

SM 5-5
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HEADQUARTERS
UNITED STATES EUROPEAN COMMAND
UNIT 30400
APO AE 09131

STAFF MEMORANDUM
NUMBER 5-5

27 August 2004

ADMINISTRATIVE MATTERS
USEUCOM Staff Officer Reference Guide

SECTION I

GENERAL INFORMATION

1. **Summary.** To provide Headquarters, U.S. European Command Action Officers with the procedures for processing staff actions. The Staff Action Training Course (SATC) is held regularly to provide training on the procedures herein.
2. **Applicability.** SM 5-5 designates the procedures for processing staff actions and correspondence preparation policy for use throughout USEUCOM, to include security assistance organizations and special activities.
3. **Internal Control Systems.** This Staff Memorandum contains internal control provisions and is subject to the requirements of the internal management control program. The applicable internal control directive is ED 50-8, Internal Management Control Program.
4. **Suggested Improvements.** The Office of the Secretary of the Joint Staff, U.S. European Command (ECJS), is the proponent for this publication. ECJS developed this publication to help the EUCOM staff officer, NCO, and civilian. ECJS is constantly seeking to improve this publication and make it more helpful and informative. If you have suggestions for improvements, or if you find errors, please phone DSN 430-44564/4453, or e-mail "ECJSOfficers.PG @eucom.smil.mil" via SIPRNET.
5. **References.** See [Appendix A.](#)
6. **Explanation of Terms.**
 - a. **Correspondence.** Includes memorandums, letters, Staff Summary Routing Sheets (SSRS), staff studies, background papers, and similar documents.

b. **Command Group.** The offices of the Commander (ECCC), Deputy Commander (ECDC), Chief of Staff (ECCS), Secretary of the Joint Staff (ECJS), Protocol (ECCS-P), Political Advisor (ECPLAD), Command Senior Enlisted Advisor (ECSE), Command Historian (ECCS-H) and the Command Science Advisor (ECCS-SA).

c. **Directors/Office Chiefs.** This title is limited to the Directors of ECJ1 through ECJ6, ECSO, ECCH, ECCM, ECIG, ECMC, ECJA, ECPA, ECRA, and ECCS-OR.

d. **Office of Primary Responsibility (OPR).** The Directorate/Staff Office assigned the primary role or oversight for a tasker/project. There is only one OPR for each action.

e. **Office of Secondary Responsibility (OSR).** The Directorate/Staff Office assigned a supporting role for tasker/project. There can be multiple OSRs for each action.

7. **Responsibilities.** A unified command staff assists the commander in the exercise of command. Staff/Command relationships are complex and an Action Officer (AO) often operates in several different arenas at the same time. Procedures and policies vary, so the sooner you learn the staff relationships, the more effective you will be at discharging your responsibilities.

8. **Action Officer(s) "Circle".**

a. As an AO, you will be expected to maintain an awareness of actions being worked throughout the HQ USEUCOM which impact upon your functional areas of responsibility. You will be required to respond quickly to requests for information or for coordination.

b. An effective method of accomplishing these tasks is the maintenance of an "Action Officers Circle." This consists of fellow AOs laterally within USEUCOM and at higher, lateral or subordinate headquarters. Active and continuous liaisons within this circle will ease your processing/coordination of action items.

c. Complete AO contact information must be provided to SJS before any Command Group Tasker can be launched that requires Component involvement as OSR. Information should include AO name, work number and email address.

9. **Command Group Taskings.**

a. The office of the Secretary of the Joint Staff (ECJS) is responsible for tasking all actions from the Commander, Deputy Commander, COS or any agency external to Headquarters USEUCOM. These will be detailed in a standard Command Group Task form which utilizes the "Who, What, When, Where, Why/How" format to ensure the AO has the information required to respond to the tasking.

b. ECJS will establish a Suspense date for Command Tasks based on all available information. This External Suspense is the date the package is required for delivery to ECJS for processing through the Command Group. ECJS may also assign an Internal Suspense for tasks involving interim updates prior to the External Suspense due date. The External Suspense date

also provides time for Senior Level processing of packages when they are required by an agency external to Headquarters USEUCOM (e.g. CJCS). All staff packages for Commander Group action should be forwarded to ECJS electronically. Hard copy staff packages should be the exception.

10. **Action Officer Suspense Dates**. The suspense system has some flexibility. A suspense date may be extended with sufficient justification (not personal convenience). Evaluate the time required to complete an action immediately upon receipt. This time consists of your working time, coordination time, processing by the internal approval authority and transmittal time to the requester. Never wait for the eleventh hour to request an extension; evaluate it and immediately ask for the minimum time needed. Work through your Directorate/Special Staff Executive Officer (XO) to request extensions.

a. For Joint Staff or OSD tasks, the directorate AO should coordinate directly with the JS or OSD POC listed to get an extension, then contact SJS to update the Command Suspense Listing with the revised due date.

b. For inter-directorate (staff) tasks, coordinate with other Directorate AO involved first and then work through your XO.

c. To extend Command Group tasks, coordinate with your Directorate/Special Staff XO. Extension requests for Command Group tasks are submitted normally by the XO to the "ECJS Officers Group". In the request, ensure it includes a realistic date and detailed justification.

Suspense procedures are published by ECJS in SM 5-30 available on the EUCOM website.

11. **Change of Action**. The Directorate assigns actions based upon each Division's assigned responsibilities. If you have an action you believe another Division should be working, try to resolve it at the AO level (e.g. "sell" the action); then let the Directorate XO know another Division "bought" the action. Documented coordination to "sell" tasker is recommended should a question of responsibility arise. Problems in getting another AO to buy the action should be addressed through the Division Chief to the XO. Actions between Directorates are sold/bought between XOs, or by the XOs working with the Command Group to change the tasking. Disagreement concerning the task assignments will be referred to the ACOS through the ECJS for resolution. The ACOS is the final arbiter; however, every effort should be made to solve OPR transfers at the lowest level possible to prevent delays. Coordinating at the AO and XO level keeps the true subject matter experts at the center of the negotiation process. Again, if you have a problem, see the **XO. REMEMBER: UNTIL SOMEONE ELSE BUYS THE ACTION OR IT IS REASSIGNED BY A FORMAL RE-ISSUED TASKER, YOU ARE RESPONSIBLE FOR THE ACTION.**

12. **Important Actions**. Because of the volume of paperwork processed, the information management center may not be able to distinguish an package requiring immediate attention; therefore, it is better to mark "EXPEDITE" on HOT packages and call SJS. When submitting a "Late" package to Command Group, an "EXPEDITE" tag is appropriate when an external suspense requires final approval in 48 hours or less.

13. **Follow Through**. The OPR Action Officer is responsible for tracking an action until the final results are obtained. This is especially important if the results are dependent upon an outside Directorate/Headquarters decision. Keep abreast of the status of the action and ensure necessary measures are asserted to bring about a result favorable to all concerned.

14. **Official Visits**. Official visits to USEUCOM require detailed coordination to ensure success. Policies, responsibilities, and procedures can be found in SM 5-27, which is published by ECCS-Protocol and available on the EUCOM website. Prime players are:

a. **Protocol** will be the focal point for Distinguished Visitor (DV) visits to the USEUCOM (all four-star and Command Section hosted three-star DVs) with the assistance of an AO assigned by the OPR.

b. **OPR** will assign an AO for all official visits to HQ USEUCOM.

c. **AO** will perform all tasks as required per SM 5-27.

SECTION II

STAFF PROCEDURES/COORDINATION

1. **Staff Action Process**. The Command Group/ECJS establishes staff procedures for all correspondence/messages requiring external Directorate support. However, if you have a problem, try the experts in your administrative shop first for answers to your questions. If they cannot answer it, then check with the XO. **Coordinate within the Directorate XO first, regarding a Directorate action, before contacting ECJS.**

2. **Concentrate on Substance**.

a. A syndrome associated with a staff environment is the tendency to spend excessive time writing and rewriting papers. Actions need to be written clearly and should be well organized; however, we do not seek masterpieces. Substance can be achieved with clarity and brevity.

b. While professional writing ability is not a requirement, you will be expected to use proper grammar, spelling, and administrative procedures. A basic guideline for effective writing can be found in the U.S. Air Force Academy's Executive Writing Course and good tips on grammar, punctuation, and common errors can be found in the Air Force "Tongue and Quill," both available from your administrative shop. A short collection of the most commonly corrected errors on documents submitted is located in [Appendix V](#), "Staff Officers' Tips for Good Correspondence."

3. **Formats**. In general, there is a standardized format or an "approved way" of preparing correspondence or messages. **DO NOT MAKE UP YOUR OWN FORMATS**. The governing document for correspondence procedures within HQ USEUCOM and subordinate activities is

Army Regulation (AR) 25-50, unless otherwise noted in the SM 5-5. Templates for almost all HQ USEUCOM may be found on the SLAN at P:\Templates\Word-HQUSEUCOM\ and ULAN.

4. **Military Forms**. Check with ECJ1 and/or the EUCOM Forms library for the latest military forms in use at EUCOM.

5. **Staff Internal Coordination**.

a. Almost every staff paper demands some form of coordination, either internal to HQ USEUCOM or with other organizations. Coordination should be accomplished by the quickest and most informal method appropriate to the action and its classification (see following paragraphs for more specific requirements for "concurrence" & "approval"). Documented teleconferences or personal meetings may accomplish coordination on clear-cut issues.

b. Internal HQ USEUCOM coordination is required prior to releasing your action to any other organizational element (e.g., the components). This will result in an organization's position rather than an individual's view. Note: Internal coordination will not be shown on external transmittal documents.

c. Coordination must be accomplished at the appropriate level. Although Directors and Division Chiefs are encouraged to delegate coordination review and associated actions, final coordination should be signed off at the level requested (e.g 0-6 review, GO/FO review). If a substantive issue has to be coordinated at the Director and Commander-level, the staff routing matrix should be provided at that level. In general, coordination should be supplied at the level defined in the TO coordination block by the directorate requesting coordination. Coordination for day-to-day staff actions may be coordinated at the Division or Section Chief level.

d. **Actions that will establish official EUCOM policy should be coordinated at the Director level.** This includes EUCOM Directives, Pamphlets, and Supplements.

e. Parallel (or simultaneous) coordination is the most efficient method, especially if extensive coordination is required. This will require individual copies of an action to be simultaneously distributed to interested parties. It should be used if an action is complex, lengthy, or time-sensitive. The "coordination-in-turn" process is the least desirable method of coordinating a staff action. The SLAN (E-Mail) is an excellent tool to distribute a staff package for coordination.

f. Effective coordination with all interested elements and offices should be stressed constantly. Analyze each action to determine which offices need review. Ensure it is brought to their attention quickly and their comments obtained to ensure all views and concerns are available to the senior decision-makers.

g. The Division responsible for an action may establish an internal suspense during the coordination process. If a staff office fails to respond to such a laterally imposed suspense by the specified date, the AO should contact the Directorate XO for assistance.

h. **Working Groups.** The Directorate may be assigned actions, which require considerable input from various other Directorates/elements to formulate a Command position. The AO should research available sources and attempt to develop a substantive draft. If these efforts result in a proposal, which still does not adequately address elements of the action, the AO should consider forming a working group. The working group must include all activities necessary to develop an accurate, substantive Command position. Once the working group is established, the proponent element is responsible for this effort and will prepare a draft proposal delineating the proponent's views. The final product derived from the working group must be coordinated with all interested elements unless working group members have been delegated authority to coordinate for their respective elements.

i. Finally, remember to follow the "Golden Rule: Do unto others..." especially with the HOT packages. If authorized by the Division Chief, send "read ahead copies" of actions to your staff counterparts. For example, if you are preparing staff package that will go up for the Director/Deputy Directors' signature, send an unsigned advance copy to the Directorate/office which will be assisting in the action -- let them get a head start.

6. Staff Coordination with Commander U.S. European Command

a. Coordination with Commander U.S. European Command (CDRUSEUCOM) requires special consideration because he occupies both U.S. and NATO positions. His primary office is located at Supreme Headquarters, Allied Powers Europe (SHAPE) in Mons, Belgium. HQ USEUCOM and the U.S. staff at SHAPE work together to support the Commander U.S. European Command. Effective and thorough coordination is essential to ensure Commander U.S. European Command and Supreme Allied Commander Europe (SACEUR) policies are in harmony.

b. Official written communications from HQ USEUCOM to SACEUR and the U.S. staff at SHAPE will be routed through the U.S. National Military Representative (USNMR) for SACEUR actions or the CDRUSEUCOM Executive Officer (Commander XO), Executive Assistant (Commander EA), or Military Assistants (MA) to the Supreme Allied Commander at SHAPE to ensure proper coordination.

(1) Military Assistants are U.S. officers assigned to the Office of the SACEUR to review, process, and make recommendations on USEUCOM staff actions for Commander U.S. European Command speeches and Scenesters.

(2) USNMR provides official liaison between U.S. national agencies and SHAPE, coordinates U.S. staff matters at SHAPE, and operates a U.S. communications center for the routing and security of U.S.-only communications.

(3) Documents via courier or mail. Correspondence required in hard copy form should be forwarded to command group by hard copy SSRS package. ECJS will coordinate the fastest method to move these packages to the Commander.

7. Communications with NATO.

a. The OPR is responsible for ensuring materials released to NATO are authorized by a Foreign Disclosure Officer (FDO) and marked with the proper U.S. classification in accordance with current directives. Ensure that all material prepared for Weekly Staff Meetings (WSM) that include the foreign liaison officers is cleared and marked for releasability.

b. After determination of releasability, the OPR will send the communication by message, letter, or memorandum to USNMR. The release authority will be indicated unless signed by a release authority, e.g., Deputy Commander, Chief of Staff, and Director. (SM 25-8 gives guidance on disclosure to international organizations.)

c. Do not make reference to documents, even unclassified documents, which have not been released to NATO.

d. Appropriate NATO classification markings will be applied to U.S. documents by USNMR and other U.S. document control functions performed before release to the NATO activity. HQ USEUCOM personnel cannot apply NATO classifications since *USEUCOM is not a NATO organization.*

e. There are other U.S. representatives who provide a secure handling channel for communications intended for U.S. staffs in NATO activities besides SHAPE. The U.S. representatives most frequently contacted by the HQ USEUCOM staff are:

(1) U.S. Document Control Officers (USDOCO) at: AFSOUTH, AFNORTHWEST, STRIKFORSOUTH, LANDSOUTH, and AIRSOUTH.

(2) U.S. Liaison Officer (USLO) at the U.S. NATO Mission in Brussels, Belgium.

f. ED 56-9 prescribes relationships between Commander U.S. European Command, subordinate commanders, and international commands and organizations and describes duties for Commander U.S. European Command Contact Officers (USCCO) and U.S. Defense Representatives (USDR) at NATO activities in the USEUCOM and adjacent areas.

8. Coordination with Component Commands.

a. Pre-approval copies of staff work should be coordinated at the AO level with the respective Component AO.

b. Request for official Component approval coordination should be sent through SJS to the Component's tasking agency. AO level coordination may be done informally, AO to AO. However, director level and final approvals will be tasked via the SJS Command Suspense listing method.

(1) Have requests for official approval coordination signed out at the Director or Deputy Director level.

(2) For actions requiring a Command-level chop, request an official tasking from SJS.

9. **Coordination with Joint Staff.**

a. Pre-approval copies of staff work should be coordinated at the AO level with Joint Staff POCs.

b. Normal day-to-day Joint Staff requests should be replied to directly with a "cc:" e-mail to SJS to document closure actions.

c. Joint Staff coordination actions should be signed out at Division-level to determine if Command Group interest is a factor. Actions determined to be Command Group interest items should be forwarded for Command Group release to Joint Staff. See Section III, paragraph 2.

d. All Joint Staff directorate-level coordination actions are "external" suspenses and require coordination with the Joint Staff POC prior to requesting an extension from SJS. E-mail SJS with the approved JS extension date and approving official when requesting extension.

10. **Coordination with Country Teams/Foreign Military.**

a. Coordinate with foreign militaries through the country team and foreign liaison officer, if assigned.

b. Keep POLAD advised if above normal day-to-day coordination actions.

(1) Provide input to POLAD through the respective J5 country desk.

(2) J5 will maintain liaison with the POLAD office.

c. Coordination with country teams should be followed through with phone contact to ensure timely response.

d. Submit through Command Group anything issue that the State Department may consider a policy issue.

SECTION III

ECJS/COMMAND GROUP PROCEDURES

1. **General.** Following rules apply for correspondence requiring Command Group action/signature:

a. Prepare correspondence in final form, unless a draft is specifically requested, on appropriate Deputy Commander, Chief of Staff, or HQ USEUCOM stationery. The office symbol will be that of the signatory. Prepare Command Group signature blocks as shown in

[Appendix B](#). Commander correspondence should be prepared and submitted on the SLAN with the appropriate letterhead. The Commander's administrative staff will print the correspondence, once approved, for the official signature. A signed hard copy will be mailed by the Commander's staff and a scanned copy will be e-mailed to SJS. SJS will forward this copy to the originating office. Deputy Commander's correspondence should also be prepared and submitted on the SLAN. The Deputy Commander's administrative staff will print the correspondence, once approved, for the official signature. It will be delivered to the appropriate mailbox in SJS for AO pickup. The AO will then be responsible for the dissemination of the document, e.g. mail letters, memorandum distribution

b. Review the correspondence at the Directorate level for compliance with provisions of this SM. The Directorate will ensure the correspondence accomplishes its intended purpose, i.e., answers the questions asked, makes a firm recommendation, provides a method for implementing a recommendation, is not in conflict with approved policy, and coordination is complete.

c. HQ USEUCOM business processes rely heavily on the use of the SIPNET and Outlook e-mails. 99% of all taskers and staffers are routed electronically on the SLAN. Scan and attach original documents to electronic staffers when possible. If hard copy routing is required, all hard packages should be forwarded to the Command Group including a disk containing all package documents available in soft copy. The disk label should include (see [Appendix H](#)):

- Classification
- Document Title
- Filename
- Tasker # (if applicable)
- Point of Contact (POC)
- POC Office and Phone #

d. All products are to be prepared utilizing standardized EUCOM software.

e. A Staff Summary Routing Sheet/Staffer and/or a Blue Bullet should be used on all Command Group packages to explain the action required. Blue Bullet should be reserved for simple info packages (e.g. monthly reports). See [Appendix M](#) for the prescribed Staffer format, or [Appendix S](#) for the Blue Bullet format.

f. Commander letters to general officers or civilian government officials should be prepared for the Commander's signature using Commander U.S. European Command preferences format contained in [Appendix C](#).

g. Deputy Commander four-star notes should be used for thank you letters, congratulatory letters and notes to another general officer or civilian government official. Use the examples in [Appendix C](#) when preparing four-star notes for the Deputy Commander's signature.

h. Chief of Staff three-star notes should be used for thank you letters, congratulatory letters and notes to another general officer or equivalent civilian government official. Use the examples in [Appendix C](#) when preparing three-star notes for the Chief of Staff's signature.

2. **Matters of Command Group Interest.** Correspondence involving matters of Command Group interest will be prepared for signature by the Deputy Commander. The CoS will normally sign in the Deputy Commander's absence. These matters normally include:

- a. Policy changes or matters involving unusual emphasis on policy.
- b. Criticism, challenge, or disapproval of a request or a recommendation.
- c. Significant changes in, or comments concerning the status of, USEUCOM forces.
- d. Correspondence containing references to significant changes in funding data.
- e. Directives to component commands of other than purely routine nature.
- f. Correspondence addressed to USNMR for SACEUR's personal attention.

3. **Intra-Headquarters Correspondence.**

a. Directors will expedite staff actions without regard to the presence or absence of a particular Command Group member. Action papers requiring Command Group approval will be submitted in a timely fashion to meet the prescribed suspense date. Staff actions for submittal to the Command Group should be sent electronically over the SIPRNET.

(1) All packages submitted to the Command Group for action or information will be delivered to the Secretary Joint Staff (SJS Tasker). Subsequent routing will be made by the ECJS. **Do not circumvent ECJS.** ECJS will make every effort to expedite the package, track it through the Command Group, and return it to the Directorate when the action is completed. **NOTE:** Walkthroughs are fine, as long as ECJS is the first Command Group stop.

(2) Frequently, the Deputy Commander and CoS place questions or comments on packages. These comments normally are returned with a Sendback Card on hard copy packages and via E-mail notification if electronically staffed through ECJS.

(3) AOs who have an urgent "time-sensitive" package due to the Command Group and expect it to be completed on Saturday should advise the Directorate XO who will notify SJS to ensure it can be delivered. In turn, SJS will call the Directorate XO or the duty officer when a time-sensitive package requires pick-up or follow-on dissemination.

b. Large, bulky, or time-sensitive actions should be handled as follows:

(1) The original package will be retained by the AO. Only copies of the SSRS or documents needing coordination will be routed to the other Directorates. Should an element need bulky material, they will call for it.

(2) Large packages, which require Command Group review, approval, or release, should be processed in one of the following ways:

(a) Provide a written summary.

(b) Highlight the key facts, issues, or changes.

(c) Provide a briefing.

(d) Consider providing the Command Group with a "read ahead" copy of a lengthy action.

c. Questions regarding the status of a particular action being processed within the Command group should be addressed to the Directorate XO first and then SJS, if necessary.

