United States Army Alaska attendees include Youth Services staff members and teenagers from all three posts. BOTTOM LINE: United States Army Alaska continues to improve installation Youth Services Programs and commitment to America's future leaders.

(Example 2)

The Joint Regional Environmental Training Center is coordinating an invitation from the United States Army Alaska to the Deputy Under Secretary of Defense, Environmental Security, Ms. Sherry Goodman to speak at a kick-off ceremony on 22 or 23 October 1997. After the invitation has been accepted, various government officials (Senators Stevens and Murkowski, Congressman Young, Governor Knowles, Mayor Mystrom) will also receive invitations. At a minimum, local and state media coverage is expected. This is an effort to solidify support for the training center to make it a viable, cost-effective solution for meeting environmental training needs. BOTTOM LINE: United States Army Alaska continues to provide a wide variety of excellent training opportunities to America's Armed Forces.

5. **Point of Contact:** Name and telephone number.

Figure 2-7. Significant Activities format

<u>1</u>		
<u>2</u>	APVR-XX (MARKS-NUMBER)	DATE
<u>1</u>		
<u>2</u>	Standing Operating Procedures	
<u>1</u>		
<u>2</u>	1. References:	
	a.	
	b.	
	2. Purpose:	
	a.	
	b.	
	3. Scope:	
	a.	
	b.	
	4. Applicability:	
	5. Responsibilities:	
	a.	
	b.	
	6. (For any additional information)	
<u>1</u>		
<u>2</u>		
<u>3</u>		
<u>4</u>		
<u>5</u>		
		SCOTT A. HARIS LTC, SC Director of Resource Management

Figure 2-8. Standing operating procedures format

USE APPROPRIATE LETTERHEAD

1
2 APVR-XX (MARKS-NUMBER) DATE
1
2
3 MEMORANDUM FOR SEE DISTRIBUTION
1
2 SUBJECT: (Name of Organization) (Type Meeting) Meeting
1
2
3 1. The first paragraph will contain the type of meeting (monthly, annual, special, etc.), the name of organization holding the meeting, the presiding officer, the time, date, and location of the meeting.

2. This paragraph will give the number of individuals present or the names, if it is a smaller organization.

3. This and subsequent paragraphs will outline in order:

a. The review of the minutes and give action taken.

b. Old business report.

c. New business report.

d. Date, time, and location of the next meeting.

e. Meeting adjournment.

1
2
3
4
5 Encl TYPED NAME OR ORGANIZATIONAL OFFICIAL
Position

1
2
3
4
5 APPROVED: CG's NAME
DISAPPROVED: Rank (spelled out), USA
Commanding

1
2 DISTRIBUTION:
A Plus
2 – APVR-XX

Figure 2-9. Meeting minutes format

Chapter 3 Staff Papers

3-1. General

a. A staff paper, for purposes of this pamphlet, is any correspondence forwarded to the command group for decision, signature, or approval. Almost every staff paper demands some form of coordination, either with other staff sections, subordinate units, or tenant agencies. The mark of a good staff paper is that it has been subjected to the professional views of each staff section that has an interest in the matter.

b. Correspondence submitted for approval, signature, or decision will be fully staffed and have all coordination completed before submission to the command group.

c. Correspondences (such as memorandums, letters, endorsements, or messages) for signature by the command group should be neat, clean, properly formatted, and letter perfect. Papers not meeting these standards will be returned to the originating staff section for correction.

d. Staff sections will use USARAK Form 407 for staffing and coordination (see fig 2-5) and will ensure that the action is properly tabbed. The typed USARAK Form 407 will accompany the correspondence forwarded to the command group. When appropriate, staff sections may prepare an EXSUM in lieu of USARAK Form 407. A sample format is shown at figure 2-4.

3-2. Staffing procedures

a. Staff coordination is the process of making certain that all the pieces fit together. This is done by thorough examination, not only by the action officer, but also by all other staff members involved, by correlation of all actions, and by making necessary adjustments to resolve conflicts. Each staff officer must examine the action from the CG's viewpoint and determine the proper action.

b. Allow sufficient time for staffing and submission of final, staffed correspondence to the command group. As a guide, staff sections should allow 15 days for staffing before submission to the command group. Forward correspondence requiring approval or signature of a member of the command group to the SGS at least 3 working days before any suspense date. Submit detailed actions as early as possible to ensure adequate time for review and decision by the command group. Take into consideration normal mail processing time.

c. On complex matters, the time required for coordination can normally be reduced if early liaison is established and maintained at the action officer level until the action is completed. Action officers are encouraged to confer with representatives of coordinating sections before the action approaches the "final draft" stage.

d. When telephonic coordination with other headquarters involves decisions on policy matters that require written confirmation, action officers will prepare a Optional Form 271 (Conversation Record), making specific reference to the verbal coordination. The name, grade, office, and headquarters of all persons involved will be included.

e. When coordinating an action, the chief of the originating section (or principal assistant) will sign the USARAK Form 407 before formally coordinating with other staff sections. The signature of the chief (or principal assistant) signifies approval for staff coordination.

f. Staff section chiefs will ensure that staff actions presented to their sections for coordination are acted on as soon as possible.

g. Staffing and coordination will result in responses that concur, concur with comment, or nonconcur.