4. **Helpful Hints.** Use the system! It will work for you.

a. Ask for extensions early.

b. Develop packages to stand-alone.

c. Spell check the finished product. [Note: Reset the document spell-checker for final review ⇒ Word/Tools/Options/Spelling & Grammar/Re-check Document.]

d. Proof-read final products.

e. Be sure security classification markings are correct. See [Appendix H](#).

f. Make sure packages are neat and professional. Get proper/complete coordination. See [Appendix I](#) and Appendix M.

g. Ensure the signature block is correct. See [Appendix B](#).

h. Use a "PERSONAL FOR" message to respond to a "PERSONAL FOR" message. See [Appendix Z](#).

i. Use appropriate Font/Pitch styles for anything to be signed by the Commander, Deputy Commander or CoS which will leave HQ USEUCOM. See [Appendix AD](#) for Font/Pitch styles to be used in documents.

j. Pen-and-ink corrections are acceptable **within** HQ USEUCOM; external correspondence must be letter perfect.

k. The Director should "approve for forwarding" an organizational message before it goes to the Command Group for approval. Message needs to be formatted properly and in the Command Group release queue for final release.

l. Only SJS or the Joint Operations Center (JOC) can release messages on behalf of the Command Group.

m. Be sure the package "answers the mail."

n. All background papers must be approved and dated. See [Appendix K](#).

o. Any information concerning congressional delegations should be sent to EUCOM Washington Liaison Office for coordination and for final review.

p. "While you were away..." taskers provide you with an opportunity to briefly summarize the Directorate's activities. It is not necessary to be verbose. This is an excellent vehicle to let the Deputy Commander and COS know what we are doing.

q. **Quality Control.** When ECJS sees the Director's signature on a package, this indicates to him the Director is satisfied with the package and has given his "green light." It also means all classification markings have been reviewed and the package conveys the meaning succinctly and clearly. Errors will delay external packages. Enclosing a disc will ensure Deputy Commander/COS changes can be made quickly and easily for hard copy packages. **Take the time to make sure packages are correct. If you need a second opinion, ask for it and if confused, coordinate with ECJS early.**

r. **Correspondence Tips.** Some common grammar, punctuation and administrative errors have been highlighted at [Appendix V](#). Useful Microsoft Word Special Characters can be used in written correspondence and LAN traffic. These characters are explained in [Appendix AB](#).

SECTION IV

HQ USEUCOM FORMATS

1. **Policy.**

a. The goal of HQ USEUCOM is to process all actions involving correspondence with other headquarters as expeditiously and effectively as possible.

b. A helpful guide for the preparation of outgoing correspondence is contained herein.

2. **General.** The procedures outlined below apply in the preparation and dispatch of both military and nonmilitary correspondence.

a. **Letterhead.** The offices of the Commander, Deputy Commander, and the Chief of Staff are authorized individual letterhead stationery. Care must be exercised when preparing correspondence for one of these individuals to ensure the proper letterhead is used. Templates containing the correct letterhead for Commander U.S. European Command, Deputy Commander, and COS Letters and Three/Four Star Notes are available from on the Public Drive/Templates/Word-HQUSEUCOM folder.

b. **Office Symbols.** (See HQ USEUCOM Staff Directory.) Office symbols, to include addressee's office symbol, will be included on all military correspondence leaving this Headquarters. Correspondence prepared for signature by members of the Command Group will include the office symbol ECCC, ECDC, ECCS, or ECJS as appropriate. Office symbols are not used on personal letters. The sender's duty title or office is written out, e.g., Deputy Commander, Chief of Staff. See AR 25-50.

c. **Dating.** If not already dated, the originating Directorate/Staff Office will date all official correspondence after signature and before dispatch.

d. **Abbreviations.** The primary guide for use of abbreviations in this Headquarters is AR 310-50. The abbreviations "CDR" for commander, "DCDR" for Deputy Commander and "CoS" will not be used in official correspondence dispatched outside the Headquarters. Acronyms, abbreviations, or unfamiliar terms will not be used in correspondence addressed to members of Congress or the general public and will be avoided on non-military correspondence. A dictionary of acronyms/abbreviations is located in [Appendix AE](#).

e. **Type Style.** Use Times New Roman 12 Pitch for correspondence going outside the Headquarters, except when a different type style is directed. Internal memorandums should also be Times New Roman 12 Pitch. See [Appendix AD](#) for a listing of Font/Pitch styles to be used for other types of correspondence.

f. **Authority Line.** Authority lines are used when signatory has been delegated authority to sign a document normally requiring the signature of the Commander, Deputy Commander, Chief

of Staff, or Director. For the Commander and Deputy Commander, this delegation of authority must be in writing. Authority lines authorized for use at HQ USEUCOM are:

(1) FOR THE COMMANDER: Used in correspondence for distribution outside HQ USEUCOM. (Normal usage is confined to transmittal documents, plans, etc., previously approved by the Commander.)

(2) FOR THE DEPUTY COMMANDER: Used in correspondence for distribution outside or inside the Headquarters when action is the result of Deputy Commander direction and/or approval.

(3) FOR THE CHIEF OF STAFF: Used within HQ USEUCOM only by the ECJS.

(4) FOR THE DIRECTOR: Used within HQ USEUCOM when the Director has delegated signature authority.

g. Signatures.

(1) Correspondence which is purely administrative, technical or routine for dispatch outside this Headquarters will be prepared on standard letterhead paper, will bear the office symbol of the action office, and will be signed by the Director or Office Chief. The Director or Office Chief may authorize others to sign "FOR THE DIRECTOR." In the absence of the Director or Office Chief, the Deputy or some other designated official may sign as "Acting Director" or "Acting Chief." Directors or Office Chiefs may authorize other individuals to sign routine correspondence for dispatch within the Headquarters using their own signature blocks.

(2) Replies to official correspondence signed by a component commander will be signed by the Deputy Commander or, in his absence, by the Chief of Staff.

(3) Replies to official correspondence signed by the Chief of Staff of a component command will be signed by the Chief of Staff unless the Command Group delegates release authority to the Director/Office Chief concerned.

(4) A general or flag officer of this Headquarters will sign replies to correspondence signed by a general or flag officer.

(5) Correspondence/messages for Chairman of the Joint Chiefs Staff (CJCS), or the Vice Chairman (VCJCS), will be signed/released by Commander U.S. European Command or Deputy Commander. The CoS will sign/release correspondence to the Director, Joint Staff (DJS). Directors may sign correspondence to other Joint Staff elements, as appropriate.

(6) The USEUCOM Adjutant General is delegated authority to sign FOR THE COMMANDER and FOR THE DEPUTY COMMANDER on routine correspondence not involving policy changes which have not been previously approved by the Command Group, routine reports, forms, administrative orders, and all USEUCOM publications.

h. **Enclosures.** A copy of all enclosures originated at this Headquarters will be attached to the record copy of the basic correspondence and will be retained by the originating office.

i. **Copies.**

(1) Courtesy copy. A courtesy copy is not provided with outgoing correspondence from this Headquarters.

(2) Record copy. A record copy will be a reproduced copy of the original correspondence showing the date and signature. The OPR is responsible for retaining the record copy. Record copies will not accompany SSRS (staffer) to the Command Group. Record copies will be filed by the OPR in accordance with instructions contained in AR 25-400-2 and SM 5-14. Instructions for disposition, retirement, and/or destruction of record copies are also contained in the above references.

(3) Special distribution.

a. USCINCEUR ALT SHAPE BE//SPASAC// has been rescinded and is no longer a valid Plain Language Address for AMHS Messages. All Commander Defense Message System messages are now routed to CDR USEUCOM (MC).

b. The HQ USEUCOM Washington/SHAPE Office (ECCS-WASH) at the Pentagon should be an information addressee on all official message correspondence released by the Command Group and addressed to the Washington community. EUCOM LO PENTAGON (MC) is the message routing address. (See [Appendix D](#))

c. Headquarters National Security Agency/Central Security Service, Europe (NSA/CSS-EUR), will be made an information addressee on all correspondence addressed to Director, National Security Agency (DIRNSA) (or NSA/CSS).

d. Chief, Plans and Analysis Staff (PAS), and ECJ2 DIA REP (DIA-LO) will be included on routine staff distribution for HQ USEUCOM actions, information, and visit advisories. LAN address is "ECPAS Group". This will give PAS and DIA-LO a "heads up" for possible briefing requirements to support the Command Group.

j. **Addresses.** Correct sample correspondence addresses for component command headquarters are shown at:

- [Appendix E-pg1](#) Memorandum Addresses
- [Appendix E-pg2](#) Letter/Message Addresses
- [Appendix E-pg3](#) Office Symbols
- [Appendix E-pg5](#) Mailing Addresses for Chairman, Joint Chiefs of Staff; Director, Joint Staff; Unified and Specified Commanders
-

k. **Officer/Enlisted Grade Abbreviations.** See [Appendix F](#).

l. **Civilian Equivalent Ranks.** See [Appendix F](#).

m. **Envelopes/Mailing Labels.**

(1) Unclassified mail. For dispatch of all official mail and other material transmitted through the Defense Courier Service (DCS), the following applies. Official mail entering the United States Postal System (USPS) must bear appropriate postage. Indicia penalty envelopes or labels are no longer authorized. Users are responsible for mail preparation and delivery to ECJ1-AC. From/To addresses will be placed on the envelope, and the notation, "Official Mail", will be placed in the top right corner. **No hand written addresses will be accepted.** ECJ1-AC will weigh, stamp postal class and affix proper postage. Indicia labels may continue to be used for intra-theater mail not entering the USPS, but it must have the top right corner annotated "DOD Official Intra-theater Mail" or "OITM." See [Appendix G](#) for examples.

(2) Classified mail. Envelopes containing classified material, other than accountable material, will be securely wrapped and taped to conform to security and postal requirements. The inner envelope will be stamped with the classification of the material to be transmitted and will show a complete address to include the office symbol. See [Appendix H](#).

n. **Return Address.**

(1) Correspondence addressed to areas outside Europe and North Africa will include the letters AE between APO and 09131 (APO AE 09131). When correspondence is addressed from one APO to another APO and can be dispatched direct without routing through CONUS, omit the post office, city, state and show the APO number (APO AE 09128).

(2) Correspondence addressed to persons or agencies not served by U.S. postal facilities will also use the same the normal U.S. military address for the return address:

**HQ USEUCOM
(Directorate)*
ATTN: (Person)
Geb: (Bldg No.)
Patch Barracks
70569 Stuttgart, Germany
OFFICIAL BUSINESS
*Insert Appropriate Directorate**

o. **Dispatch.**

(1) All outgoing unclassified official correspondence will be sent through normal administrative channels to the Adjutant General Unclassified Distribution Center (Blue Room).

(2) Outgoing classified correspondence, **SECRET and below**, will be delivered to the Adjutant General classified control section in sealed envelopes or containers and physically handed to Adjutant General personnel so it may be appropriately dispatched.

(3) **Official mail will not, under any circumstances, be deposited in the blue United States Postal Service mailboxes.** These mailboxes are for personal mail only.

3. **Classified Correspondence.** Marking of classified correspondence will be done in accordance with references [Appendix A](#). See [Appendix H](#) for sample classification markings.
4. **Command Group Action/ Information Packages.** Assemble Command Group action/info packages in accordance with [Appendix I](#) (hard copy) or [Appendix M](#) (electronic). The package must state clearly what Command Group action is requested, or if the package is for information only. Electronic packages forwarded on SLAN should include all files referenced in the package. Daily cut-off for staff package delivery to SJS is 1600 daily in order to organize the COS, Deputy Commander, and Commander evening workload.
5. **Bullet (Talking) Paper.** The bullet paper, or talking paper, organizes key points, facts, and positions in a concise, logical format for use at meetings or interviews. Use the bullet paper format in [Appendix J](#).
6. **Background Paper.** The background paper, or information paper, provides the chronological data, current status, and future actions for a particular problem or subject. It provides the Commander, Deputy Commander, and CoS with information to prepare them for discussions or meetings. The background paper consists of three parts: Summary, Background, and Conclusions/ Recommendations. Use the background paper format in [Appendix K](#).
7. **Congressional Background Paper.** The Congressional Background Paper (CBP) combines the features of the bullet paper and the background paper. The first page of the CBP condenses essential information into bullet sentences for easy recall. The second and third pages provide the main body of the paper in three parts: Background/Discussion, Current Status, and Conclusions. Use the CBP format in [Appendix L](#).
8. **Decision Paper.** The decision paper is used to obtain the approval, decision, or signature of the Commander, Deputy Commander, or CoS. Normally, a Staff Summary Routing Sheet (Staffer) will be used to package and transmit the decision paper. See prescribed Staffer format in [Appendix M](#). A decision paper can be a Memo for Record or Background Paper format.
9. **Staffer, Staff Summary Routing Sheet. (Electronic and Hard Copy)**
 - a. **The Electronic Staffer** is EUCOM's primary means of internal communication. It is designed to provide the staff with a standard multipurpose form for decision making or informational purposes. It summarizes action, maintains permanent record of internal actions and staff coordination. [Appendix M](#)

(U) RECOMMENDATION: This is always first. Explain the ACTION that must be taken, e.g., Deputy Commander Sign Memo at Tab 1

(U) **SUMMARY** Succinct and brief description of the entire package. This critical component of the Staffer must be given a big picture review of the issue, without becoming a novel. At a minimum, it should include one to two sentence describing the action tab, e.g. Tab 1 is P4 MSG to SECDEF.

(U) **NONCONCURRENCE**: Required field. Must state who nonconcur with this staff package or state "NONE". Example ECJX nonconcurs with explanation at Tab #.

(U) **BACKGROUND**: Use this paragraph to amplify and provide additional information necessary to support the recommendation and/or explain any discussion/non concurrence in staffing. This should be in a narrative or bullet style with attachments if appropriate. Attachments should be provided in order of importance. Must read information should be prioritized in descending order.

For example:

Tab 2 is memo from VCJCS to DCDR

Tab 3 is EUCOM directive on issue

(U) **STAFFING**: This section is used to provide Action Officer contact information and all Coordination/Routing. The Director or Deputy Director must sign off on all packages before Command Group processing/review.

b.. **Hard Copy Staffer** , HQ USEUCOM Form 5-5B, is designed to be a backup or alternate to the electronic staffer provide the staff with a standard multipurpose form to serve as a referral slip, memorandum, summary of action, and permanent record of internal coordination. The Staffer is intended to **briefly** summarize the nature of the action requiring Command Group action. When possible it should be limited to one page, highlight the background of the action/issue and always end with a staff recommendation for action. If action or coordination is requested on a Staffer, the last name (not necessarily a signature) of the coordinator must be entered in the coordination/routing box prior to submission to the Command Group. Division Chiefs/Office Chiefs will sign the Staffer. Director coordination, if required, should be indicated on the first coordination line. Use the Staffer format from the P: drive and the instructions in [Appendix M](#). Also follow below additional guidelines:

- Keep summary to a minimum of lines. Summary is not discussion.
- Use bullets
- Staffer should be highlighted with "**Bold lettering**" to mark all key words, phrases, concepts, dates, names, etc, as appropriate.
- If there are several attachments, indicate in the Staffer which tabs are critical to read for decision. If the action officer thinks all attachments are critical to read, the XO or higher might determine otherwise, and should change the Staffer accordingly. Prioritize the attachments so critical info is up front. **Tab 1 is always the item for action.**
- Command Group staff packages are **due to SJS by NLT 1600L on the due date**, unless stated otherwise. SJS will then give the package the usual Quality review and possibly have to send it back for corrections that

evening. As a side note, the SJS is not clerical support for the EUCOM Headquarters. Format and admin checks are the responsibility of the division action officer and division administrative staff.

Bottom Line: It is important for an action officer to provide the right background info. However, if there is a large amount of reference/background info, the "MUST READ" attachments or portions should be pointed out in the Staffer. All the information must be efficiently and clearly presented to ensure the essential facts are presented for an expeditious decision.

b. Concurrence and Nonconcurrence.

(1) Prior to nonconcurring on an action, it is the responsibility of the nonconcurring office to attempt to resolve the issue at their level. Comments in paragraph 9c (below) will be used unless specific comments have been requested. On occasions when a resolution is not possible the nonconcurring office will enter NONCONCUR and the date in the appropriate block of the Staffer. The nonconcurring office will prepare an informal memorandum ([Appendix N](#)) addressed to the originating Director/Office Chief and return the package to the originator.

(2) The originator must address the nonconcurrence prior to forwarding the package for action. The originator will add the memorandum of nonconcurrence as the second to last tab and will then prepare an informal memorandum responding to the nonconcurrence ([Appendix O](#)) as the last tab. The originator will state the reasons and logic for rejecting the comments or recommendations, or a portion thereof, proposed by the nonconcurring office and must recommend an action to the final approving authority. The originator should make all effort to resolve the non-concurrence before forwarding. He should also provide the nonconcurring directorate with a copy of response.

c. Coordinating Comments. On the products being coordinated, Staff Officers must make their concerns clear. Comments will be made in informal memorandum format ([Appendix R](#)). Unless specifically directed by another authority the following four categories of comments will be used when commenting on the products of another USEUCOM or Joint Staff agency.

(1) Critical. Critical comments pertain to issues resulting in a nonconcurrence with the document if the concern is not satisfactorily resolved. Critical comments may contain a general statement of the issues of concern, but will contain specific recommendations for changes required to gain a concurrence.

(2) Major. Major comments are significant concerns, which may result in a nonconcurrence of the entire document if not satisfactorily resolved. May contain a general statement of concern, followed by detailed comments on specific entries.

(3) Substantive. Substantive comments are provided because sections in the document appear to be, or are potentially, incorrect, incomplete, misleading, or confusing. Substantive comments will not result in a nonconcurrence if they are not accepted.

(4) Administrative. This type of comment is to correct what appear to be inconsistencies between different sections, typographical errors, or grammatical errors.

d. If a Directorate Staff/Office has a comment or nonconcurrency, attach an informal memorandum as the last tab in the folder and annotate in the NOTE block on the SSRS, "ECJx comments/nonconcurrency at TAB X." If comments/nonconcurrency are accommodated, annotate, "ECJx comments incorporated" in the NOTE block. If not accommodated, attach the OPR's consideration of comments/ nonconcurrency on an informal memorandum as the final tab in the folder and annotate in the NOTE block, "ECJX comments considered at Tab X." Use the formats in [Appendix N](#) (nonconcurrency) and [Appendix O](#) (consideration of nonconcurrency).

e. A copy of the SSRS form is available on the SECRET and UNCLAS LAN. The template is located on the SLAN and ULAN at: [P:\TEMPLATES](#). Detailed instructions are in [Appendix M](#).

10. HQ USEUCOM STAFFER (Installation):

A. To install Staffer button:

- a. Close all files, including Outlook
- b. Click on Start, Settings, Control Panel
- c. Double-Click on Advertised Programs (Not Advertised Program Monitor)
- d. Click on the box next to Staffer-Automated to place a check mark in the box
- e. Click Next
- f. Click Next to Run the Selected Program Now
- g. Click Finish

B. When you open outlook back up the Staffer Icon will be its own tool bar. If you want to add it to an existing tool bar as another icon then:

- a. Go to View and select Tool bars
- b. Select customize
- c. Drag Staffer icon to location on existing tool bar to uncheck and click OK
- d. Click the check mark next to Staffer
- e. Go to File menu and select exit and Log off (This will close outlook and save you current settings. If you close outlook by clicking the X in the upper right hand corner it may not save your settings and the staffer will appear as a separate tool bar each time you open outlook.)

11. **End-of-Day Reports**. EOD reports should be used to inform the command group of any issue/event(s) considered sufficiently relevant or significant by the directorate. It will not be used for action or decision items. EOD reports are due to ECCS (SLAN EOD Group) no later than 1745 daily. See [Appendix P](#) for correct format.

12. **Memorandums**. Prepare all memorandums in accordance with AR 25-50. See [Appendix R](#) for examples. Additional examples are:

- o [Appendix R-pg6](#) Multiple Addressees

- o [Appendix R-pg7](#) Memorandum for Record
- o [Appendix R-pg8](#) "See Distribution" Memorandum
- o [Appendix R-pg10](#) Memorandum "Thru"
- o [Appendix R-pg11](#) Multiple Addressee Memorandum "Thru"

13. **Routing and Transmittal Slips.** The routing and transmittal slip, Optional Form 41, may be used within the staff to route informational items that are self-explanatory.

14. **Blue Bullets.** Use the USEUCOM preprinted routing note, or Blue Bullet, for short responses or explanations to the Command Group or between Directorates. See [Appendix S](#) for format.

15. **Staff Study.** The staff study is a problem-solving document used to show a logical sequence of obtaining a solution. It presents data collected, discusses possible solutions, and indicates the best solution. Use the staff study format in [Appendix T](#).

16. **Visit Books.** Visit books are used to prepare the Deputy Commander and COS for discussions with visitors to HQ USEUCOM. ECJS will determine the OPR for the visit. The OPR will select an Action Officer (AO), who should coordinate closely with the protocol counterpart to work out the details of hosting the visit and preparing the visit book. Visit books are not required when there is no Command Group involvement. Use the visit book guidelines published by ECCS-Protocol in SM 5-27. [Note: Tab A produced by ECCS-P for 4-star level visits].

17. **Visit Papers.** Visit papers are used to prepare the Commander for discussions with visitors to SHAPE. Use the visit paper format in [Appendix W](#).

18. **Commander U.S. European Command Component Commanders' Conference (CCC) Topic Inputs.** The CCC usually convenes quarterly unless otherwise prescribed by Commander or Deputy Commander U.S. European Command. Conferences will be conducted on a rotational basis at HQ USEUCOM and locations selected by components. HQ USEUCOM is responsible for convening and monitoring the arrangements for the conference. Local commands will make local arrangements. ECJS is responsible for requesting topic nominations, obtaining approval of topics, ensuring compliance with directives on preparation of background papers, and other related tasks. ECCS-Protocol provides support to all attendees when the CCC is held at HQ USEUCOM/Stuttgart. The CCC is attended by the Commander U.S. European Command, Deputy Commander U.S. European Command, CoS, and the component commanders. See SM 5-48 for specific details.

19. **Summary of Significant Events/ ("While you were away...").** Directors/Office Chiefs will provide a summary of significant events occurring in their functional areas when the Deputy Commander and/or COS is absent for more than a brief period.

20. **Trip Book.**

a. A trip book informs the Deputy Commander or COS of key subjects for discussion during their visits away from HQ. **An hard copy of the trip book will be sent delivered the respective office and e-mail notification to SJS one week prior to the day of travel.**

b. An OPR is appointed for each trip. The agency responsible for assembling the trip book should receive coordinated inputs from the Directorates and assemble the book into major sections as shown in [Appendix X](#). OPRs should work closely with OSRs, ECCS-Protocol, and ECSM when arranging the trip.

21. **Biographical Information for Appointments with the Deputy Commander/Chief of Staff**. Biographical information is needed to support office calls to the Deputy Commander and COS. Submit the biography to **both** the Deputy Commander and COS secretary NLT 1000 the day preceding the office call. NOTE: Always furnish a copy to **both** secretaries whether the office call is with the Deputy Commander or the CoS. See [Appendix Y](#) for further information.

22. **Messages**. EUCOM has designated the Defense Message System as the primary messaging system. In preparing a message for command group release, see [Appendix Z](#). Do not use any form of underlining, boldface type or special characters in the message--the message **cannot be released** and will require extensive rework. Electronic staff packages will include the message as a Microsoft Word doc file attachment at Tab 1. For 'Personal For' message example, see Appendix Z.

23. **Speech Guidelines**. Speeches drafted for the COS and Deputy Commander are to be prepared using these guidelines:

a. Coordinate early with COS-XO or Deputy Commander-XA for guidance.

b. Prepare draft slides, with an outline of key points for each slide, and forward for approval prior to preparing the final script. Include a list of other speakers and the subjects of their speeches.

c. Prepare the final script on 8½" x 11" plain bond; 1½" left margin; 1" right margin. Place in loose-leaf notebook.

(1) Use **bold**, Times New Roman, 12-pitch type. See [Appendix AD](#).

(2) Double space in upper and lower case.

d. The preparation of a successful speech requires knowledge of the subject matter and consideration of the group, which is to hear the speech. The Action Officer should attempt to fit the speech to the overall theme of the forum. Consideration should be given to other speakers and their subjects on the same program, the agenda of the meeting, previous presentations, whom to recognize in opening remarks, questions expected, and desired impact. **Speeches presented by flag officers for presentation outside of USEUCOM must be provided to EUCOM Public Affairs (ECPA) for coordination and/or approval.**

24. **Briefing Guidelines.** Good briefings are crisp and to the point. If you have focused on your purpose and eliminated non-essential things (or put them in back up) you will do yourself and the audience a favor. See [Appendix AA](#).

a. **Guidance.** Plan most briefings for a 20-minute appointment--which is about the most time senior officers can afford. Time your briefing to take 10 of the 20 minutes, leaving 10 minutes for questions, interruptions, etc. Have plenty of back-up slides. Anticipate and have slides to elaborate on topics or answer questions. A great Air Force four-star once said, "No topic is so difficult or complicated that you can't explain it in 15 minutes." Many senior officials follow this quote. If you do get an hour audience, plan your briefing for 20 minutes so you have time for questions. If you finish on time (or even better, before time), the senior officer will appreciate your adhering to schedule.

b. **Format.** All briefings will be prepared in Power Point using the EUCOM standard slide [template](#) (Public Drive/Templates/word) and adhere to the format described below. The basic reasons for prescribing this format are to establish a standard format; help the briefer determine what the briefing should do; and help the briefer achieve his or her objective(s)--inform, get a decision, etc. See [Appendix AA](#) for an example.

(1) **Title Slide.** Title, Name of Briefer, Date, Classification of overall briefing.

(2) **Purpose.** **The purpose slide is the most important slide in a briefing.** We must decide why we are briefing and what effect we want to achieve with our audience: inform, get a decision, solicit guidance, etc. State the purpose(s) of the briefing in a simple 1, 2, 3 style. It cannot be stressed enough how important the purpose slide is. We brief many senior people, and a good purpose slide lets them know right away why you are taking their time and what you are hoping to accomplish.

(3) **Overview.** For the over-view slide, identify the major parts of the briefing; e.g., background, issue, options, recommendations, etc. Use the same words as titles on subsequent slides to introduce each major part of the briefing. If the briefing is long or complex, repeat the overview slide as a transition device and use arrows to show which part of the briefing is next.

(4) **Body of Briefing.** The body will be determined by the purpose/topic and will depend on what the briefer wished to accomplish (e.g., "task," "possible interpretations," "constraints," "background," and "recommendations"). **This is where you sell your ideas and thoughts.**

(5) **Ending.** The ending of the briefing is extremely important if we want to achieve our purpose/objective! The ending is usually the weakest part of the briefings given in the Pentagon. **It must match the purpose(s).** Once you have completed the ending slide, go back to the purpose slide to ensure it answers what was the purpose of the briefing. Appropriate endings might include:

(Alt 1) **Summary.** An especially good ending for information briefings.

(Alt 2) Conclusions and Recommendations. These are drawn from evidence presented. They provide options/possible interpretations (what distinct possibilities exist?), and recommendations (what do you want the audience to do?).

(Alt 3) Conclusions and Discussion. If you want to get audience reaction or guidance.

25. Classified Briefing Instructions.

a. **Conference Rooms**. When possible, always use approved "classified conference rooms" to hold classified briefings. If this is not possible, every effort should be made to ensure the security of the briefing, both prior to and during the briefing. **NEVER conduct classified briefings off U.S.-controlled installations without prior approval**. Conduct of classified briefings off U.S.-controlled areas, especially in an overseas area, requires prior approval at the DoD level. Requests for waiver should be routed through ECJ2-SSO to the Chief of Staff for forwarding to the DoD Information Security Policy office.

b. **Technical Sweeps**. When possible, plan conferences far enough in advance so "Technical Sweeps" can be conducted. Resources for conduct of these sweeps are limited. When making arrangements for this type of support, consider the level and amount of information to be briefed or discussed, and the susceptibility of the area to surveillance or compromise.

c. **Inspect**. Prior to commencement of classified briefings, the security representative or person sponsoring the briefing should inspect the room - checking for suspicious articles and/or anything that could be construed as a listening or recording device. Radios and cellular phones should be disabled during classified discussions by removing the batteries.

d. **Audience**. Ensure everyone in the audience is cleared to the highest level of material to be discussed. There must be positive control of personnel coming into the area during the briefing. If the briefing is not being conducted in a controlled, secure environment, guards must be posted to ensure personnel are not outside of the room "listening in."

e. **Announce**. Always announce at the beginning of a presentation whether the information being briefed is classified or not. If it is, what is the level of classification? Remind everyone in attendance that any notes taken from the briefing should be handled and protected as classified material. **Stay actively involved** with members of your directorate who develop and present classified briefings. Do not get in a hurry and take short cuts in this area. If you have any questions, please do not hesitate to call ECJ2-SSO at 430-7189. See [Appendix AA](#) for Briefing Slide formats.

26. **White Paper**. White Papers are used to obtain command approval for an article to be published. The format for submitting a White Paper is the same as the Command Group action/info packages and will be submitted in accordance with [Appendix I](#).

SECTION V

OFFICIAL MAIL AND DISTRIBUTION CENTER/ CLASSIFIED MESSAGE CENTER

1. Official Mail and Distribution Center.

a. The Official Mail and Distribution Center (OMDC), also known as the Blue Room, is located in Building 2302, Room 109. The OMDC is responsible for:

- (1) The processing of all official mail
- (2) Classified and unclassified distribution
- (3) Defense Courier Service
- (4) HQ USEUCOM Courier Service

b. The OMDC is open for business from 0800-1200 and 1300-1700 duty days. For more information see ED 10-1.

2. Computer Software Support.

a. ECJ6-NEC, Network Configuration Management Branch, maintains a growing selection of computer software applications and directories for use at Headquarters USEUCOM.

b. A listing of the main COTS (Commercial off the Shelf) applications currently available on the HQ USEUCOM SECRET LAN can be located at:

<http://www1.eucom.smil.mil/webmaster/software.htm>

c. These products have been tested by the engineering shop (J6-NEC) and have been approved for use on EUCOM computers. Point of contact is: ECJ6-N, Configuration Management, DSN: 430-4034

FOR THE COMMANDER:

OFFICIAL: COLBY M. BROADWATER III
Lieutenant General, USA
Chief of Staff

WILLIAM K. KISER
Adjutant General

APPENDICES
See Table of Contents

DISTRIBUTION:

P

APPENDIX A**REFERENCES**

- A-1. AFSC PUB 1, The Joint Staff Officer's Guide 1999
- A-2. AR 25-50, Preparing and Managing Correspondence
- A-3. AR 25-400-2, The Modern Army Recordkeeping System (MARKS)
- A-4. AR 310-50, Authorized Abbreviations and Brevity Codes
- A-5. DOD 5200.1-PH, A Guide to Marking Classified Documents
- A-6. ED 5-1, Preparing, Distributing and Reviewing HQ USEUCOM Publications
- A-7. ED 10-1, Official Mail
- A-8. (C) ED 25-8, Disclosure of U.S. Classified Military Information to Foreign Governments and International Organizations (U)
- A-9. ED 30-15, Military Awards and Decorations
- A-10. ED 56-9, Procedures for the U.S. Defense Representative (USDR)
- A-11. EP 5-1, Index to USEUCOM Publications, Policy Memorandums and Forms
- A-12. EP 25-2, Security Awareness
- A-13. SM 5-2, Scenesetters and Support of Selected DV Travel
- A-14. SM 5-14, Records Management
- A-15. SM 5-27, Official Visits to HQ USEUCOM
- A-16. SM 5-30, Suspense Procedures
- A-17. SM 5-48, CDRUSEUCOM Component Commanders' Conference
- A-18. SM 30-9, Key Personnel Availability and Absences
- A-19. USEUCOM Supplement 1 to DOD 5200.1R, Information Security Program

APPENDIX B**SIGNATURE BLOCK**

	<u>Military Correspondence</u>	<u>Non-Military Correspondence</u>
CDR	JAMES L. JONES General, U.S. Marine Corps	JAMES L. JONES General, U.S. Marine Corps
DCDR	CHARLES F. WALD General, USAF	CHARLES F. WALD General, USAF
COS	COLBY M. BROADWATER III Lieutenant General, USA Chief of Staff	COLBY M. BROADWATER III Lieutenant General, U.S. Army Chief of Staff

CLOSING SALUTATION

	<u>Personal Message Closing</u>	<u>Letter Closing</u>
CDR	#MOST SINCERELY % WARMEST REGARDS *SINCERELY	#Most sincerely % Most sincerely *Sincerely
DCDR	#VERY RESPECTFULLY, CHUCK % WARMEST REGARDS, CHUCK * SINCERELY,	#Very respectfully, %/* Sincerely,
COS	#VERY RESPECTFULLY, COLBY %/* RESPECTFULLY, COLBY	#Very respectfully %/* Respectfully

- # Closing salutations to seniors
- % Equals familiar with
- * Juniors and Equals not familiar with

APPENDIX C

DEPUTY COMMANDER AND COS THREE/FOUR STAR NOTES AND LETTERS

THREE/FOUR STAR NOTES

General. Use the following guidelines when preparing notes:

-- The individual directorate's administrative staffs should have the format for three and four star notes and letters. Templates are available on the <P:\TEMPLATES> drive.

-- Contact the Commander's Office regarding personalized notes.

-- For the Deputy Commander and CoS, use **Bookman Old Style Bold** 12-pitch font for the address letterhead and Arial 12-pitch for body and date. This letterhead will be centered and begin directly beneath the flag.

-- Do not bold the body of the text or the date.

-- See [Appendix AD](#) for guidance on Font/Pitch styles.

-- Examples of notes and letters are included on pages C-4-thru C-9.

-- The date should be typed in on Three and Four Star notes below the letterhead according to examples.

-- No office symbol is required. Paragraphs are indented five spaces.

-- For the Deputy Commander type the address on the first line below Signature Block, left justified (See pg C-4). For the CoS, type address on second line below the date (See pg C-5).

-- Type the salutation on the second line below the address, starting at the left margin.

-- The complimentary close will be in accordance with [Appendix B](#). Start the complimentary close on the third line below the last line of the letter. Begin at the center of the page.

-- Type the signature block on the fifth line below the close, beginning at the center of the page.

-- For official Command Group signature blocks, see [Appendix B](#).

-- If there is an Enclosure, this should be stated on the letter.

-- Packages coming to the Command Group should include a 3 1/2" or zip disk. SJS can make minor changes/corrections and keep the package going.

Salutation and closing.

-- Use "Dear" with the shorter, spelled-out version of rank for the salutation. When writing to a Lieutenant Colonel, for example, the salutation should read "Dear Colonel [last name],"; when writing to a Master Sergeant, the salutation should read "Dear Sergeant [last name],"; end the salutation line with a comma, not a colon on notes (colon for letters).

-- Provide the addressee's go-by name, (i.e., Tom for Thomas or C.J. for Carey Jo to give the Deputy Commander and Chief of Staff the option to line through the typewritten name and pen in the go-by name). See [Appendix B](#) for the preferred closing.

Body. When referring to someone other than the addressee in the body of the note, use his or her rank or official title and the first and last name. When referring to this person for a second time in the note, use the abbreviated rank and the person's last name.

Style.

-- One general comment: keep it simple and straight forward. Don't use flowery language. Limit use of adjectives (i.e., don't say "sincerely appreciate" for "appreciate"). Don't use phrases like "I understand..." or "I'm told" --be more direct. Don't use phrases like "Keep up the great work!" or "Please pass on my praise." Be direct (i.e., "My appreciation to ...").

-- The Deputy Commander and Chief of Staff do not use words like "sincerest" and "heartiest" - too many modifiers.

-- The Deputy Commander and Chief of Staff prefer correspondence in the third person (we, they, our, etc) or unit/organization.

-- Do not use repetitive paragraphs in the last paragraph. For example, do not write: "Again, thank you for..." or "Again, please pass my thanks..."

-- Use "EUCOM staff" or "Headquarters United States European Command (HQ USEUCOM)," vice "my staff."

-- Do not use the pronoun "I" unless it is something the COS has specifically stated as his position. Use "EUCOM staff," "HQ USEUCOM," or other.

FOUR STAR NOTES

(Go to Template)



**Headquarters
United States European Command
Deputy Commander
Unit 30400
APO AE 09131
19 September 2000**

**Use Bookman
Old Bold style
12 pitch for**

Use Arial 12-pitch for date and body of the note. Note: Use military style date for military personnel and civilian style date for civilian addressee.

Dear Commander Gulf,

It was a pleasure serving with you on I appreciate your outstanding support. Your professional effort contributed to the successful completion of the ...

Use 1 space each between the date, the salutation and body.

As the end of the year approaches, I wish you all the best for continued success and a great Holiday Season.

2 spaces between the last paragraph and closing

See SM 5-5, [Appendix B](#) for proper closing!



Sincerely,

4 spaces between the closing and the signature block

CHARLES F. WALD
General, USAF

1 space between the signature block and address.

CDR Amalie R. Gulf
CO, NTTC Meridian
740 Fletcher Rd. #100
Meridian, MS 39309

THREE STAR NOTE EXAMPLE

(Go to Template)



**Headquarters
United States European Command
Office of the Chief of Staff
Unit 30400
APO AE 09131
01 August 2000**

**Use Bookman
Old style 12
pitch BOLD
for heading**

Use Arial 12-pitch for date and body of the note. Note: Use military style date for military personnel and civilian style date for civilian addressee

Brigadier General P. G. T. Beauregard
Camp Haleakela
Maui, Hawaii 09876

2 spaces between the heading and address

Dear General Beauregard,

Use 1 space each between the address, the salutation and body.

Thank you very much for sending me the information I requested concerning your great-great grandfather. It will be a key to completing my Civil War research project.

 Sincerely,

2 spaces between the last paragraph and closing

See [Appendix B](#) for Proper Closing


COLBY M. BROADWATER III
Lieutenant General, USA
Chief of Staff

4 spaces between the closing and the signature block

LETTERS ON NORMAL COMMAND LETTERHEAD (8 1/2" X 11")

Type these letters in the same manner as on the four/star notes with the following exceptions:

1. Use the appropriate letterhead. Templates with the letterhead are available through the SLAN on the P:\Templates or through the SJS office. There are three types of letterhead the AO is expected to use: These are the general Headquarters letterhead, Deputy Commander letterhead and COS letterhead. Which one you use will depend on who is signing the letter.
2. In general, follow Army Regulation 25-50, with the following additional guidance.
3. **Use Times New Roman 12-pitch** for the entire letter. See [Appendix AD](#).
4. Date the letter. Commander/Deputy Commander/COS offices will correct the date if too much time has elapsed.
5. Address begins 2 spaces below the seal against the left margin.
6. Start the first line of the text on the fifth line below the number of the page. Center the page number 1 inch from the top edge of the paper, typing a dash on each side of the page number.
7. See the following page for an example of a letter format.

Questions? Call ECJS, 430-4451/4452/4453.

COMMANDER LETTER EXAMPLE

(Go to Template)



COMMANDER
UNITED STATES EUROPEAN COMMAND

DATE

Date for military should be DD/MMM/YY, and for civilian (MMM dd, YYYY) format.

Dear Mr. Doe,

Thank you for providing the....

I look forward to seeing you in October.

Follow the same guidelines for spacing as for the notes. Font is Arial 12.

Start each paragraph indented (with five spaces).



Most sincerely,

See [Appendix B](#) for proper closing and signature block

Check [Appendix B](#), for proper closing statement.



JAMES L. JONES
General, U.S. Marine Corps

Start the signature block at the center of the document.

Enclosure(s)

Type the word "Enclosure" at the left margin on the second line below the signature block. Do not show the number of enclosures or list them. Fully identify enclosures in the text. When there is more than one enclosure, use the plural form "Enclosures."

Mr. John A. Doe
123 Main Street
City, State Zip Code

Address block on a letter is placed here. Third line following signature block or 'Enclosure,' if used.



HEADQUARTERS
UNITED STATES EUROPEAN COMMAND

Deputy Commander

UNIT 30400

APO AE 09131

[\(Go to Template\)](#)

Mr. John A. Doe
123 Main Street
City, State Zip Code

Address block on a letter is placed here

Dear Mr. Doe:

Follow the same guidelines for spacing as for the notes. Font is Times New Roman 12.

Thank you for providing the....

I look forward to seeing you in October.

Start each paragraph indented (with five spaces).

See [Appendix B](#) for proper closing



Sincerely,

CHARLES F. WALD
General, USAF

Start the signature block at the center of the document.

Enclosure(s)

Type the word "Enclosure" at the left margin on the second line below the signature block. Do not show the number of enclosures or list them. Fully identify enclosures in the text. When there is more than one enclosure, use the plural form "Enclosures."



HEADQUARTERS
UNITED STATES EUROPEAN COMMAND
Office of the Chief of Staff
UNIT 30400
APO AE 09131
[\(Go to Template\)](#)

Mr. John A. Doe
123 Main Street
City, State Zip Code

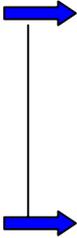
Address block on a letter is placed 3 spaces below header.

Dear Mr. Doe:

Follow the same guidelines for spacing as for the notes. Font is Times New Roman 12.

Thank you for providing the....
I look forward to seeing you in October.

Start each paragraph indented (with five spaces).



Sincerely,

See [Appendix B](#) for proper closing and signature block

COLBY M. BROADWATER III
Lieutenant General, U.S. Army
Chief of Staff

Start the signature block at the center of the document.

Enclosure(s)

Type the word "Enclosure" at the left margin on the second line below the signature block. Do not show the number of enclosures or list them. Fully identify enclosures in the text. When there is more than one enclosure, use the plural form "Enclosures."

APPENDIX D**EUCOM/SHAPE WASHINGTON, DC OFFICE
PENTAGON, ROOM 2D172
WASHINGTON, D.C. 20318-0520****Colonel Timothy C. Touzinsky, USA, Director, EUCOM/SHAPE Washington Office
Ms. Renée Stroud, Deputy Director, EUCOM/SHAPE Washington Office****Phone Numbers:**

Main Office Phone: (703) 697-8420 or (703) 697-8751 or (703) 697-7946
DSN: 312-227-8420/8751/7946
Operations/Plans/Policy: (703) 693-9360 or (703) 693-4580
DSN: 312-223-9360/4580
Congressional Affairs (703) 614-0714 or (703) 693-7695 or (703) 693-0421
DSN: 312-224-0714 or 312-223-7695/0421

Unclassified FAX: (703) 693-7696
DSN: 312-223-7696

Classified FAX: (703)695-3655
DSN: 312-225-3655

1. MISSION: Serves as the liaison between Headquarters, United States European Command (USEUCOM)/Supreme Headquarters Allied Powers Europe (SHAPE) and the Congress, key Washington, DC-based media, military and federal stakeholders to ensure concerted and synchronized actions, foster and maintain relationships, and to keep the pulse of issues that impact the Command. To serve the Commander, Deputy Commander, other principals and their staffs as primary conduit between USEUCOM/SHAPE and the Joint Staff, Office of the Secretary of Defense (OSD) and the Washington interagencies on the full range of Command issues and priorities.