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(1) A concurrence, or concur with comment must be signed by the staff section chief (or principal assistant).

(2) Concur with comment responses will be considered and, if possible, resolved before submission to the command group. If not, the concur with comment response will be added as a tabbed enclosure to the USARAK Form 407 and will be signed by the initiating official (normally the staff section chief or the principal assistant). See figure 3-1 for an example of a concur with comment statement.

(3) Nonconcurrences are to be expected. When opposing points of view cannot be resolved informally by the staff officers, the nonconcurrence must become a part of the paper. Rigid avoidance of nonconcurrences can strip substance from proposals. To respond with other than total concurrence, use the following methods and formats. Nonconcurrence does not imply ineptitude or faulty thinking on a particular action. If each staff section views an action from its own staff interests, a conflict of opinion is certain on many complex issues. Including a nonconcurrence on an action gives the commander the opportunity to make a decision after weighing the opposing points of view. The commander or staff officer who nonconcur is obliged to attach an explanation of his/her nonconcurrence. The nonconcurrence is noted in the coordination section of the paper. The nonconcurrence should provide a recommended solution or alternative. The nonconcurrences are addressed on the USARAK Form 407 and rationale for nonconcurrences will be added as tabbed enclosures. See figure 3-2 for an example of a nonconcurrence statement. All nonconcurrences will be considered and, if possible, resolved before submission to the command group.

(4) Nonconcurrences to a staff summary may be made only by the staff section chief. A staff section chief who nonconcur in a staff action will personally contact the chief of the originating section and both staff section chiefs will attempt to resolve their differences. If agreement cannot be reached, the nonconcurring staff section chief will state his/her reason for nonconcurrence in writing on a separate page that will become an additional tab to the staff summary. The statement of nonconcurrence will be signed and dated. If the chief of the originating section accepts the nonconcurrence, the paper will be rewritten to reflect the agreement. It will not be necessary to restaff the entire paper; however, the changes arising from the nonconcurrence will be reCOORDINATED.

(5) After receiving a nonconcurrence, the originator is then obliged to prepare a consideration of nonconcurrence, which is a rebuttal to the nonconcurrence. In this consideration, the originator should—

(a) Acknowledge whatever merit is contained in the nonconcurrence.

(b) Evaluate the suitability of the action proposed in the nonconcurrence from the originator's viewpoint.

(c) State the major reasons why the original proposal should be approved despite the nonconcurrence. See figure 3-3 for an example of a consideration of nonconcurrence statement.

(d) If the originating office does not accept the nonconcurrence, the reasons will be stated in a "consideration of nonconcurrence." The consideration of nonconcurrence will be initialed and dated, and will contain the following statement: "I have personally discussed this matter with (nonconcurring staff section chief) and agreement cannot be reached." The action will then be sent to the Chief of Staff for resolution. The consideration(s) of nonconcurrence(s) will be appended as the last tab to the staff action or as a continuation sheet to the USARAK Form 407.

3-3. Submission procedures

a. Submit staff papers to the command group with all necessary tabs and appendixes in a manila folder. Use a black binder clip centered on the inside of the folder to hold documents and tabs to the folder. Do not use paper clips.

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(1) Arrange tabs and appendixes in alphabetical order. Tabs will be placed in the upper right-hand corner of the correspondence.

(2) Arrange enclosures conveniently, per AR 25-50, so that it is easy to locate significant items. Highlight any key points of interest.

(3) Always put proposed communications from this headquarters (such as memorandums for signature, letters, or directives) at Tab A. Tab additional papers for signature or approval as Tab A1, A2, A3, etc. Prepare proposed communication in final form. Do not date, send drafts, or extra copies.

(4) Always put the document that started the action at Tab B (such as, incoming correspondence, a message, or a tasking document).

(5) At subsequent tabs, put background information and staff coordination comments.

(6) Submit original copies of supporting material to the command group.

b. USARAK Form 407 is an abbreviated staff study. It will be prepared concisely and present all considerations and recommendations following staffing.