2. VISITOR SUPPORT: The Washington office offers the following services to visiting EUCOM staff:

- Fax, copier service, telephone and computer workstations.
- EUCOM SLAN & ULAN Access.
- CHECK IN: Please stop by and sign in or call the WASHINGTON OFFICE to advise us of the location of your business, a point of contact at that location, hotel, room number and telephone number. While TDY to Washington, your presence in the Washington Office may be requested or we may simply have to contact you.
- We're located in the passageway between the U.S. Post Office and the Cleaners adjacent to the Concourse.

3. PENTAGON ENTRANCE: A badge scanning system has been implemented throughout the Pentagon. To gain access to the Pentagon, all visitors must enter through the Metro Entrance and must have two forms of identification in order to secure a badge.

- **"Visitor, No Escort Required Badge"** - Visitors with appropriate credentials (active duty and GS with a CAC card) will be issued one good from 6 AM to 8 PM, Monday-Friday. A "Visitor, No Escort Required" Badge does not give the holder the authority to escort other visitors.

- **Obtaining a "Visitor, No Escort Required Badge":**

- (1) Contact the EUCOM/SHAPE Washington Office at least one week prior to your visit to the Pentagon.
 - (2) Provide: **Name, SSN, Agency, Security Background Investigation date, DOB, POB, purpose and dates of visit.** Upon receipt, EUCOM/SHAPE Washington Office will submit a Visitor's Certification Letter to the Defense Protective Services on your behalf. Your name will be placed on the "Visitor, No Escort Required" roster maintained at the Metro Entrance.
- **"Visitor Escort Required Badge"** – This badge is for the visitor who did not make prior coordination before coming to the Pentagon. The holder must be accompanied by a current DOD badge holder **at all times** while visiting the Pentagon.
 - After-hours Access: If you need access before 6 am and after 8 pm, please notify the Washington Office prior to arrival with your **name, SSN, agency, Security Background Investigation date, DOB, POB, purpose and dates of visit.** Special arrangements for you to obtain access to the Pentagon Metro Entrance before and after duty hours can be made.
 -

Regardless of type, while in the Pentagon, the badge must be worn above the waist and visible at all times.

4. PARKING PASSES:

- **Flag/General Officer** - Please call the Washington Office with the license plate number, state of plates (VA, DC, MD, etc.), time of arrival, and person being visited. (At least 30 minutes is needed to effect coordination. Arrangements can be made for daily VIP Parking in Row 18 (South Parking).
- **All Others** – Handcarry your TDY orders to the Central Parking Office located on the Pentagon Concourse across from the Post Office for a Temporary Parking Pass for the length of your TDY (maximum of two (2) weeks).

5. CLASSIFIED PACKAGE STORAGE:

- **Pentagon** - TOP SECRET may be stored in the Washington Office, dropped off and picked up during normal office hours (0600 – 1800 hrs; Monday – Thursday and 0600 – 1700 hrs Fridays and EUCOM Training Holidays. TOP SECRET may be dropped off or

picked up 24-hours-a-day in the Joint Staff Communication Center located in the 9th Corridor near Guard Post 1, Room 2C945> Telephone (703) 695-3337. To do so, request to speak with the Duty NCOIC on duty. If they seem puzzled by your request simply ask them to check PI #4, a document explaining recently changed procedures on how they store classified material. If you are unable to gain access into the Pentagon, call from the Pentagon 24-hour entrance (Corridor 3/South Parking) and it will be picked up for temporary overnight storage.

- **Andrews AFB** - TOP SECRET may be stored at the Command Post 24-hours-a-day, which is Located in 89th Airlift Wing Building, Room A106 (formerly HQ AFSC.), Telephone (301) 981-5058. The Guard at the front desk will tell you how to get to the room. Material must be in a sealed container. Temporary overnight.
- **Ft. McNair** - SECRET may be stored with the Staff Duty Officer 24-hours-a-day. They are located in Building 46. Entrance is marked EOC. Telephone (202) 475-0772 or 0544, Temporary overnight.
- **Bolling AFB** - TOP SECRET may be stored 24-hours-a-day at the Command Post, which is located in Building 5681, Room 160. Telephone (202) 767-1111,. Temporary overnight.
- **(CODE WORD MATERIAL)** may be stored 24-hours-a-day in Building 6000 on Bolling AFB. This is Defense Intelligence Agency (DIA) facility and they normally store sensitive material for on-base use only. **IF** the supervisor agrees to store it, you will be instructed to go to the front desk for instructions and make sure that it is double wrapped or stored in a briefcase with lock. Ask for the supervisor **only** if you need to take the material off base for a briefing. Telephone (202) 373-2725.

6. METRO PASSES: Available on a limited basis and can be picked up in the EUCOM/SHAPE Washington office. They are for official travel on the metro rail. Pass must be returned to our office.

7. COURIER SERVICE: The EUCOM/SHAPE Washington Office does not have a regular courier service. We rely heavily on visitors from EUCOM and SHAPE to carry priority materials back to the Theater for us. Please ensure we are reminded of the day you will be returning to EUCOM or SHAPE in case we have priority materials that must be handcarried back.

8. CUSTOMER SERVICE: The mission of the United States European Command (USEUCOM)/Supreme Headquarters Allied Powers Europe (SHAPE) WASHINGTON OFFICE is to provide office space and direct administrative and protocol support to the **Commander, Deputy Commander, Chief of Staff** of the U.S. European Command during their TDY to Washington, DC.

In the past, the Washington Office has provided support to visiting action officers from EUCOM and SHAPE with direct SLAN and ULAN computer connectivity, office space and limited administrative assistance. With the heightened op tempo and increased frequency of visits to the office, support must now be considered on **a first-come, first-serve basis**. It is critical that you contact the EUCOM/SHAPE Washington Office PRIOR to coming to Washington, DC.

//SIGNED//
RENÉE STROUD
Deputy Director, GS-15
USEUCOM/SHAPE
Washington DC Office

APPENDIX E

1. MEMORANDUM ADDRESSES:

- a. Commander, United States European Command
ATTN: _____
Unit 30400
APO AE 09131

- b. Commanding General, United States Army, Europe and Seventh Army
ATTN: _____
Unit 29351
APO AE 09014

- c. Commander, United States Naval Forces Europe
ATTN: _____
PSC 802, Box _____
FPO AE 09499-0151

- d. Commander, United States Air Forces in Europe
ATTN: _____
Unit 3050, Box 1
APO AE 09094-0501

- e. United States National Military Representative
SHAPE
APO AE 09705

- f. Headquarters, United States Marine Forces Europe
ATTN: _____
Panzer Kaserne
APO AE 09046

- g. Headquarters, United States Marine Forces Europe
ATTN: _____
Panzer Kaserne
Gebäude 2901, 71032
Boeblingen, Germany

LETTER/MESSAGE ADDRESSES

2. **Letter Addresses**: Example of a letter address:

Commander, United States European Command

Office of the Commander, EUCOM

Attn: ADMIN

Unit 21420

APO AE 09705

3. **Message Addresses**: see [Appendix Z-38](#)

4. OFFICE SYMBOLSa. **HQ USEUCOM** - See latest staff directory.b. **HQ USAREUR.**

<u>Office</u>	<u>Symbol</u>
Commander	CG/AEACG
Deputy Commander	DCG/AEADC
C/S	DCG/AEADC
SGS	SGS
Personnel	G1
Intelligence	G2
Operations	G3
Logistics	G4
Communications	G6

c. **HQ USNAVEUR**

<u>Office</u>	<u>Symbol</u>
Commander	00
Deputy Commander	D00
C/S	01
Administration	N1
Intelligence	N2
Operations	N3
Logistics	N4
Plans	N5
Communications	N6
Facilities	N7
Requirements	N8
Cryptology	N9

d. **HQ USAFE**

<u>Office</u>	<u>Symbol</u>
Commander	CC
Vice Commander	CV
Director of Staff	DS
Personnel	A1
Intelligence	A2
Operations	A3

Logistics	A4
Plans	A5
Communications	A6
Civil Engineering	A7C
Services	A7S

e. HQ MARFOREUR

<u>Office</u>	<u>Symbol</u>
Commander	CG
Deputy Commander	DC
Chief of Staff	C/S
ACOS, Manpower	G-1
ACOS, Intelligence	G-2
ACOS, Operations	G-3
ACOS, Plans and Policies	G-5
ACOS, Communications	G-6

f. JOINT STAFF

<u>Office</u>	<u>Symbol</u>
Chairman	CJCS
Vice Chairman	VCJS
Director	DJS
Personnel	J1
Intelligence	J2
Operations	J3
Logistics	J4
Strategic Plans & Pol	J5
C4	J6
OPLAN & Interoperability	J7
Force Structure	J8

**5. MAILING ADDRESSES FOR CHAIRMAN, JOINT CHIEFS OF STAFF;
DIRECTOR, JOINT STAFF; UNIFIED AND SPECIFIED COMMANDERS:**

- a. Chairman, Joint Chiefs of Staff
9999 Pentagon
Washington, D.C. 20318-9999
- b. Director, Joint Staff
300 Joint Staff Pentagon
Washington, D.C. 20318-0300
- c. Commander, United States European Command
OSACEUR
Unit 21240, Box 7100
APO AE 09705
- d. Commander, United States Pacific Command
ATTN: _____, Camp Smith, HI 96861-5025
- e. Commander, United States Joint Forces,
ATTN: _____, United States Naval Base, Norfolk, VA 23511
- f. Commander, United States Southern Command
ATTN: _____, APO AA 34003-5000
- g. Commander, United States Central Command
ATTN: _____, MacDill AFB, FL 33608
- h. Commander, United States Space Command
ATTN: _____, Peterson AFB, CO 80914
- i. Commander, United States Special Operations Command
ATTN: _____, MacDill AFB, FL 33608
- j. Commander, United States Transportation Command
ATTN: _____, Scott AFB, IL 62225
- k. Commander, United States Strategic Command
ATTN: _____, Offutt AFB NE 68113

APPENDIX F**OFFICER RANK ABBREVIATIONS****AIR FORCE, ARMY, & MARINE CORPS**

GENERAL OF THE AIR FORCE (No abbr)

GENERAL OF THE ARMY GA

	<u>GRADE</u>	<u>AIR FORCE</u>	<u>ARMY</u>	<u>MARINE CORPS</u>
General	O-10	Gen	GEN	Gen
Lieutenant General	O-9	Lt Gen	LTG	LtGen
Major General	O-8	Maj Gen	MG	MajGen
Brigadier General	O-7	Brig Gen	BG	BGen
Colonel	O-6	Col	COL	Col
Lieutenant Colonel	O-5	Lt Col	LTC	LtCol
Major	O-4	Maj	MAJ	Maj
Captain	O-3	Capt	CPT	Capt
First Lieutenant	O-2	1st Lt	1LT	1st Lt
Second Lieutenant	O-1	2nd Lt	2LT	2nd Lt

NAVY & COAST GUARD

	<u>GRADE</u>	<u>NAVY</u>	<u>COAST GUARD</u>
Admiral	O-10	ADM	ADM
Vice Admiral	O-9	VADM	VADM
Rear Admiral	O-8	RADM	RADM
Rear Admiral (lower half)	O-7	RDML	RDML
Captain	O-6	CAPT	CAPT
Commander	O-5	CDR	CDR
Lieutenant Commander	O-4	LCDR	LCDR
Lieutenant	O-3	LT	LT
Lieutenant Junior Grade	O-2	LTJG	LTJG
Ensign	O-1	ENS	ENS

WARRANT OFFICERS: ARMY, MARINE CORPS & NAVY

	<u>ARMY</u>	<u>MARINE CORPS</u>	<u>NAVY</u>
Chief Warrant Officer	CW5	CWO5	(n/a)
Master Warrant Officer	MW4	(n/a)	(n/a)
Chief Warrant Officer	CW4	CWO4	CWO4
Chief Warrant Officer	CW3	CWO3	CWO3
Chief Warrant Officer	CW2	CWO2	CWO2
Warrant Officer	WO1	WO	(n/a)

ENLISTED RANK ABBREVIATIONS

<u>GRADE</u>	<u>AIR FORCE</u>	<u>RANK</u>	<u>ARMY</u>	<u>RANK</u>	<u>NAVY/COAST GUARD</u>	<u>RANK</u>	<u>MARINES</u>	<u>RANK</u>
E-9	Chief Master Sergeant of the Air Force	CMSAF	Sergeant Major of the Army	SMA	Master Chief Petty Officer of the Navy/Coast Guard	MCPON MCPO-CG	Sergeant Major of the Marine Corps	Sgt Maj MC
E-9			Command Sergeant Major	CSM	Command Master Chief	CMC	Sergeant Major	Sgt Maj
E-9	Chief Master Sergeant	CMSgt	Sergeant Major	SGM	Master Chief Petty Officer	MCPO	Master Gunnery Sergeant	MGySgt
E-8			First Sergeant	1SG			First Sergeant	1st Sgt
E-8	Senior Master Sergeant	SMSgt	Master Sergeant	MSG	Senior Chief Petty Officer	SCPO	Master Sergeant	MSgt
E-7	Master Sergeant	MSgt	Sergeant First Class	SFC	Chief Petty Officer	CPO	Gunnery Sergeant	GySgt
E-6	Technical Sergeant	TSgt	Staff Sergeant	SSG	Petty Officer First Class	PO1	Staff Sergeant	SSgt
E-5	Staff Sergeant	SSgt	Sergeant	SGT	Petty Officer Second Class	PO2	Sergeant	Sgt
E-4	Senior Airman	SrA	Corporal	CPL	Petty Officer Third Class	PO3	Corporal	Cpl
E-4			Specialist	SPC				
E-3	Airman First Class	A1C	Private First Class	PFC	Seaman	SN	Lance Corporal	LCpl
E-2	Airman	Amn	Private Two	PV2	Seaman Apprentice	SA	Private First Class	PFC
E-1	Airman Basic	AB	Private One	PV1	Seaman Recruit	SR	Private	Pvt

CIVILIAN RANK EQUIVALENTS

MILITARY RANK	GS RATING	SIS RATING	FSOs	DIPLOMATIC TITLE	CONSULAR TITLE	SENIOR EXECUTIVE SERVICE *	EXECUTIVE LEVEL	EXECUTIVE LEVEL EXAMPLE	CODE
Executive Level I							Executive Level I	Cabinet Level	DV 2
Executive Level II							Executive Level II	Secretary of Air Force	DV 2
Executive Level III							Executive Level III	DOD Director/ Spec Act	DV 2
General/ADMIRAL		SIS 6	Career Ambassador	Ambassador			Executive Level IV	Under Secretary	DV 3
Lieutenant General/ VICE ADMIRAL	GS-18	SIS 4-5	Career Minister	Ambassador; Counselor	Consul General		Executive Level V	Assistant Secretaries	DV 4
Major General/ REAR ADMIRAL	GS-17	SIS 3	FSO-1	Ambassador; Counselor	Consul General				DV 5
Brigadier General/ REAR ADMIRAL (L)	GS-16	SIS 1-2	FSO-2	Counselor; 1st Secretary	Consul Gen/Consul				DV 6
Colonel/CAPTAIN	GS-15		FSO-3	1st Secretary	Gen/Consul				DV 7
Lieutenant Colonel/ COMMANDER	GS-13/14		FSO-4	Second Secretary	Consul				
Major/ LIEUTENANT COMMANDER	GS-12		FSO-5	Second Secretary	Consul				
Captain/LIEUTENANT	GS-10/11		FSO-6	Second Secretary	Vice Consul				
First Lieutenant/ LIEUTENANT	GS-08/09		FSO-7	Third Secretary	Vice Consul				
Second Lieutenant/ENSIGN	GS-07		FSO-8	Third Secretary	Vice Consul				

* The rank equivalency is based on the individual duty title. Verify rank equivalency with ECCS-P.

APPENDIX G**ENVELOPES/MAILING LABELS**

HQ USEUCOM/ECJ3	
Unit 30400	//LEAVE BLANK//
<u>APO AE 09131</u>	
OFFICIAL BUSINESS	
Any Address Stateside	
HQ USEUCOM/Sender's Office Symbol MUST appear on this line	

SAMPLE OF APO TO CONUS

"Official Business" must be on the last line of the return address element of all official mail. This designates the mail as being for official use which allows the sender APO privileges such as the "Postage and Fees Paid by Department of Defense" mail indicia on international mail. The address element **must be typed** to be accepted into the DoD mail system.

HQ USEUCOM/ECJ3	
Unit 30400	*DOD OFFICIAL INTRATHEATER MAIL
<u>APO AE 09131</u>	
OFFICIAL BUSINESS	
APO/FPO/AE ADDRESSES	
* Must be typewritten, rubber stamped or mechanically printed	

SAMPLE OF APO TO APO

HQ USEUCOM	POSTAGE FEES PAID
Operations Directorate	DEPARTMENT OF DEFENSE
ATTN: (Person)	
Geb: (Bldg No.)	
Patch Barracks	
70569 Stuttgart, Germany	
OFFICIAL BUSINESS	
CIVILIAN ADDRESS GERMANY/INTERNATIONAL	
* International mail MUST have the "POSTAGE FEES PAID DEPARTMENT OF DEFENSE" mail indicia.	

APPENDIX H**MARKING CLASSIFIED MATERIAL****PORTION MARKING**

The first step in the marking process is to identify the classification level of each portion of a document. A portion is ordinarily defined as a paragraph or subparagraph. Subjects and titles are also treated as portions. Only in this way can the overall classification level of a document be determined.

<p>SECRET (unclassified example)</p> <p>S-0000/OSC-O TO: Director National Security Agency Fort George G. Meade, Maryland 30755</p> <p>SUBJECT: Portion Marking (U)</p> <p>1. (U) This is a sample of a letter with multiple parts. In this sample, paragraph one is its totality contains SECRET information, but the lines of the opening portions do not. Therefore, this portion will be marked with the designation "U" in parenthesis.</p> <p>a. (S) This subparagraph contains information classified SECRET as indicated by the "S" portion marking.</p> <p style="text-align: center;"><i>Classified By: Gen J. Lee Director, ECJ3 Reason: 1.4 (d) Declassify On: 12 Jan 92</i></p> <p style="text-align: center;">SECRET</p>	<p>SECRET</p> <p>(1) (C) The text in this subparagraph contains information classified CONFIDENTIAL.</p> <p>(2) (U) This part of the sample document is unclassified.</p> <p>b. (S) The text in this subparagraph contains information that is classified SECRET.</p> <p>2. (U) This part contains no classified information.</p> <p>a. When a paragraph and all its subparagraphs are unclassified, there is no need to portion mark the subparagraphs.</p> <p>b. This subparagraph is also unclassified.</p> <p>FOR THE DIRECTOR:</p> <p style="text-align: center;">(Official's name and title)</p> <p style="text-align: center;">SECRET</p>
--	--

Every part of a classified document is to have portion classification markings applied. Portion marking eliminates any doubt as to which portions of a document contain classified information. The classification symbol is placed immediately following the portion's letter or numbers, or in the absence of letters or numbers, immediately before the beginning of the portion. The symbol is placed immediately following a subject or title.

When marking portions, the following symbols will be used for classification markings:

- (TS) - TOP SECRET
- (S) - SECRET
- (C) - CONFIDENTIAL
- (U) - UNCLASSIFIED

OVERALL CLASSIFICATION MARKING

After portion marking all parts of the classified document, the next step is to determine the overall classification or highest level of information found in the document. Conspicuously place the overall classification at the top and bottom of the page and in letters larger and bolder than the rest of the text. In this example the highest classification level is “Secret,” found in paragraph three.

<p>SECRET (unclassified example)</p>
<p>OSC-4</p>
<p>SUBJECT: Overall Classification Marking (U)</p>
<p>TO: ALL</p>
<p>1. (U) The overall classification will be conspicuously marked at the top and bottom.</p>
<p>2. (C) This paragraph contains “Confidential” information.</p>
<p>3. (S) This paragraph contains “Secret” information.</p>
<p><i>Classified By: ADM J. Brown</i> <i>Director, ECJ5</i></p> <p><i>Reason: 1.4 (d)</i> <i>Declassify on: 01JAN09</i></p>
<p>SECRET</p>

If the document contains more than one page, place the overall marking at the top and bottom of the outside of the front cover, on the title page, on the first page, and on the outside of the back cover.

If a classified publication is without cover pages, show the overall classification on the first page. Mark other internal pages with the highest classification level of information contained on that page, or, when necessary for production efficiency, mark each internal page with the overall classification of the document.

Levels of Classification

TOP SECRET information is information, the unauthorized disclosure of which reasonably could be expected to cause exceptionally grave damage to the national security *that the original classification authority is able to identify or describe.*

SECRET information is information, the unauthorized disclosure of which reasonably

could be expected to cause serious damage to the national security *that the original classification authority is able to identify or describe.*

CONFIDENTIAL information is information, the unauthorized disclosure of which reasonable could be expected to cause damage to the national security *that the original classification authority is able to identify or describe.*

NOTE: Also see the following SIPRNET web-sites and ED 25-7, Command Security Classification Guide, that provide many more details than the general categories we give in SM 5-5:

[http://www.eucom.smil.mil/ecj2/j2sso/Security_Oversight/\(U\)Sec_Mgt.html](http://www.eucom.smil.mil/ecj2/j2sso/Security_Oversight/(U)Sec_Mgt.html)

<http://www.eucom.smil.mil/ecj2/j2sso/index.html>

http://www.eucom.smil.mil/ecj3/j39/opsec_main.htm

“REASON” FOR CLASSIFICATION

Executive Order 12958, Classified National Security Information, requires that a “concise” reason for classification be placed on all classified documents/materials, to include messages. When information is originally classified, the classifier must identify a date or event upon which the information will be declassified. In addition, the original classifier must be identified by name and position title, or by a specific personal identifier. The standard in Executive Order 12958 is that information should normally remain classified for no longer than 10 years. **The “OADR” declassification instruction may no longer be used.** Classification instructions/reasons can be found in ED 25-7: HQ USEUCOM Security Classification Guide.

SOURCE OF CLASSIFICATION AND DECLASSIFICATION INSTRUCTIONS

Two or more of the following “lines” will appear on the face of a classified document. Abbreviations are used and may vary slightly:

Classified by (or CL BY): _____

Used on originally classified documents, this line will identify the original classifier, either by name and position title or a personal identifier. If the identity of the originating agency is not apparent on the face of the document, also show the agency.

Reason (or CL REASON): _____

This line is required on originally classified documents, and will give the reason for classifying the information citing the categories from the section above. For example, “1.5(a).” More than one reason may also be cited, e.g., “1.5(b), (c), and (d).”

Derived from (or DRV FROM): _____

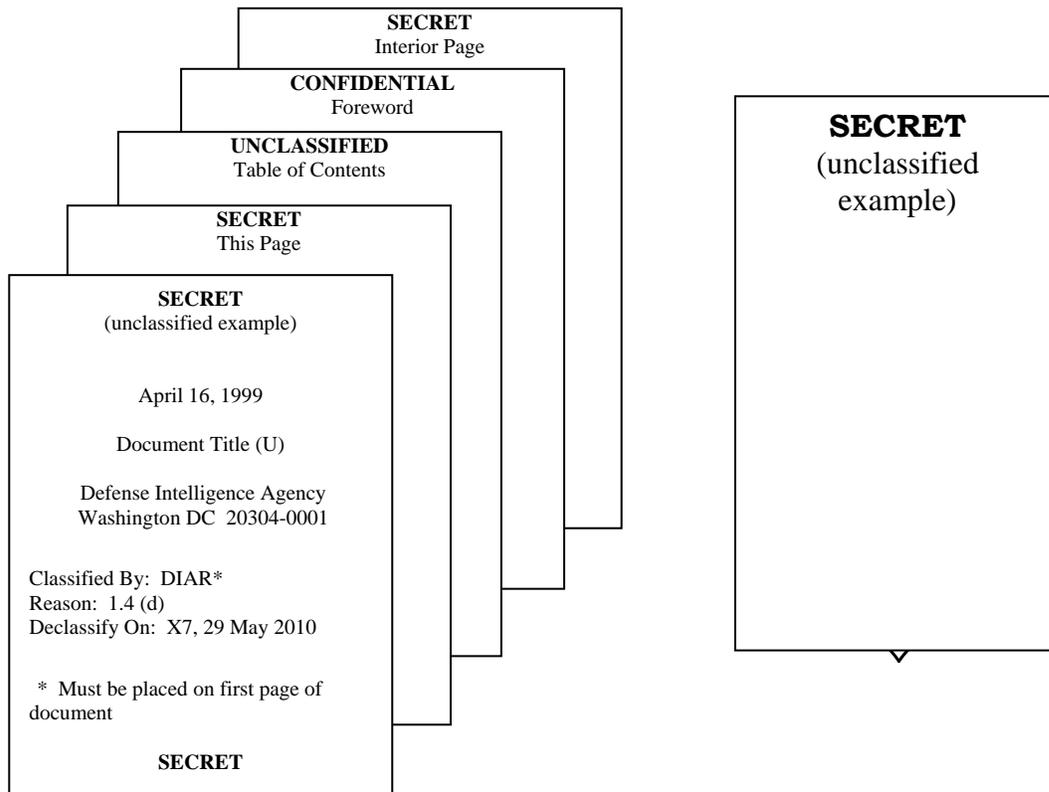
This line is to be used on derivatively classified documents. On the line, place the title and date of the classification guidance you used (source document or classification guide). If you use more than one source document, classification guide, or combination of the two, this line should read, “Multiple Sources.” You must identify each source used in a list maintained with the file or record copy of the document.

Declassify on (or DECL ON): _____

This line provides instructions for declassification of the information in both originally and derivatively classified documents. What you will place on this line will vary with your situation. It must contain a date or event for declassification or a marking showing it’s exempt from the

“10-year rule” (for example, “X7”).

Back Cover



←Front Cover

NOTE: THE PROPER CLASSIFICATION/DECLASSIFICATION INSTRUCTIONS FOR PROTECTION OF ITINERARIES SHOULD BE AS FOLLOWS:

Derived from: USEUCOM Sup 1 to DOD 5200.1-R

Declassify On: Completion of visit or trip

USEUCOM requires classification of itineraries and security travel plans for our high risk personnel, and close-hold handling and possible classification of itineraries for other General/Flag Officers and civilian equivalents - to include requiring use of secure communications to coordinate. FOUO itineraries should not be transmitted over NIPRNET, sent over non-secure fax, or discussed over non-secure lines.

DOWNGRADING INSTRUCTIONS

Occasionally, the original classifier can predetermine a date or event upon which the decreased sensitivity of the information will permit its downgrading.

Example A: Top Secret Document

Downgrade To: Secret

On: 1 Jul 98

(in this example the “Top Secret” document will automatically be downgraded to “Secret” on a specific date.)

Example B: Secret Document

Downgrade To: Confidential

On: Completion of Conference

(in this example , a “Secret” document will be automatically downgraded to “Confidential” upon a specific event.)

“FOR OFFICIAL USE ONLY” (FOUO) INFORMATION

Conspicuously mark unclassified documents containing FOUO information at the bottom of the front cover, if any; and the first and back page and the outside of the back cover, if any, with the notation “FOR OFFICIAL USE ONLY.” The abbreviated marking is FOUO. In classified documents, portion mark (FOUO) only those paragraphs which contain “For Official Use Only” information, but do not contain classified information.

INTELLIGENCE INFORMATION

Documents containing classified intelligence information may be marked with one or more of the following dissemination caveats:

INTELLIGENCE DISSEMINATION CAVEATS

Full Text	Abbreviated Form	Portion Marking Symbol
NOT RELEASABLE TO FOREIGN NATIONALS NOTE: Applies only to CIA and NSA intelligence information	NOFORN	(NF)
DISSEMINATION AND EXTRACTION OF INFORMATION CONTROLLED BY ORIGINATOR	ORCON	(OC)
CAUTION-PROPRIETARY INFORMATION INVOLVED	PROPIN	(PR)
THIS INFORMATION HAS BEEN AUTHORIZED FOR RELEASE TO:	RELEASABLE TO:	(REL)
RESTRICTED DATA/FORMERLY RESTRICTED DATA (SEE DOD 5200.1-PH)	RD/FRD	(RD/FRD)

(NOTE: Although not required by regulation, the above listing shows the preferred sequences when marking more than one intelligence dissemination caveat on a document.)

Show the long form of the caveat once on the first page and cover, if any. There are no mandatory placement requirements for the long form of the caveats. Show the abbreviated form of the caveat, at the top or bottom of the page, following the classification or any page where the information appears. The abbreviated form can also be used in any situation when the long form is not feasible.

LETTERS OF TRANSMITTAL

Conspicuously mark an unclassified transmittal document with the highest classification level of any information transmitted by it. Also mark the transmittal document with an appropriate instruction indicating the classification when separated from any classified enclosures.

SECRET
(unclassified example)

S-

Dear Sir:

(Official's name and title)

2 Enclosures
1. xxxxxxxxxxxxxxxx (S)
2. xxxxxxxxxxxxxxxx (C)

Unclassified when separated
from Classified enclosures

SECRET

SECRET
(unclassified example)

S-
To: _____

SUBJECT: _____ (U)
1. (C) _____

2. (U) _____

(Official's name and title)

2 Enclosures
1. xxxxxxxxxxxxxxxx (S)
2. xxxxxxxxxxxxxxxx (U)
Derived from: Multiple Sources
Reason: 1.5 (a)
Declassify On: 5JAN99

Downgrade to: CONFIDENTIAL
when separated from SECRET
enclosure

SECRET

If the transmittal document itself contains classified information, mark it as required for all other classified information, except: (1) Conspicuously mark the top and bottom of the transmittal document with the highest classification level of any information contained in the transmittal document or its enclosures; and (2) mark the transmittal document with an appropriate instruction indicating its overall classification level when separated from its enclosures (e.g., "Downgrade to CONFIDENTIAL when separated from SECRET enclosure").

ELECTRONICALLY TRANSMITTED MESSAGES

Portion mark electronically transmitted messages as previously prescribed for other documents. Additionally, the overall classification (spelled out) will be the first item of information in the text of the message. The warning notices "Restricted Data," and "Critical Nuclear Weapon Design Information," spelled out, and intelligence control markings, in their short form, are inserted after the overall classification marking in the text of the message.

A "Classified By" line is required on the message. It will indicate the original classification authority, reason, full downgrading/decryption instructions, and the overall classification marked at the top and bottom in large, bold lettering.

The last line of text in a classified message must show the date or event for downgrading, if appropriate, and declassification instructions in abbreviated form (e.g., DG/12JUN90 DECL:

05FEB02). Downgrading and declassification instructions are not required on messages containing “Restricted Data” or “Formerly Restricted Data.”

See example below for on portion marking for DMS messages:

CONFIDENTIAL NONE

Originator: cmd_grp

From: CDR USEUCOM(MC)

To: HQ USAFE//CC(SC), COMUSNAVEUR LONDON UK(SC), USAREUR CG(SC),

Cc: SOCEUR(MC), COMMARFOREUR CG(SC)

Primary Precedence: PRIORITY

Classification: ~~CONFIDENTIAL~~

Subject: (C) SA [REDACTED] PERSONAL FOR MESSAGE (U)

EXER/EXERCISE NICKN [REDACTED]//
OPER/CODEWORD//

MSGID/P4/CDRUSEUCOM//

REF/A/MSG/CJCS/041230ZJUL04//
AMPN/CJCS MESSAGE AUTHORIZING EXERCISE//

DISTRO/TO:GEN FOGLESONG/COMUSAFE/TO:ADM JOHNSON/COMUSNAVEUR
/TO:GEN BELL/CDRUSAFE INFO:LTG BERNDT/COMMARFOREUR/INFO:BG CSRNKO
/COMSOC [REDACTED]//

GENTEXT/PERSONAL FOR/

1. (C) GENTLEMEN, THE PERSONAL FOR MESSAGE IS USED TO SEND PRIVATE MESSAGES TO OR FROM LOCATIONS WHERE SPECIAL SECURITY OFFICE (SSO) FACILITIES DO NOT EXIST. GENERAL OFFICERS AND CIVILIANS OF EQUIVALENT RANK ARE AUTHORIZED TO ORIGINATE PERSONAL FOR MESSAGES.
2. (C) DISTRIBUTION IS MADE SOLELY TO THE DESIGNATED RECIPIENT; ADDITIONAL DISTRIBUTION MAY BE MADE ONLY AS DIRECTED BY THE RECIPIENT.
3. (U) PERSONAL FOR MESSAGES WILL NOT BE READDRESSSED NOR USED FOR OPERATIONAL MATTERS UNLESS AUTHORIZED BY THE ORIGINATOR OF THE MESSAGE. WARMEST REGARDS, JOHN//

DECL/DERI:USEUCOM SUP 1 TO 5200.1-R/-/DATE:20040708//

MARKING CLASSIFIED LAN E-MAIL

From: A. O. Extraordinaire
To: ALL
Date:
Subject: (S) CLASSIFIED E-MAIL (U)

*** S E C R E T (for training purposes only) ***

1. (U) This is an example of how to mark a classified HQ USEUCOM SECRET LAN e-mail message. Unclassified e-mail does not require security markings, unless the e-mail has classified attachments.

a. (U) The **subject line begins** with a security flag to indicate the overall security classification of the e-mail message when it appears in user e-mail directories:

Flag for SECRET: (S) or ***SECRET***

Flag for CONFIDENTIAL: (C) or ***CONF*** or ***CONFIDENTIAL***

b. (U) The **subject line ends** with a security marking to indicate the classification of the subject line itself. This is a standard DOD requirement.

c. (U) The **e-mail text begins** with a **classification banner** indicating the overall security classification. The standard is to put one banner at the beginning and one at the end of the text.

d. (U) All **paragraphs and subparagraphs** are labeled with the standard security markings: (U) or (C) or (S). This is a standard DOD requirement.

e. (U) The last line of text is the **declassification** instruction. **Use of "OADR" is prohibited!**

f. (U) The **e-mail text ends** with a **classification banner**.

2. **Unclassified e-mail with classified attachments** is treated as a "transmittal document."

a. (U) Immediately following the **classification banner** is a second banner noting that this e-mail is unclassified when the classified attachments are removed: UNCLASSIFIED WHEN CLASSIFIED ATTACHMENTS REMOVED. The SECRET LAN standard is to place this banner **just below the first** classification banner so it is immediately visible to the reader.

b. (U) The e-mail text **paragraphs and subparagraphs** do not need to be portion marked because the e-mail itself is not classified.

c. (U) The **classified attachments** are portion marked per standard security requirements. If the security markings are not readily visible on a monitor screen (e.g., the classification banners have been set up in headers and footers), clearly note the classification of the attachments in the transmittal e-mail. Example: ATTENTION! ATTACHMENT GUNS.DAT IS SECRET, BUTTER.DAT IS UNCLAS.

3. (U) **Classified e-mail with classified attachments** is also treated as a “transmittal document.” The second classification banner will state the level of classification of the e-mail itself upon removal of the attachments. For example: DOWNGRADE TO CONFIDENTIAL WHEN SECRET ATTACHMENTS REMOVED. Place this banner just below the first classification banner so it is immediately visible to the reader. The **paragraphs and subparagraphs** will be portion marked per DOD standards. Follow the directions in paragraph 2c in marking the classified attachments.

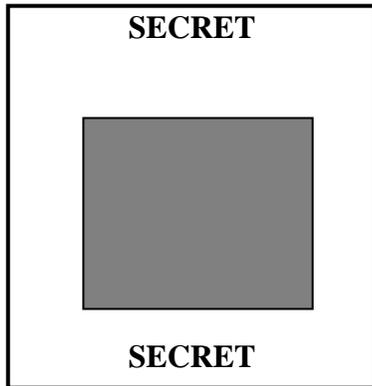
DECL: 05JAN06

*** S E C R E T (for training purposes only) ***

AV MATERIAL CLASSIFICATION MARKINGS

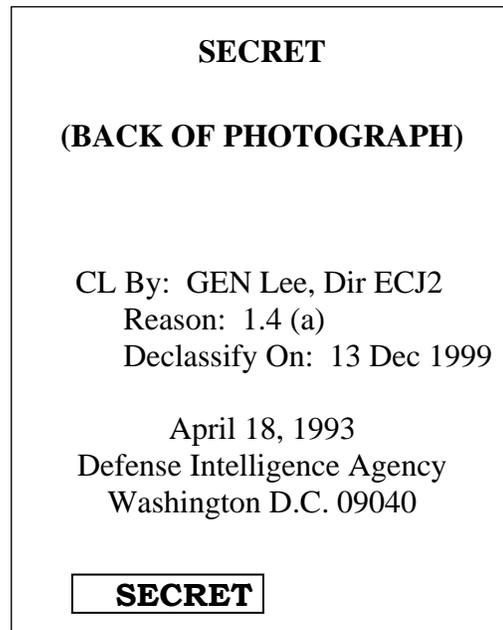
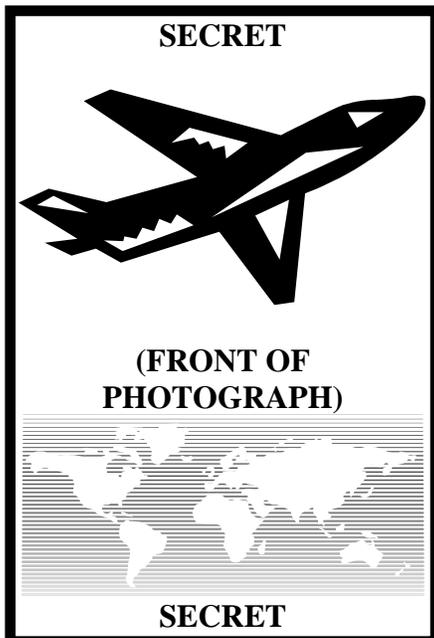
TRANSPARENCIES AND SLIDES

Mark a transparency or slide with its overall classification in the image and on the border, holder, or frame. Other markings such as the “Classified by” line may be in the image area, on the border or frame or in accompanying documentation. PowerPoint: Upper right and lower left of each side.



PHOTOGRAPHS AND FILM

When possible, mark the overall classification on the face of a photograph. If the marking cannot be placed on the face, stamp on the reversed side of the photograph or affix the markings with pressure tape label or other means. Other markings may be on the back side of the photo. Mark roll negatives at the beginning and end of each strip with the overall classification.



ILLUSTRATIONS

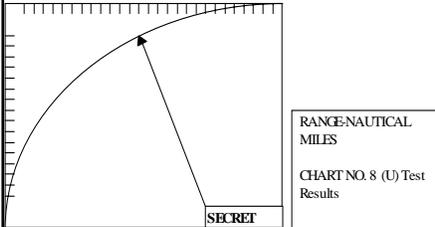
Mark the classification in full, not abbreviated form, on figures, tables, graphs and similar illustrations incorporated in classified documents. If a caption is used, place the abbreviated classification marking for the caption immediately preceding the text of the caption. When figure or table numbers are used, place the abbreviated marking after the number. In situations when parenthetical portion marking is impractical, include a statement on the face of the document sufficient to identify the exact information that is classified and the classification level (for example, “Unless otherwise marked, all titles or captions are unclassified” or “All captions on this page are classified Secret,” etc.)

SECRET
(unclassified sample)

Subject: Illustrations Incorporated
in Classified Documents (U)

3. (C)

a.(U)



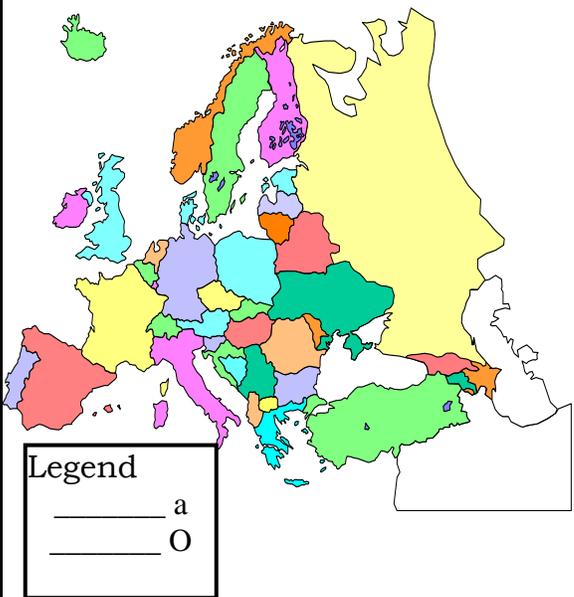
b. (U)

4. (U)

FOR THE DIRECTOR:
(Official’s name and title)

SECRET

SECRET (unclassified sample)
Title (U)



Title and Legend
are unclassified

Classified By: ENS Liu
Reason: 1.4 (d)
Declassify on: 05JAN09

SECRET

CHARTS, MAPS AND DRAWINGS

Charts, maps, and drawings that are separate classified documents are marked differently from those used as illustrations in classified documents. Mark the overall classification, the

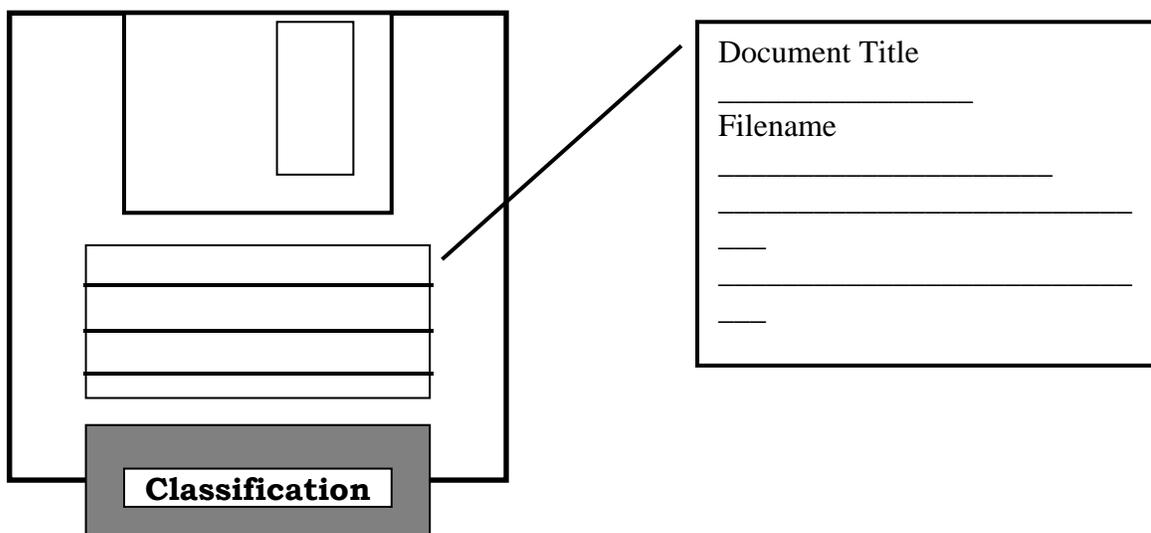
classification of the legend, title, or scale block, and the declassification markings. Also apply the classification on the outside of a chart, map, or drawing if it is folded or rolled.