(1) List the action office in the "From" block.

(2) The "Suspense" block will be annotated. If there is no suspense, print "None." If the suspense is from another headquarters, indicate the suspense date and the headquarters. For example, enter the suspense information as "S: 6 Oct 97 (USARAK)." If the suspense is extended, provide a brief explanation in the "Facts/Discussion" block.

(3) State the purpose, in one sentence, in "Reason for Action" block. The purpose should orient the reader's thinking in the direction of the problem or issue at hand. Do not state that the purpose is "to obtain the CG's signature on the memorandum at Tab A."

(4) In the "Facts/Discussion" block, enter paragraphs that concisely summarize facts and key points relating to the action and close with a conclusion that supports the recommendation to follow. Summarize the staffing results also by stating concurrences and directing to tabbed nonconcurrences and considerations of nonconcurrence. The discussion may be continued on plain bond paper if the size exceeds the block. References cited will be tabbed and submitted at the same time. All references to tabs on this form will be capitalized, as "TAB."

(5) The recommendation should be prepared so that the approving authority can indicate approval or disapproval of a specific recommendation and/or can initial or sign a document. List multiple recommendations separately so that the approving authority can identify and react independently to each, if necessary.

(6) Formal coordination will be shown in the "Coordination" block on USARAK Form 407. A continuation sheet will be used to show additional coordination. The format for "concur with comment" or "statement of nonconcurrence" are at figures 3-1 and 3-2 respectively.

(a) List coordination addressees in the "Office" column.

(b) Type or print the name of the person who responded to the staffing in the "Signature" column.

(c) Addressees should place an "X" in the "Concur" column for concurrence.

(d) If the addressee concurs with comment, type "w/comments TAB ____." Place the comment at the appropriate tab.

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(e) If the addressee nonconcur, place "TAB___" in the "Nonconcur" column and place the statement of nonconcurrency at the appropriate tab.

(f) Coordination of a staff summary is required unless it is absolutely apparent that the action is a unilateral function. If in doubt, it is advisable to include those sections that could be even remotely affected. Time-sensitive actions may require that staff summaries be hand-carried between sections. Staff sections should be able to review most actions within 4-8 hours but should make every effort to not retain a staff action for more than 2 days. If the issue/material is complex and requires extensive research and internal coordination, more time may be allowed. Proponent action officers must make every effort to plan and process staff actions, even "short-fused" ones, so that appropriate staff sections and the approving authority have adequate time for normal staff and command processes. "Concurrent" or "shotgun" staffing may be used. Duplicate copies of the staff summary may be distributed to multiple addressees concurrently for initial independent review and subsequent collation, review and analysis, and submission of a consolidated staff summary. When using this technique, the action officer must ensure that any relevant nonconcurrences or recommendations/comments presented on one staff summary are referred to sections that reviewed other versions.

(7) List the total number of tabs in the "Enclosures" block.

(8) The full name and rank of the addressee will be typed into the "Approved" and "Disapproved" blocks, as appropriate.

(9) Additional administrative instructions.

(a) The primary characteristic of the staff summary is that it conveys a complete, comprehensive staff study. Minor typographic errors should be corrected by use of correction tape or fluid and/or neat, legible, pen-and-ink corrections.

(b) Authorized abbreviations and brevity codes should be used whenever appropriate, however do not use any that are not commonly recognized unless they are first qualified (example: "...backlog of essential maintenance and repair (BENAR) reports will..."). Do not make up abbreviations; refer to AR 310-50, which lists common abbreviations.

(c) Do not include classified information on the staff summary if it can be avoided. If it must discuss classified material, ensure that the staff summary is brought under proper security control. If enclosed/attached materials are classified, the overall classification of the staff summary must so reflect, to include applicable downgrading/declassification instructions, and appropriate protective cover sheets affixed to the top of the staff summary packet.

(d) The staff summary and enclosures (tabs) should be sufficient to transmit a staff action. Additional staff notes, affixed to the front of a staff summary, are discouraged, especially if such notes include supplemental information or recommendations. Not being part of the staff summary, per se, they are prone to being inadvertently detached before or after final command group review/approval/disapproval/guidance that might have been annotated only on the "extra" note. In short, substantive staffing notes should be an integrated part of the staff summary packet, not "by-the-way" add-ons.