REMOVABLE ADP STORAGE MEDIA

Classification labels are required on removable ADP storage media such as floppy disks, diskettes, cartridge disks, reel tapes, etc. that have stored classified information. The specific label used must reflect the highest classification of information ever contained on the media. Use the following labels to appropriately mark ADP storage media:

- Data Descriptor -- SF711 (white label)
- UNCLASSIFIED -- SF710 (green label)
- CLASSIFIED (non-SCI) -- SF709 (lavender label)
- CONFIDENTIAL (non-SCI) -- SF708 (blue label)
- SECRET (non-SCI) -- SF706 (red label)
- TOP SECRET (non-SCI) -- SF706 (orange label)
- CLASSIFIED SCI -- SF712 (yellow label)

A security classification label and a data descriptor label are required on each medium. Affix the classification label and data descriptor label at the earliest practicable time. The labels should exhibit the proper security classification, and control and release markings, as soon as such markings are determined. Conspicuously place the labels in a manner that will not damage the media.



Suggested label placement

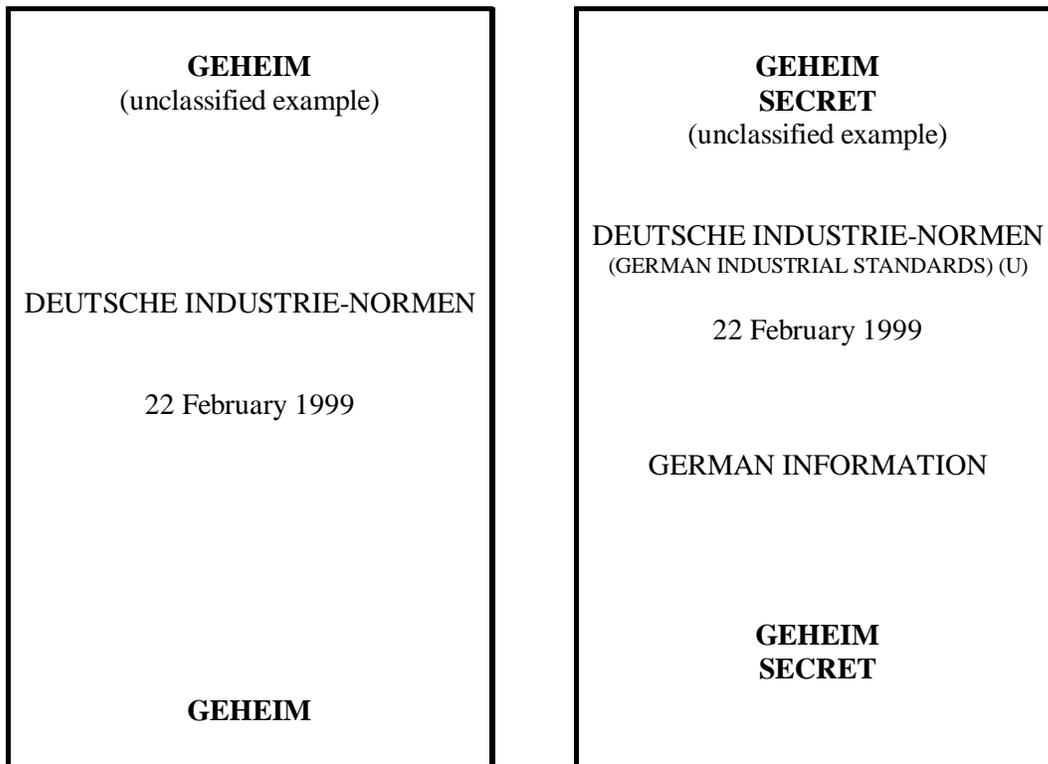
DOCUMENTS PRODUCED BY ADP EQUIPMENT

Mark documents produced by ADP equipment as prescribed for other documents. Apply conspicuous security classification markings and intelligence dissemination caveats by either ADP equipment, using larger and bolder type than the rest of the text, or by hand stamping. Interior pages of continuous form (fan folded) documents may be applied by ADP equipment, but

if individual pages are removed or reproduced, each such page or group of pages must be marked with all the required markings, including the "Classified by/Declassify on" markings.

FOREIGN GOVERNMENT INFORMATION

Foreign Government Documents: When the security classification on a foreign government document is already shown in English, apply no other markings to the document. If the document displays the foreign classification, mark the overall equivalent U.S. classification on the document, as shown on the following page.



Some foreign governments use a fourth classification level designated RESTRICTED. Apply no other classification to a foreign government document marked RESTRICTED or the foreign equivalent of the word, but add the following notation to the face of the document: "This material is to be safeguarded in accordance with paragraph 11-401, DoD 5200.1-R."

Foreign Government Information in DoD Documents: Mark documents that contain foreign government information with the marking “FOREIGN GOVERNMENT INFORMATION.”

Foreign “Restricted” information contained in a U.S. document requires protection equal to that required for CONFIDENTIAL material. If an otherwise unclassified document contains foreign “Restricted” information, mark the document CONFIDENTIAL and apply portion marks such as “(FRG-R).” (Exception: NATO Restricted information may be treated the same as FOUO while in U.S. control.)

SECRET
(unclassified example)

1. (FRG-S) This sample shows portion markings in a document that contains foreign classified information. This paragraph would contain GERMAN SECRET information.
2. (FRG-C) The recipient of a foreign classified document is responsible for ensuring that the classification and the country of origin appear in ENGLISH on the document. This paragraph would contain GERMAN CONFIDENTIAL information.
3. (C) The purpose of the portion markings is to distinguish the foreign information from the U.S. information. This paragraph is marked to show that no foreign classified is contained in it.

SECRET

NATO INFORMATION

NATO Classified Documents: Classified documents originated by NATO, and not already marked with the appropriate classification in English, should be marked with the U.S. equivalent classification. Downgrading and Declassification markings are not required, unless already noted on the NATO document

NATO Information in DoD Documents: Mark documents containing classified information extracted from NATO documents “THIS DOCUMENT CONTAINS NATO (classification) INFORMATION” on the cover or first page. Show only the U.S. classification on the top and bottom of the document. In addition, portion mark to identify as NATO information, for, “NATO-S” for NATO SECRET.

When NATO "RESTRICTED" information is included in unclassified documents, place the following statement on the cover or first page: "This document contains NATO RESTRICTED information and shall be safeguarded as FOR OFFICIAL USE ONLY information." Mark each page containing NATO Restricted information "This page contains NATO RESTRICTED INFORMATION."

NOTE: At HQ USEUCOM we cannot generate NATO classified documents since our personnel are not in NATO billets. Documents are labeled as U.S. classified "Containing NATO Classified Information."

APPENDIX I**ASSEMBLING “HARD COPY” COMMAND GROUP ACTION AND INFO PACKAGES****“BLUE BULLET”**

Sometimes a brief note from the Director is helpful in explaining why this package is important. Format in [Appendix S](#)

SSRS

See Appendix M for prescribed format. The cover document will contain a brief summary of the attached action paper. Ensure that reference is made to each action or background paper in the folder. Primary tabs will be numerical, with supporting tabs being alphabetical. Colored tabs, flags, etc., may be used to draw attention to a specific portion of the paper but must be mentioned in the cover document.

TAB 1

This Tab is the primary action paper. It may be a message, letter, plan, or other document submitted to the Command Group for approval, signature, information, or other purpose. It will contain appropriate enclosures, attachments, etc., as necessary. There is no limit on the number of tabs that may be placed in an action folder.

1

TAB 2

This tab contains the action which prompted Tab 1, if applicable. It may be a quoted or written Deputy Commander comment, a suspense message requesting action, a previously disapproved SSRS, etc. Supporting documents or papers at Tab 2 will be tabbed with alphabetical tabs.

2

TAB 3

This Tab and other numerical, alphabetical, or color tabs should contain additional or corollary documents pertaining to the action paper at Tab 1. Arrange tabs in a logical order. All enclosures should be discussed in the SSRS. Include only what is absolutely essential for the reader to understand the package and make a decision.

3

TO ASSEMBLE: Use letter-size manila folders. Place the SSRS and the applicable tabs on the right side of the folder and secure with binder clips. Place the SJS tasker on the left side of the folder.

PACKAGE CHECKLIST

- What is the question?
- What are suspenses?
- Who can add value? (Coordinate with them.)
- Is the question answered thoroughly but succinctly?
- Is format correct? SSRS required for all outgoing correspondence and coordinated action.
- Supporting documents at Tabs essential to action?
- Grammar/Punctuation/Spelling.
- Classification.
- Tasker on left hand side of package?
- 3.5" disk on left hand side of package secure?
- First name in AO Block. Also, name of Division Chief.
- Summarize suspense history.
- Proofread, proofread, proofread.

BACKGROUND/INFO

- Summary
- Background
- Conclusions

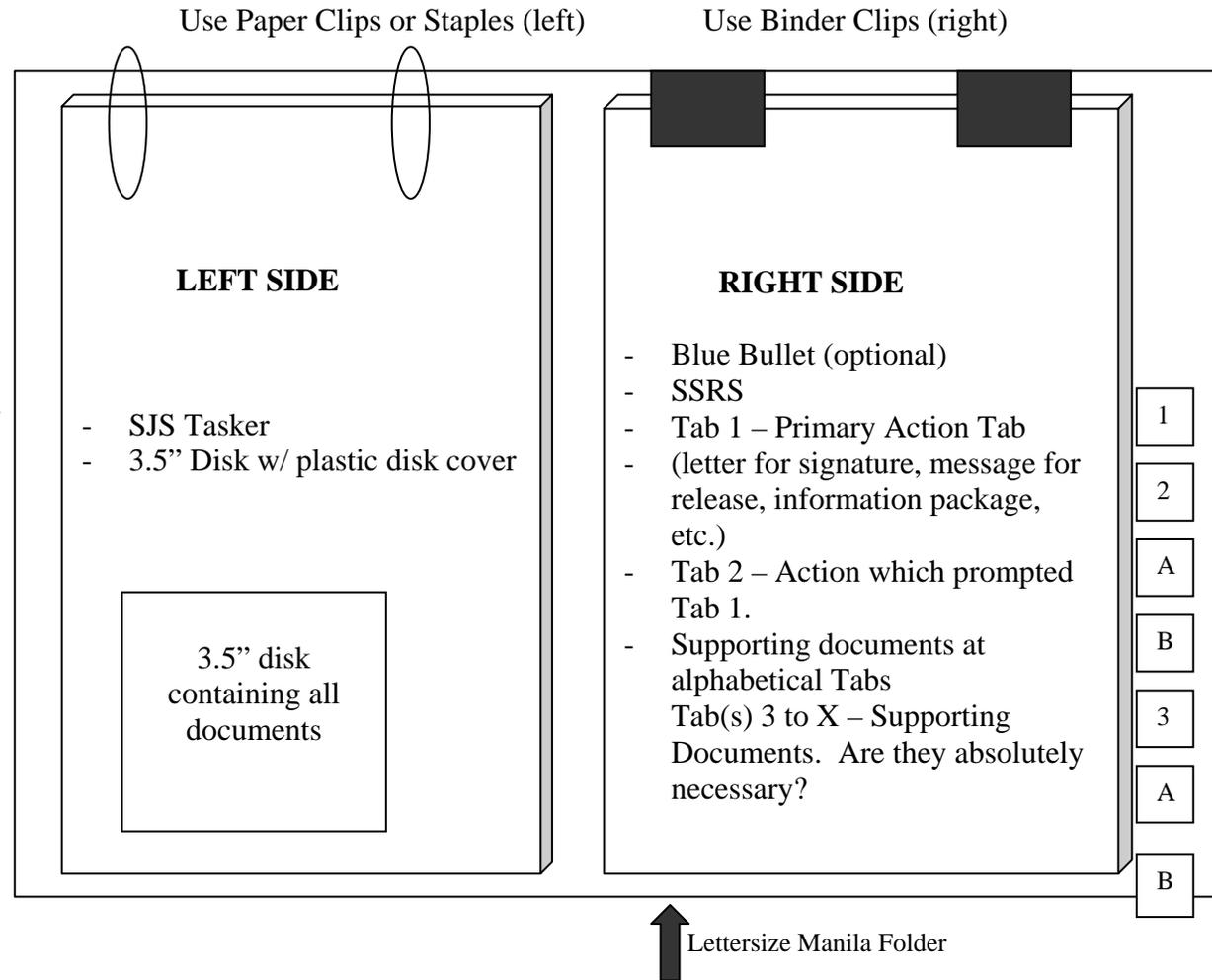
SSRS/DECISION

- Subject
- Summary
- Discussion
- Recommendation

REFERENCES

- SM 5-5 Staff Officers Reference Guide
- AR 25-50 Preparing and Managing Correspondence
- CSL Command Suspense List

ASSEMBLING A "PACKAGE"



APPENDIX J

BULLET (TALKING) PAPER

SECURITY CLASSIFICATION

[\(Go to Template\)](#)

DIRECTORATE/OFFICE SYMBOL

AO'S GRADE, LAST NAME/EXT

APPROVED BY: _____

DIVISION, ABBREVIATED DATE

SUBJECT OF BULLET (TALKING) PAPER

- See Public Drive\Templates.

- A bullet paper (which can also be called a talking paper) is a concise document providing: (1) short comments for use during a meeting; (2) information for decision-makers on key points, facts, and positions; or (3) background information to prepare for visitors books.

-- Usually formatted by an Action Officer to conform to supervisor's desires.

-- Serves as a memory tickler or quick reference outline.

- Normally prepared in short statement form using telegraphic wording.

-- Style depends on user's knowledge and desires.

-- No standard format, but this example illustrates most popular style.

-- Headings such as PURPOSE, DISCUSSION, RECOMMENDATION are optional.

-- Use dashes before major thoughts; further indent subordinate thoughts.

--- Use the one-dash, two-dash, three-dash sequence.

--- Single-space, if appropriate, and try to limit to one page; prepare separate pages for every subject.

-- Avoid details and chronologies.

-- Write a background paper to accompany the bullet paper, if supporting information is needed.

- Think of what the user needs to know; include the key facts.

- List overall classification at top and bottom of page.

CLASSIFIED BY:

REASON:

DECLASSIFY ON:

SECURITY CLASSIFICATION

APPENDIX K**PREPARING BACKGROUND PAPERS****SECURITY CLASSIFICATION**[\(Go to Template\)](#)

DIRECTORATE/OFFICE SYMBOL

AO'S GRADE, LAST NAME/EXT

APPROVED BY: _____

DIVISION, ABBREVIATED DATE

SUBJECT OF BACKGROUND PAPER (U)

1. () **SUMMARY**. See Public Drive\Templates. Include enough information for the Commander/Deputy Commander and/or COS to have adequate knowledge to discuss the subject. This summary will be one narrative paragraph without subparagraphing. Do not refer to supporting material at enclosures.

2. () **BACKGROUND**. Background papers provide clearly presented information on one or two pages. Place supporting material in tabs. The format is appropriate whenever the need for summarized information arises. This section of the paper summarizes the chronological/evolutionary information, reviews previous HQ USEUCOM actions or positions, discusses what prompted the current action, defines what has been/is the position of other agencies/components, and gives the current status. Explain actual or potential disagreement in this section.

a. () Background papers are usually provided for the Commander, Deputy Commander, and/or COS in preparation for discussions with selected visitors and Commander U.S. European Command Component Commanders' Conference.

b. () The Director/Office Chief or Deputy will sign background papers on the approved line.

c. () Use direct language; do not use technical terms unless critical to understanding and explain completely. Avoid acronyms; when used spell out when first mentioned.

CLASSIFIED BY:
REASON:
DECLASSIFY ON:

SECURITY CLASSIFICATION

SECURITY CLASSIFICATION

d. () Cover only essential information. Type on plain bond paper, 8½" X 11". Use 1" top, bottom, left and right margins.

e. () Use complete, concise sentences and cover subpoints briefly.

- () Block each paragraph and subparagraph on the left beneath the number or letter designating the individual paragraph or subparagraph. Double-space between paragraph/subparagraphs.

f. () Comply with security classification marking procedures outlined in DoD 5200.1R, Information Security Program Regulation or DoD 5200.1PH, Guide to Marking Classified Documents.

g. () Mark each section, part, paragraph, subparagraph, or similar portion of a classified document to show the level of classification. If all portions are unclassified, omit portion markings. Mark unclassified pages intermixed with classified ones. Mark the first page with the highest overall classification of the background paper.

h. () Use the lowest possible security classification. The basic paper will be no higher than SECRET. Place TOP SECRET, COSMIC, TOP SECRET ATOMAL, SI/SAO, etc., in supporting tabs or furnish separately.

i. () When background papers are part of a consolidated book of papers, place the enclosures to the individual papers at alphabetical tabs and the background papers at numerical tabs to correspond with the index. When the background paper will stand alone, use numerical tabs for the enclosures.

3. () **CONCLUSIONS.**

a. () This section is the focal point of the paper. List the main points and conclusions.

b. () List the points the Commander/Deputy Commander/COS need to make to the visitors or at the meeting.

c. () Include the recommended Commander U.S. European Command or USEUCOM position, when appropriate, especially in cases of actual or potential disagreement.

SECURITY CLASSIFICATION

SECURITY CLASSIFICATION

2 Encls

1. List of Construction Sites ()
2. Summary of Approved Contracts ()

If alphabetical tabs are used, the following format applies.

2 Encls

1. (Tab A) List of Construction Sites ()
2. (Tab B) Summary of Approved Contracts ()

SECURITY CLASSIFICATION

APPENDIX L**CONGRESSIONAL BACKGROUND PAPER****SECURITY CLASSIFICATION**[\(Go to Template\)](#)

DIRECTORATE/OFFICE SYMBOL

AO'S GRADE, LAST NAME/EXT

APPROVED BY: _____

DIVISION, ABBREVIATED DATE

SUBJECT OF CONGRESSIONAL BACKGROUND PAPER (U)

This page condenses ESSENTIAL information in bullet sentences for easy recall.

Each sentence will be a summary of a key fact or statement contained in the paper's main body.

No fact, idea, or information will be on this page which is not in the main body. This page is only for facts, not discussion.

No sentence will be longer than **TWO** lines. If sentence fragments convey ideas, use instead of full sentences.

A chart/graph MAY be used if CLEAR and saves space.

This condensed page will **NEVER** exceed one page.

Any word in sentence which can be eliminated should be.

The only classification on this page appears at top and bottom; sentences are not marked.

Margins are 1½" left, 1" top, bottom, and right.

Each sentence ends with a period, unless grouping facts, when ":" is used.

If a group of facts can be displayed best in outline form, then group them:

Some facts have a natural grouping.

Others have historical significance.

Still others are delineated regionally or by component.

Immediately following this page will be background/discussion, etc.

CLASSIFIED BY:

REASON:

DECLASSIFY ON:

SECURITY CLASSIFICATION

SECURITY CLASSIFICATION

1. () **BACKGROUND/DISCUSSION**. Main body of the paper will not exceed two pages. It is designed to provide maximum information on one page whenever possible and in a manner that is easily absorbed. The format is appropriate for use whenever the need for presenting summarized information arises. The issue paper is to bring the Commander up to date on facts and issues pertinent today.
 - a. This page is number 2 to the issue paper.
 - b. Each paper should be original, not a "dusted off" old one.
 - c. The Director or Acting Director will sign each paper.
 - d. This section of the paper summarizes the chronological/evolutionary information, reviews previous actions or positions, and discusses what prompted the current action.
 - e. Use complete, concise sentences and cover subpoints briefly.
 - (1) Use direct language. Block each paragraph and subparagraph as shown.
 - (2) Cover only essential information. Type on plain bond paper. Use 1½-inch left margin. Use 1-inch top, bottom, and right margins. Dot matrix print is not acceptable.
 - f. Only numbered major paragraphs shall be marked with classification level. Each paragraph will be classified to show highest level of classification within that paragraph. If paper is unclassified, markings are not required.
 - g. Any reference to data not available at the time the paper is written should be underlined. For example, "General Ralston will testify in early March; the exact date is not yet known."
2. () **CURRENT STATUS**. Contains points of particular concern to the Commander.
 - a. Facts and figures should be shown here. Provide a comparative basis if helpful, e.g., this year's data, last year's data, and changes.
 - b. Extra material will be placed in tabs. Extra material must be carefully evaluated to ensure it is absolutely needed for understanding.

SECURITY CLASSIFICATION

SECURITY CLASSIFICATION

c. The lowest possible classification will be used; the basic paper will be no higher than SECRET. TOP SECRET, COSMIC TOP SECRET, ATOMAL, SI/SAO, etc, will be placed in supporting tabs. d. Any tabs will be numbered and listed at the bottom of the last page of the paper. Tabs will be numbered beginning with the first page (e.g., 1-1, 1-2, 2-1, etc.)

e. Before using abbreviations/acronyms, the entire title or name will be spelled out when first presented in the paper.

f. United States will be abbreviated "U.S." to differentiate from "us", unless part of a title (e.g., USNAVEUR).

g. Only information on subjects' current status should be included; history belongs in paragraph 1, predictions belong in paragraph 3.

3. () **CONCLUSION AND RECOMMENDATIONS**. This paragraph is the opportunity for the AO to apply his judgment, weigh alternatives, and make recommendations concerning HQ USEUCOM positions and/or policy.

Tab 1 - List subjects of each tab (with classification or tab in parentheses). (U)

Tab 2 - Format of tabs should follow margin, paragraphing, and classification rules above. (U)

SECURITY CLASSIFICATION

APPENDIX M**STAFF SUMMARY ROUTING SHEET (SSRS) / ELECTRONIC STAFFER**

(Go To Template for Illustration Purposes)

a. **The Electronic Staffer** is EUCOM'S primary means of internal communication. It is designed to provide the staff with a standard multipurpose form to serve for decision making or informational purposes. It briefly summarizes action, maintains permanent record of internal action and staff coordination.

(U) RECOMMENDATION: This is always first. Explain the ACTION that must be taken, e.g., Deputy Commander Sign Memo at Tab 1

(U) SUMMARY: Succinct and brief description of the entire package. This critical component of the Staffer must be given a big picture review of the issue, without becoming a novel. At a minimum, it should include one to two sentences describing the action tab, e.g. Tab 1 is P4 MSG to SECDEF.

(U) NONCONCURRENCE: Required field. Must state who nonconcur with the staff package or state "NONE". Example ECJX nonconcurs with explanation at Tab #.

(U) BACKGROUND: Use this paragraph to amplify and provide additional information necessary to support the recommendation and/or explain any discussion/non concurrence in staffing. This should be in a narrative or bullet style with attachments if appropriate. Attachments should be provided in order of importance. Must read information should be prioritized in descending order.

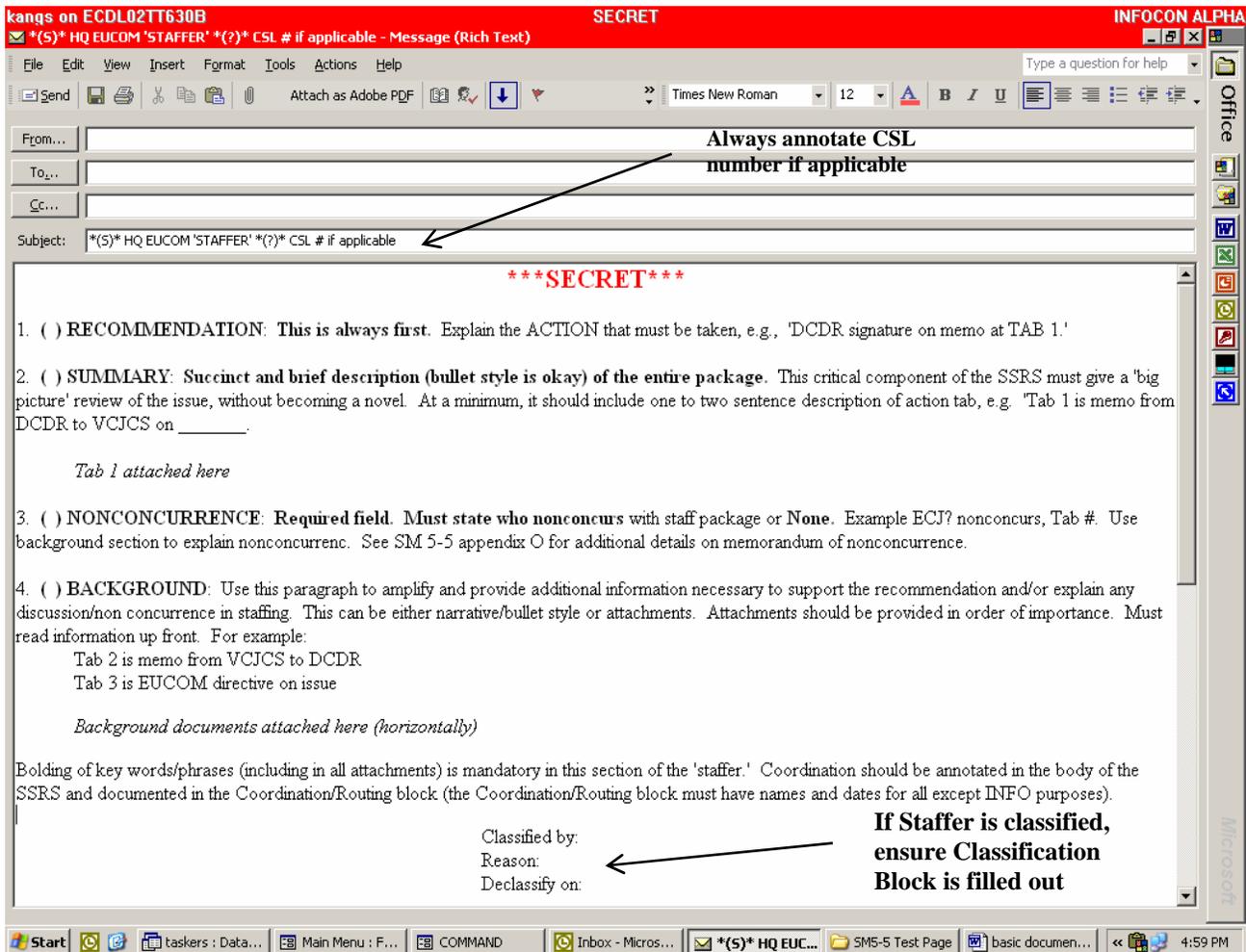
For example:

Tab 2 is memo from VCJCS to DCDR

Tab 3 is EUCOM directive on issue

(U) STAFFING: This section is used to provide Action Officer contact information and all Coordination/Routing. The Director or Deputy Director must sign off on all packages before Command Group processing/review.

ELECTRONIC STAFFER



b. All electronic Staffers requiring Command Group review should be sent to “SJS Tasker” e-mail account via the Directorate/Special Staff XO.

c. All hard copy SSRS packages should be routed to SJS and logged in by the Information Management Center.

APPENDIX N**SSRS NONCONCURRENCE**

DIRECTORATE/OFFICE SYMBOL

(DATE)

MEMORANDUM FOR ECJ__

SUBJECT: Statement of Nonconcurrency

1. REFERENCE: Refer to the document or action being coordinated.
2. Always attempt to resolve differences with the originating staff office. Major differences should be defined and discussed at the action officer level.
3. If differences cannot be resolved, the nonconcurring staff office will enter "nonconcur" and the date in the appropriate block of the SSRS.
4. Using an informal memorandum, prepare a statement of nonconcurrency addressed to the originating director/office chief.
5. Clearly define the reasons for nonconcurrency, providing a general comment, and classifying supporting comments into critical, major, substantive or administrative. Be sure to cover all aspects of the difference.
6. Definitions of Nonconcurrency Comments:
 - a. General. Provide a general statement on whether the comments will result in a concurrence or nonconcurrency.
 - b. Critical Comments. Critical comments pertain to issues which will result in a nonconcurrency with the document if the concern is not satisfactorily resolved. Critical comments may contain a general statement of issues of concern, but will contain specific recommendations for changes required to gain a concurrence.
 - c. Major Comments. Major comments are significant concerns which may result in a nonconcurrency of the entire document if not satisfactorily resolved. May contain a general statement of concern, followed by detailed comments on specific entries.
 - d. Substantive Comments. Substantive comments are provided because sections in the document appear to be, or are potentially, incorrect, incomplete, misleading, or confusing. Substantive comments will not result in a nonconcurrency if they are not accepted.

e. Administrative Comments. Administrative comments are to correct what appear to be inconsistencies between different sections, typographical errors, or grammatical errors.

7. Place the nonconcurrency informal memorandum as the last numerical tab in the folder and so identify it in the "Note" block of the SSRS.

8. **POC**. Provide a Point of Contact (POC), name and phone number.

9. Paragraphing and continuation pages will follow normal memorandum format. **Classification markings** will be as appropriate. Use **alphabetical tabs** for enclosures.

2 Encls

1. Extract AR 25-50
2. Memo, 15 Jul 95

JOHN B. BUMPER
Major General, USAF
Director of Intelligence

APPENDIX O

SSRS CONSIDERATION OF NONCONCURRENCE MEMO

DIRECTORATE/OFFICE SYMBOL

(DATE)

MEMORANDUM FOR ECJ__

SUBJECT: Consideration of Nonconcurrency

1. **REFERENCE**. Refer to the document or action being coordinated.
2. **CONSIDERATION OF NONCONCURRENCE**. Use this format only when the originator cannot accommodate the nonconcurrency. This section will state the reasons and logic for rejecting the comments or recommendations, or a portion thereof, proposed by the nonconcurring staff office.
3. **ACTION RECOMMENDED**. This section will contain the final recommendation of the originating staff office after considering the nonconcurrency.
 - a. If the initial recommendation does not change, the following statement will be included: "I adhere to my original recommendation."
 - b. If the consideration alters or amends the original recommendation, coordinate the changes with interested staff offices.
 - c. Place this informal memorandum as the final numerical tab in folder.
4. Paragraphing and continuation pages will follow normal memorandum format. Classification markings will be as appropriate. Use alphabetical tabs for enclosures.

ROBERT S. HARDY
Brigadier General, USA
Director for Personnel and Administration

[\(Go to Template\)](#)

APPENDIX P

END-OF-DAY REPORT

EOD reports are due to the ECCS (SLAN EOD Group) NLT 1745 daily.

***** SECURITY CLASSIFICATION *****

(DIRECTORATE/OFFICE SYMBOL)

End-of-Day Report - (date)

1. Format. End-of-day reports shall display the heading indicated above. The body shall be organized into paragraphs containing specific subjects of concern and discussion. An example format is provided below:

SUBJECT: END-OF-DAY REPORT FORMAT

DISCUSSION: As required.

- Condense essential information into bullet sentences for easy recall.

BACKGROUND: If applicable.

CURRENT STATUS: If applicable.

IMPACT STATEMENT: If applicable.

CONTACT: Add Action Officer's name, organization, phone number.

2. Numbering. Each new subject will start a new paragraph. If the report has only one subject, numbering is not required; numbering required when there is more than one subject.

3. Classification. Security classification markings are required at top and bottom of page. Unclassified reports will be marked "*** UNCLASSIFIED ***" at top and bottom for reader simplification.

4. Font. Use 12-pitch, Times New Roman font. See [Appendix AD](#).

CLASSIFIED BY:
REASON:
DECLASSIFY ON:

***** SECURITY CLASSIFICATION *****

APPENDIX Q

[\(Go to Template\)](#)

TALKING POINTS

1. **Format.** Talking points shall use for visit books or any event where the senior leadership will be meeting with external agency representatives. The body shall be organized into paragraphs containing specific subjects of concern and discussion. An example format is provided below:

****SECURITY CLASSIFICATION****

Directorate
APPROVED BY: _____

AO, Phone
Office Symbol, Date

TALKING POINTS for Event/Visitor; Date

1. (U) Discussion Topic:

(U) Talking Point

Provide short synopsis of discussion topic.

[Example: (U) The EU mission in Bosnia and Herzegovina (BiH) cannot fail! The U.S. wants the EU mission in BiH to succeed and the U.S. is pleased that the UK will lead the mission from the commander in the field to the operational commander. The U.S. does not want to mobilize ARNG soldiers for BiH if the EU is not ready. Success will also validate the EU's ability to assume greater roles in the future. There are many tough political issues but we will resolve them before the end of SFOR and the start of the new EU mission.]

Background

- Provide information in bullet format to support the talking point

- Example: (U) EU Foreign Ministers at their General Affairs and External Relations Council (GAERC) meeting in Luxembourg on April 26 endorsed the "General Concept" paper for an ESDP mission in Bosnia & Herzegovina to follow NATO's SFOR mission. Next step will be the Perm Reps approval of the General Concept possibly before the Istanbul Summit.

CLASSIFIED BY:
REASON:
DECLASSIFY ON:

***** SECURITY CLASSIFICATION *****

2. Classification. Security classification markings are required at top and bottom of page. Unclassified reports will be marked "*** **UNCLASSIFIED** ***" at top and bottom for reader simplification.

3. Font. Use 12-pitch, Times New Roman font.

APPENDIX R

[\(Go to Template\)](#)

[\(Go to DCDR Memo Template\)](#)

[\(Go to CDR Template\)](#)

MEMORANDUMS

[\(Go to CoS Memo Template\)](#)

SECURITY CLASSIFICATION

USE APPROPRIATE CDR/DCDR/CoS LETTERHEAD

Suspense:

ECJ2 (25-30)

Date:

1

1
2

MEMORANDUM FOR Commandant, U.S. Army Command and General Staff College,
Fort Leavenworth, KS 66027-6900

1

NOTE: Memoranda to Component Command Groups (Commander, Deputy Commander and Chief of Staff) will show individual's name only. Example:

MEMORANDUM FOR General Clark

SUBJECT: Using and Preparing a Memorandum ()

1
2

1. () References:

- a. Public Drive\Template\Word-HQUSEUCOM\memorandum.dot file. [Memorandum Template](#)
- b. AR 25-50, 21 DEC 88, Preparing and Managing Correspondence.
- c. Memorandum, HQ USEUCOM, ECJS, 20 FEB 06, subject: Where to put references in a memorandum.
- d. Message, HQ USEUCOM, ECJ35, 201200Z FEB 06, subject as above.

NOTE: List all references in para 1 in the order they are mentioned in the text. Reference (a) provides additional guidance. References (b) and (c) show how to reference a memorandum and a message.

2. () Use letterhead paper for formal memorandums and plain bond paper for informal memorandums. Use one inch margins and Times New Roman 12 pitch. Type the OFFICE

CLASSIFIED BY:
REASON:
DECLASSIFY ON:

SECURITY CLASSIFICATION

SECURITY CLASSIFICATION

SYMBOL of the “signer” at the left margin two lines below the seal. Type the MARKS Number in parentheses two spaces after the office symbol.

3. () Stamp or type the DATE on the same line as the office symbol, ending at the right margin. If there is a SUSPENSE DATE, type it two lines above the office symbol line ending as close as possible to the right margin.

4

Signature Block

2

SECURITY CLASSIFICATION

SECURITY CLASSIFICATION

ECJ2

SUBJECT: Continuing a Memorandum ()

1
2

4. () Type MEMORANDUM FOR on the third line below the office symbol. Begin the single address one space following MEMORANDUM FOR. If the MEMORANDUM FOR address extends more than one line, begin the second line flush with the left margin. Addresses may be in Upper and Lower case type or all upper case type and must be complete addresses. Use attention lines when a specific office or person is to receive the information.

5. () Use the full geographic location, to include the nine-digit ZIP code on external memorandums. Use office symbols as addressees on internal memorandums.

6. () When preparing multiple addresses memorandums **do not** space between addressees.

7. () Single-space the text of the memorandum; double space between paragraphs.

8. () When a memorandum has more than one paragraph, number the paragraphs consecutively. When paragraphs are subdivided, designate first subdivisions by the letters of the alphabet (lower case) and indent them as shown below.

a. () When a paragraph is subdivided, there must be at least two subparagraphs.

b. () If there is a subparagraph "a," there must be a "b."

(1) () Designate second subdivisions by the numbers in parentheses, for example, (1), (2), and (3).

(2) () Do not subdivide beyond the third subdivision.

(a) () However, do not indent any further than for the second subdivision.

(b) () This is an example of the proper indentation procedure for a third subdivision.

9. () On the continuation page, type the OFFICE SYMBOL at the top left margin.

SECURITY CLASSIFICATION

SECURITY CLASSIFICATION

ECJ2

SUBJECT: Continuing a Memorandum ()

10. () Type the SUBJECT, (exactly like it is on page one) of the memorandum at the left margin on the next line below the office symbol.

11. () Begin the continuation of the TEXT at the left margin on the third line below the subject phrase. **Do not divide a paragraph of three lines or less between pages.**

12. () Do not type the AUTHORITY LINE and the SIGNATURE BLOCK on the continuation page without at least two lines of the last paragraph. If, however, a paragraph or subparagraph has only one line, place it alone on the continuation page with the authority line and signature block.

13. () When used, type the AUTHORITY LINE at the left margin on the second line below the last line of the text.

14. () Type the SIGNATURE BLOCK on the fifth line below the authority line or the last line of the text beginning in the center of the page. Identify enclosures, if any, flush with the left margin beginning on the same line as the signature block. Note: If the enclosures are identified in the text, you do not have to list them again under enclosures; simply state the number of enclosures included (e.g., 2 Encls).

15. () If used, on the second line below the last line of the signature block or enclosure listing, whichever is lower, type the word "CF:" (COPY FOR) and list addressees that will receive the memorandum and whether they will/will not get a copy of the enclosures.

16. () The page number can be in the Microsoft Word page "footer," or else 1 to 1-1/2 inches from the bottom of the page, centered. Do not number the first page.

SECURITY CLASSIFICATION

SECURITY CLASSIFICATION

ECJ2

SUBJECT: Continuing a Memorandum ()

17. () Classification markings will be boldly displayed at the top and bottom of each page. These markings can also "float" within the "header" and "footer." No need to mark an unclassified memorandum, unless enclosures are classified.

AUTHORITY LINE:

1
2
3
4

2 Encls

- 1. Personnel listing ()
- 2. DA Form 4187 ()

JOHN J. SMITH
 CAPT, USN
 Deputy Director of Intelligence

CF:

U.S. ARMY EUROPE, ATTN: AEAGB (w/encls)
 CDRFORSCOM, (w/o encls)

SECURITY CLASSIFICATION

SECURITY CLASSIFICATION

Suspense:

1

ECJ2 (25-30)

Date:

1

2

MEMORANDUM FOR

1

Commander, Naval Security Group Command, ATTN: GB, WASH DC 20310-1067
Department of the Army, Deputy Chief of Staff For Personnel, ATTN: DAPE-CPS,
WASH DC 20310-0300

1

SUBJECT: **Multiple Addressee Memorandums Using a Full Title and Address ()**

1

2

1. () When preparing a multiple addresses memorandum for more than one agency/office symbol (more than one and less than six), use either of these two methods:

a. () Full title and address (formal memorandum)

b. () Office symbols (informal memorandum)

2. () When the full title of the agency is used, type addresses in all upper case type or upper and lower case type. Do not mix the two type styles; be consistent.

1

2

3

4

2 Encls

- 1. Personnel listing
- 2. DA Form 4187

JOHN J. SMITH
CAPT, USN
Deputy Director of Intelligence

CLASSIFIED BY:
REASON:
DECLASSIFY ON:

SECURITY CLASSIFICATION

SECURITY CLASSIFICATION

ECJ2 (25-30)

Date:

1
2

MEMORANDUM FOR RECORD

1

SUBJECT: **Preparing a Memorandum for Record ()**

1
2

1. () Type the Memorandum for Record (MFR) on white paper. Type the office symbol at the left margin on the eighth line from the top of the paper, space twice and type the MARKS Number in parentheses. Stamp or type the date on the same line ending at the right margin. You may also type or handwrite the MFR on the bottom of all record or file copies.

2. () Type the words MEMORANDUM FOR RECORD in upper case at the left margin on the third line below the reference or office symbol.

3. () Type "SUBJECT:" in upper case at the left margin on the second line below MEMORANDUM FOR RECORD.

4. () Begin the text on the third line below the last line of the subject.

5. () Limit the MFR to one page. Do not use an authority line.

1
2
3
4

JOHN J. SMITH
CAPT, USN
Deputy Director of Intelligence

CLASSIFIED BY:
REASON:
DECLASSIFY ON:

SECURITY CLASSIFICATION

SECURITY CLASSIFICATION

Suspense:

1

ECJ2 (25-30)

Date:

1

2

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: **Preparing a “SEE DISTRIBUTION” Addressed Memorandum ()**

1

1

2

- 1. () When more than five addressees are required, use the “SEE DISTRIBUTION” format.
- 2. () Type the words SEE DISTRIBUTION one space after the words “MEMORANDUM FOR.”
- 3. () On the second line below the last line of the signature block or enclosure listing, whichever is lower, type the word “DISTRIBUTION:” and block the addresses as shown below:

a. () xxx

b. () xxx

- 4. () You may continue distribution listings on a second page. When absolutely necessary, you may write a complete distribution listing on a separate page.