(e) When supporting documents are appended to a staff summary, those that require the final command group action (e.g., approval signature/initials) will be assembled under TAB A. Additional, supplemental enclosures should be assembled in logical sequence (presumably in the same sequence as discussed in the staff summary). The document(s) that started the action (e.g., incoming correspondence, message, or tasking document), if any, will be contained in TAB B. Addendum created staffing (nonconcurrency, comments) will follow as additional tabs. A unique situation may develop when a voluminous document, such as a draft field manual, Army regulation, study or similar item must be appended and to which the reader must refer, at least in part. As an example, the staff summary might refer to "paragraph 3a d; paragraph 7d(2)-(4); appendix B, section III" of that document. Those specific

pages will be identified by a tab/"highlight" system, so that persons reviewing the document do not have to search throughout for the applicable portions. When a draft document has been approved and staff summary retransmits the final copy for command group signature or review, return the draft document, along with any guidance notes, by placing it as the last enclosure under the last marked tab.

(f) Signature tabs may be used in this headquarters.

3-4. Completed staff action

a. The "completed staff action" is important because it saves the commander's time. The commander needs to consider the problem only twice; once when he/she formulates the necessary guidance, and again when he/she makes a decision based on the completed staff action.

b. The term "completed action" is emphasized because the more difficult the problem, the greater the tendency to present it in piecemeal fashion. It is the responsibility of the staff member to work out the details and supply the answers. Other staff members and interested agencies should be consulted in the process (as appropriate), but normally not the Chief of Staff unless a major point develops that you feel requires a decision before the completion of a particular action. It is appropriate to consult your superior at any point in the problem-solving procedure to find out whether you are on the right track, for such coordination often saves many hours. However, you should resist the impulse to ask the commander for needless clarification of details. To write a staff report to your supervisor informing him/her of a problem does not constitute a completed staff action, unless it offers a workable solution to the problem. The solution to the problem—in final form—is the objective. The solution should be so complete that all the commander has to do is approve or disapprove.

c. A completed staff action is one that—

- (1) Has been fully coordinated.
- (2) Has a recommendation.
- (3) Has an implementing document (normally at TAB A).

d. All staff actions submitted to the command group must have—

- (1) A short reason for action or stated purpose.
- (2) A short description of the action.
- (3) A short, concise discussion of facts bearing on the action of the problem.

Concur with Comment

1. This format will be used when the reviewer of a staff paper wants to concur with comment. Concur with exception, concur with explanation, or other headings will not be used.

2. The purpose of a concur with comment is to present other data or information that is important to the issue, not to disagree with the paper. Nonconcurrences will be used if the reviewer disagrees with the staff paper.

3. The staff paper will be forwarded to the originating office with an appropriate tab to identify the location of the concur with comment. The originating office will integrate the comment into the staff paper, if appropriate, or address the consideration in the USARAK Form 407-E to the command group.

4. A concur with comment will be signed by the staff section chief or the principal assistant.

X
X
X
X

SIGNATURE BLOCK

Figure 3-1. Concur with comment

Statement of Nonconcurrency

1. This format will be used when nonconcurring with a staff paper. Points of disagreement will be in a chronological and logical sequence.

2. The staff paper will be forwarded to the originating office for resolution. The statement of nonconcurrency will be identified with the appropriate tab at the back of the paper.

3. The staff section chief or the principal assistant will sign a statement of nonconcurrency.

- X
- X
- X
- X

SIGNATURE BLOCK

Figure 3-2. Statement of nonconcurrency

Consideration of Nonconcurrency

1. This format will be used when considering or addressing another staff officer's nonconcurrency of a staff paper. Every effort will be made to resolve differences, but if this is not possible, the paper will be forwarded to the command group with a consideration of nonconcurrency.

2. The consideration of nonconcurrency will be identified with the appropriate tab at the back of the staff paper.

3. The staff section chief or the principal assistant will sign a consideration of nonconcurrency.

- X
- X
- X
- X

SIGNATURE BLOCK

Figure 3-3. Consideration of nonconcurrency

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FOR THE COMMANDER:

OFFICIAL:

FREDRICK J. LEHMAN
COL, GS
Chief of Staff

//Original Signed//
DONNA WILLIAMS
LTC, SC
Director of Information Management

DISTRIBUTION:

A Plus

50 - APVR-AG

50 - APVR-RIM-ASD-PB

10 - APVR-CS-SGS

5 - APVR-RIM-ASD-P

5 - MOS Library (Building 658, Fort Richardson)

5 - MOS Library (Army Education Center, Building 21-10, Fort Wainwright)

5 - Commander, United States Army Pacific Command, Attention: APIM-OIR,
Fort Shafter, Hawaii 96858-5100

3 - APVR-RIM-ASD-WB

1 - APVR-GPA-AE (MOS Library, Assistant Directorate of Community Activities, Education Branch,
Attention: Mr. Mauer)

**Appendix A
References**

**Section I
Required Publications**

- AR 25-11..... (Record Communications and Privacy Communications System) is cited in paragraph 2-8.
- AR 25-50..... (Preparing and Managing Correspondence) is cited in paragraphs 1-4b(7), 2-1, 2-2a, 2-5c, 2-6c, 2-7, 2-17, and 3-3a(2).
- DA Pamphlet 600-67 (Effective Writing for Army Leaders) is cited in paragraph 2-1.
- Message Preparation Desk Top
Guide, 59th Signal Battalion Cited in paragraph 2-8a.

**Section II
Related Publications**

- AR 25-400-2 (The Modern Army Recordkeeping System (MARKS)).
- AR 310-25..... (Dictionary of United States Army Terms).
- AR 310-50..... (Authorized Abbreviations, Brevity Codes, and Acronyms).
- AR 340-9..... (Office Symbols).
- DA Pamphlet 25-40 (Administrative Publications: Action Officer's Guide).
- United States Government
Printing Office Style Manual
- Standard dictionary
- USARAK Pamphlet 25-32..... (Distribution Formula).
- USARAK Pamphlet 25-3..... (Army Official Addressing and Zip+4 Standardized Addressing Procedures, Including Office Symbols).
- USARAK Supplement 1
to AR 1-20..... (Legislative Liaison).

**Section III
Prescribed Forms**

- USARAK Form 407 (Staff Summary) is cited in paragraphs 2-4g, 2-6i, 2-13, and paragraphs 3-1d, 3-2, 3-3b and in figures 2-5 and 3-1.
- USARAK Form 843-E (Office of the Chief of Staff Tasker Slip) is cited in paragraph 2-3e and figure 2-1.

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**Section IV
Referenced Forms**

- DA Form 2028 (Recommended Changes to Publications and Blank Forms) is cited in the suggested improvements statement.

- Optional Form 271 (Conversation Record) is cited in paragraph 3-2d.

Appendix B
Matters Normally Appropriate for Command Group Signature

Command group signature is normally appropriate for—

- a. Responses to correspondence signed personally by the Alaskan Command Commander, the United States Army Pacific Command Commander, or other general officers.
- b. EYES ONLY and PERSONAL FOR messages.
- c. Messages to general officers or the chief of staff of a headquarters commanded by a general officer.
- d. Responses to Congressional inquiries.
- e. Letters to civil authorities in high positions.
- f. USARAK administrative publications (regulations, supplements, circulars, pamphlets, and memorandums) that set command policy or revisions to same that change command policy.
- g. Press releases regarding sensitive matters and major, public-relations activities.
- h. Special reports to higher headquarters of a nature that would require command group action at that headquarters.
- i. Proposed new policies or changes to existing policies.
- j. Serious Incident Report releases.
- k. Subjects of importance that require prompt attention and are not covered by existing policies.
- l. Requests and recommendations to be made to higher, equal, or subordinate headquarters on matters affecting policies, plans, or procedures for USARAK.
- m. Disapprovals from higher headquarters.
- n. Reports of financial irregularities.
- o. Matters relating to budget estimates affecting USARAK, except those of routine nature.
- p. Communications that allege negligence or dereliction on the part of a commissioned officer.
- q. Appeals from subordinate echelons to decisions made at this headquarters.
- r. Anniversary and holiday messages to the command.
- s. Correspondence on which command signature is required by law or regulation.

Glossary

**Section I
Abbreviations**

app.....	appendix
CG	Commanding General
CHAP.....	Chaplain
DA.....	Department of the Army
DAPS	Document Automation and Production Service
DOC.....	Directorate of Contracting
DOIM	Directorate of Information Management
DOL	Directorate of Logistics
DPW	Directorate of Public Works
DRM.....	Directorate of Resource Management
EEO	Equal Employment Opportunity
Encl.....	enclosure
EXSUM.....	executive summary
FGA	Fort Greely, Alaska
fig.....	figure
FRA.....	Fort Richardson, Alaska
FWA.....	Fort Wainwright, Alaska
IRACO	Internal Review and Audit Compliance Office
MARKS.....	Modern Army Record Keeping System
OF.....	Optional Form
PAO	Public Affairs Office
para.....	paragraph
RFI	Request for Information
SIGACTS.....	Significant Activities
SGS	Secretary of the General Staff

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U.S..... United States

USARAK..... United States Army Alaska

**Section II
Terms**

Command group

The Commanding General, the Deputy Commander, the Chief of Staff, and the USARAK Command Sergeant Major.

Staff paper

Any correspondence forwarded to the command group for decision, signature, or approval.