1

2

3

4

- 2 Encls
- 1. Personnel listing
- 2. DA Form 4187

JOHN J. SMITH
CAPT, USN
Deputy Director of Intelligence

DISTRIBUTION:
ECJ1
ECJ3
ECJ4

CLASSIFIED BY:
REASON:
DECLASSIFY ON:

SECURITY CLASSIFICATION

SECURITY CLASSIFICATION

ECJ2

SUBJECT: Continuation of a Distribution Listing ()

1
2

DISTRIBUTION: (CONT)

ECJ5

U. S. ARMY EUROPE, ATTN: AEAGB

CF:

SUPERINTENDENT, U.S. MILITARY ACADEMY

SECURITY CLASSIFICATION

SECURITY CLASSIFICATION

Suspense:

1

ECJ2 (25-30)

Date:

1

2

MEMORANDUM THRU CHIEF OF STAFF

1

FOR DEPUTY COMMANDER

1

SUBJECT: **A Single-Addressed "THRU MEMORANDUM"** ()

1

2

1. () Use "THRU" memorandum to keep the "THRU" addressee informed or to give the opportunity to comment or approve. Prepare a single addressee THRU memorandum as shown above. Addressees can be ALL CAPS or Upper/Lower Case.

2. () If no comment is made, the THRU addressee will line out the THRU address and place his/her initials and the date to the right of the appropriate address. The THRU addressee may write "concur," "noted," or other short remarks by his address.

3. () When more than one THRU addressee is needed, prepare as shown on the next page.

1

2

3

4

JOHN J. SMITH
CAPT, USN
Deputy Director of Intelligence

CLASSIFIED BY:
REASON:
DECLASSIFY ON:

SECURITY CLASSIFICATION

SECURITY CLASSIFICATION

Suspense:

1

ECJ2 (25-30)

Date:

1

2

MEMORANDUM THRU

1

SECRETARY JOINT STAFF
CHIEF OF STAFF

FOR DEPUTY COMMANDER

1

SUBJECT: **Preparing a “MEMORANDUM THRU” with Two Addressees ()**

1

1

2

1. () Do not address memorandums to more than two “THRU” addressees. However, in exceptional cases where more than two “THRU” addresses are absolutely necessary, list each additional addressee in the same manner as shown above.

2. () This type of informal memorandum is normally for internal use only. Type “MEMORANDUM THRU” and the addressees in UPPER CASE.

1

2

3

4

JOHN J. SMITH
CAPT, USN
Deputy Director of Intelligence

CLASSIFIED BY:
REASON:
DECLASSIFY ON:

SECURITY CLASSIFICATION

APPENDIX S**BLUE BULLET**

The preprinted USEUCOM routing note, or Blue Bullet, is used for short responses or explanations to the Command Group, or between directorates. Follow the format guidelines noted below.



HEADQUARTERS
UNITED STATES EUROPEAN COMMAND

Date:

THRU COS

FOR Deputy Commander

SUBJECT: Addressing a Blue Bullet

1. This is an example of a Blue Bullet addressed through the COS to the Deputy Commander.
2. Your Directorate or staff office may have Blue Bullets preprinted with your directorate letterhead.
3. When typed, Times New Roman 12-pitch should be used.
4. If used as a forwarding document on a staff package, the note should be typed, following the memorandum format. The Directorate Chief has the option of using handwritten notes when blue bullets are used for other purposes.

Encl

D. DIRECTOR
BG, USMC
Director, J-2

APPENDIX T
STAFF STUDY

SECURITY CLASSIFICATION

ECJ1-A

Date:

SUBJECT: Preparing a Staff Study ()

1. () **PROBLEM**. State the problem clearly and concisely.
2. () **ASSUMPTIONS**. Include any assumptions necessary for a logical discussion of the problem not accepted as a fact.
3. () **FACTS BEARING ON THE PROBLEM**. Summarize the facts bearing on the problem. Include only those important facts used to solve the problem. If applicable, support each statement with a tabbed reference.
4. () **DISCUSSION**. This paragraph is crucial because it shows the logic used in solving the problem. Summarize the discussion and include the full-length discussion as a tabbed reference.
5. () **CONCLUSIONS**. State the concise solution to the problem.
6. () **ACTION RECOMMENDED**. This paragraph tells the reader what action is necessary. A typical recommendation would be that the addresses indicate their approval or sign an attached document.
7. () **COORDINATION**. Use tabs for comments or concurrence of other Directorates and agencies outside HQ USEUCOM. **Do not list intra-directorate coordination.** Include coordination listing, e.g.:

CDRUSAREUR - Concur - BG Jones - Heidelberg Mil 76

J4 - Nonconcur - MG Smith - 7070 - Tab A

J5 - Concur - Col A.B. Doe - 7109 - Tab B

USAFE - No Interest - Col C.D. Johnson - 8274 - Tab C

SECURITY CLASSIFICATION

SECURITY CLASSIFICATION

ECJ1-A

- 8. () **CONSIDERATION OF NONCONCURRENCE**. When used, the content of the consideration will be brief. Include lengthy discussions as an enclosed tab.

- 9. () **FINAL RECOMMENDATION**. Include a simple statement of adherence to the original recommendation or include a revised recommendation based on consideration of nonconcurrency.

3 Encls

PETER R. SMITH
LTC, USA
Adjutant General

CLASSIFIED BY: See Appendix H
REASON: See Appendix H
DECLASSIFY ON: See Appendix H

SECURITY CLASSIFICATION

APPENDIX U

[\(Go to Template\)](#)

CCC TOPICS

COMPONENT COMMANDERS' CONFERENCE
NOMINATED TOPICS
FROM ECJX

TOPIC: Nominated Topic (Title of Briefing/Paper)

UPDATE MONTH: Enter the month for which the topic is proposed.

SYNOPSIS: Synopsis of topic. Limit to ten lines or less. The object is to persuade the approval chain (COS/Deputy Commander/Commander) that the topic is appropriate to be placed on the CCC agenda.

ESTIMATED TIME REQUIRED FOR BRIEFING: _____ (1/3 of time must be allocated for discussion or questions and answers.)

CLASSIFICATION OF BRIEFING: _____

BRIEFER: _____ (Must give the title, last name, and go by name of the probable briefer; (eg..."Lt Gen Keaton (Buster)".)

POC: MAJ Action Officer, 430-XXXX (DSN number of AO that is developing the briefing.)

***Note:** This template is at P:\Templates.

APPENDIX V

STAFF OFFICER TIPS FOR GOOD CORRESPONDENCE

1. **PURPOSE**. To codify the administrative guidance and identify the most commonly corrected errors on documents submitted for approval.

2. **TIPS**.
 - a. **ACRONYMS**. When an acronym is first used, write out the entire word or phrase followed by the acronym in parentheses. See [Appendix AE](#) for an unofficial acronym dictionary.

 - b. **ACTION OFFICERS**. Include the Action Officer's name on the Staff Summary Routing Sheet (SSRS).

 - c. **AFFECT AND EFFECT**. "Affect" is a verb meaning "to influence," while "effect" is a noun meaning "result" or a verb meaning "to bring about."

 - d. **AIRCRAFT DESIGNATORS**. Aircraft designators are hyphenated between the initial alpha character or set of alpha characters and the following numeric characters, i.e., A-6E, not A6E or A6-E.

 - e. **APPROVAL**. If the Deputy Commander is the final approval authority, the Chief of Staff does not approve; he concurs or comments. Check the action codes on the SSRS.

 - f. **CHOPS**. Always ask the question, "Should some other directorate chop on this package?" Do not forget the POLAD.

 - g. **CITIES**. When a city and country are included in a sentence, the country is set apart by commas. An example would be: Rome, Italy.

 - h. **CLIPS**. Always fasten your packages with two clips.

 - i. **COMPOUND TERMS**. Compound terms are hyphenated when used as nouns or adjectives and are not hyphenated when used as verbs, as in the following:

Noun or adjective - "Follow-up"
Verb - "follow up"

 - j. **CONCUR**. One concurs **IN** a position and one concurs **WITH** someone.

 - k. **CONTRACTIONS**. Contractions should not be used.

l. **COORDINATING CONJUNCTIONS.** Coordinating conjunctions normally should not be followed with commas. The mistake is ... but, The correct way is ..., but An exception is ..., but, as stated earlier, avoid the mistake.

m. **DATE PUNCTUATION.** A date is punctuated: ...June 15, 1988,... "15 June 1988" is not punctuated.

n. **"e.g." and "i.e."**. The use of "e.g." and "i.e." should be as follows:

e.g. means "for example"

i.e. means "that is"

o. **ENCLOSURES AND TABS.** Information is included IN enclosures and AT tabs.

p. **EUCOM.** When correspondence is sent from this Headquarters, refer to this Headquarters in the body of the correspondence as "HQ USEUCOM." When referring to the Area of Responsibility (AOR), "EUCOM" is suitable.

q. **HOWEVER.** The word "however" is normally preceded by a semicolon when referring to the clause it precedes, and preceded by a comma when referring to the clause it follows.

r. **ITS AND IT'S.** The contraction for "it is" includes the apostrophe - "it's." The possessive form of "it" does not include an apostrophe - "its."

s. **MESSAGE ADDRESSES.** Messages should be addressed in order of seniority.

t. **NONE AND NEITHER.** None and neither are singular nouns.

u. **NUMBERS.** Numbers 10 and above should be expressed in figures. Numbers one through nine should be expressed in words. When a sentence contains numbers used in a related series and any number in the series is 10 or more, all numbers in the series should be expressed in figures (except the first word of the sentence if it is a number). Exceptions: a number expressing time, money, or measurements will be expressed in a number.

v. **OPERATIONS.** Only the first letter of the word 'Operation' will be uppercase and the name of the operation will be all uppercase. Example: Operation PROVIDE COMFORT or Operation JOINT GUARD.

w. **PARENTHESES.** Parentheses are normally not needed. Many parenthetical statements can and should be normal sentences.

x. **PAY GRADES.** Always hyphenate pay grades, i.e., E-7, O-6.

y. **PLURAL NOUNS.** Plural nouns do not have apostrophes unless they are possessive. In a possessive plural noun, the apostrophe is placed after the "s."

z. **PRINCIPALS AND PRINCIPLES.** Principals are people and principles are ideas/concepts.

aa. **PUNCTUATION AND QUOTATION MARKS.** Punctuation marks are normally inside the quotation marks when part of the quote, outside when not. See various examples throughout this appendix.

ab. **RECOMMENDATIONS.** When presenting a point paper IAW SM 5-5, recommendations are included as part of the format.

ac. **REFERENCES.** When only one reference is used in a message, do not refer to it as "ref A" in the body, merely use "ref." When more than one reference is used, refer to them in order. "A", is followed by "B", followed by "C", et cetera.

ad. **RIGHT MARGINS.** Do not right justify your correspondence. Do not allow any lines to differ in length by more than six spaces from the right margin. Word breaking is acceptable.

ae. **SPLIT INFINITIVES.** Do not split infinitives or verb phrases, especially if such a split will result in an awkward phrase. For example: "to respond quickly," not "to quickly respond."

af. **TASKERS.** Put the tasker on the left hand side of the package folder.

ag. **THANK YOU.** Do not use "thanks" for "thank you."

ah. **THAT.** Eliminate the word "that" if the clause can stand alone without it.

ai. **THIS.** "This" should be used as an adjective, not a noun.

aj. **U.S.** The term "United States" should be abbreviated as "U.S." to avoid confusion with the pronoun "US."

3. **MISSPELLED OR MISUSED WORDS.**

a. Accommodate -- not acommodate or accomodate

b. Cannot -- not can not

c. Consistent -- not consistant

d. En route -- not enrout

e. Ensure -- not insure (unless you are insuring your car)

- f. Fora -- not forums
- g. Fulfill -- not fullfil
- h. Fuze -- not fuse, when talking about bombs or short suspenses
- i. In port -- not inport
- j. Judgment -- not judgement
- k. Occurred -- not ocurred or occured
- l. On board -- not onboard
- m. Ongoing -- not on-going or on going
- n. Rapprochement -- not rapproachment
- o. Reconnaissance -- not reconaissance or reconnaissance
- p. Similar -- not similiar
- q. Specialties -- specialities
- r. Supersede -- not supercede
- s. Time frame -- not timeframe
- t. Work load -- not workload

4. **PACKAGES**. Blue Bullets, Staffer or whatever is on top needs to be clear. If it seems long and/or hard to understand to you, it is. Only address what you need to get a short summary across and what you want done when the package gets to SJS, yet the Staffer should stand alone. If more information is required, it should be in the enclosures.

TIPS:

- Keep summary of Staffer to a minimum of lines. Summary is not discussion.
- Use bullets in Staffer vice prose/narrative.
- Staffer can be highlighted with **bold type** to mark all key words, phrases, concepts, dates, names, etc, as appropriate. One can expect a general officer to just read text in bold, have all the right facts, and make a correct decision without needing to be a detective.

- If there are several attachments, indicate in the Staffer which tabs are critical to read for decision. If the action officer thinks all attachments are critical to read, the XO or higher might determine otherwise, and should change the Staffer accordingly. Prioritize the attachments so critical info is up front. Attachment / Tab 1 is always the item for action.
- The **DUE DATE ends at 1600**. The package will have already been approved by your Division Director and will be at SJS by 1600. SJS will then give the package the usual Quality review and possibly have to send it back for corrections that evening. As a side note, the SJS is not clerical support for the EUCOM Headquarters. Format and admin checks are the responsibility of the division action officer and division administrative staff.

Bottom Line: It is important for an action officer to provide the right background info. However, if there is a large amount of reference/background info, like numerous or large attachments, the "MUST READ" attachments or portions should be pointed out in the Staffer. And all the info must be as efficiently and clearly presented as possible to get the essential facts up front for an expeditious yet thoughtful decision to be made.

5. **BRIEFINGS**.

- a. During the brief, the briefer owns the conference room and needs to be able to adjust lighting and focus to assist in viewing the presentation. Briefer should be familiar with the room, podium, lighting, and projection equipment being used.
- b. Hard copies of the slides will be available for distinguished visitors and principals seated at the table. Copies should be readable and of good quality. Please ensure **classification** is clearly indicated and cover sheets available.
- c. **Briefers should not read the slides to the audience** but provide an extemporaneous presentation.

6. **U.S. SERVICE PERSONNEL**. Whenever referring to U.S. service personnel, we will capitalize "Soldiers, Sailors, Airmen, Marines, and/or Coast Guardsmen" as proper nouns deserving of respect, i.e. the short form of "United States Marine." When referring to the generic (sailors from ten nations), continue to use the lower case.

7. **EMAIL GUIDANCE**. E-mail has become one of the greatest sources of wasted time in the modern office environment. To be truly effective, it must be used with discipline.

- a. **(U)ALWAYS*Use Standard Subject Line(U)**. See example below.

(C/UK/FR)Short but Descriptive Title CSL#0000000(C/UK/FR)

(U)Short but Descriptive Title*CSL#xxxxxxx (U)

- b. Reasons:

- Makes it much easier for Deputy Commander and other command group personnel to sort and prioritize electronically (long strings of “RE”, “FWD” may run the actual subject info off the readable screen)

- makes it easier for all to track documents associated with formal taskers

- if you will use the classification markings and pay particular attention to when its releasable to UK/FR/GE/NATO, it will allow us to make better use of our LNOs

c. Do NOT feel compelled to CC the world on every e-mail you write – especially your superiors (they already have plenty to read)!! Include only the necessary addressees who need to know the content of your message. However, follow the chain of command when sending messages to a higher organizational level as with any other medium. Use the blind courtesy copy (bcc) feature for e-mail distribution lists.

d. Use “Reply To All” only when your message provides information of value to all. Otherwise, choose specific recipients. Use organizational e-mail boxes to communicate from organization to organization.

e. Do NOT expect people (again – especially your superiors) to read through long series of concatenated e-mail messages to figure out what you are talking about. Summarize the salient points and any recommendations in your portion.

f. Keep e-mail messages to one screen’s length or less whenever possible. Distill and present only the necessary information. Avoid cyber-speak. Not everyone is familiar with the acronyms used in e-mail messages such as “WRT – with respect to”. Performing a mental translation each time slows down the reader.

g. E-mail should be a finished product. NOBODY desires to read a babbling stream-of-consciousness to determine what you are trying to say. THINK before you WRITE.

h. E-mail is not a fire-and-forget weapon. If you are responsible for an action, it doesn’t go away just because you wrote somebody else an e-mail. You are still responsible for the action and its follow-up.

i. DO NOT use e-mail to deliver time-sensitive messages where urgent action is required (e.g. in the case of an emergency). People do not have their computers plugged directly into their brains! Urgent messages must be passed by some means of direct contact. You can follow up with an e-mail if necessary.

j. DO NOT attach a short word document to an e-mail when you can cut and paste the content of the file into your e-mail. This not only saves time for the recipient, but also reduces the bandwidth required to send the message.

k. Be sure to include attachments when “replying” to e-mails if receiver will need them. Avoid including pictures in e-mails. Link large files from shared drives or web sites if possible. Do not use fancy background graphics that require additional server space.

l. Watch what you write! E-mail lives a long time and can be forwarded to addressees the originator never intended. Remember -- e-mail is for record!

- Be Professional & Courteous
- Avoid emotional response - they look worse in print; use a tone that is appropriate
- NEVER use e-mail to discuss sensitive personnel issues
- E-mail is subject to Privacy Act of 1974 and the Freedom of Information Act

APPENDIX W**COMMANDER VISIT PAPER**

[\(Go to Template\)](#)

SUBJECT: Preparation of Visit Paper (Title of Topic).

PURPOSE: For discussing topic with visitor.

ISSUE/PROBLEM: Indicate a major issue/problem.

Bullet format

- Complete sentences not necessary; use one-line memory joggers.
- Narrative format not appropriate.
- One page in length.

KEY POINTS:

- Substantive information required; clear, concise, succinct.
- State key facts, reflect existing policy in logical sequence.
- If issue must be raised, include points to be stressed.
- If background, include major relevant points.
- Include detailed facts and figures as tabs.

VIEWS OF OTHERS AND COUNTER-ARGUMENTS:

A series of statements on the views of others and corresponding counter arguments are to be included in this paragraph. "Views of others" include, for example, components and external agencies such as the Joint Staff. Where no other views are held, the words "Not applicable" are to appear after this paragraph's heading.

STAFF REQUESTS FOR COMMANDER U.S. EUROPEAN COMMAND:

This paragraph should spell out what the Staff hopes that Commander U.S. European Command will achieve/ascertain during this discussion.

(If classified, subject classification, paragraph marking, and downgrading/ declassification instructions will be properly applied IAW DOD 5200.1-R).

APPENDIX X

PREPARING TRIP BOOKS

[\(Go to Checklist\)](#)

1. Trip books should contain only the minimum essential information to avoid burdening the traveler with a voluminous package. Coordinate with the aide and/or executive officer early in the trip planning process. The following items should be considered for inclusion in the trip books as appropriate:
 - a. **Cover.**
 - b. **Index – Table of Contents**
 - c. **Itinerary**
 - d. **U.S. Ambassador’s biographical sketch and photograph.** (ECPLAD)
 - e. **Biographical sketches of key foreign and U.S. personnel** with whom the Deputy Commander or Chief of Staff will be in contact. (ECPLAD/ECJ2)
 - f. **Security assistance** and aid programs. (ECJ4)
 - g. **Major units** and personnel strengths. (ECJ1/ECJ5)
 - h. **Map of country** (showing locations of installations, both U.S. and host nation).
 - i. **Major problems** and items of interest.
 - j. **Country Clearance Message.** Prepared by Action Officer.
2. The project officer will determine the following information, and provide it in the trip book.
 - a. **Full names of escorting and greeting individuals** (include titles, nicknames, spouses’ names, and phonetic spelling where appropriate).
 - b. Items and **topics that may be raised** with Deputy Commander or COS during visit.
 - c. **Addresses and phone numbers of lodging.** Include cost and type of credit cards which may be used.
 - d. **Names, titles and duty and home phone numbers for points of contact** at each location.
 - e. Advice on the **likelihood of gift exchange.**
 - f. Office symbol for transmitting special access information.

3. The following types of information, if requested, could be included in an “**additional material**” **index** in the trip book to indicate “other” available information:

- a. Country team
- b. Talking Points/Background Papers for scheduled meetings
- c. Country summary--total U.S. DOD personnel in country by service (USA, USAF, etc.) and total family members and civilians.
- d. Organizational charts and mission statements for units visited.
- e. Roster of key personnel by major unit.
- f. NEO data sheet.
- g. Latest inspector general evaluations.
- h. Latest security assistance visit trip report.

4. Above all, action officers preparing trip books must use judgment in what should be included. If should not be “everything you ever wanted to know about....” **Consider the purpose of the visit. Follow-up with the Aide or Executive Officer** to ensure all the requested information is provided. (See <P:drive/Templates/Word-HQUSEUCOM/DCDR Trip Planning folder> for unique Deputy Commander trip planning requirements)

APPENDIX Y

DEPUTY COMMANDER/CHIEF OF STAFF APPOINTMENTS/OFFICE CALLS

ECJS

MEMORANDUM FOR Executive Officers and Office Chiefs

SUBJECT: Office Calls with the Deputy Commander and Chief of Staff

1. From time to time we need to remind those who wish to see the Deputy Commander and the Chief of Staff (COS) how to make appointments and what to expect. If you wish to arrange a briefing or office call with the Deputy Commander or COS, which has not been requested by him, first ensure your Director considers it necessary/appropriate.
2. Use the following sequence to arrange the briefing or office call:
 - a. The first step is to check your Division Chief's availability and the projected date that you will be ready to give the briefing.
 - b. Check with your Director/Office Chief or Deputy to see if he is also available.
 - c. Get a conference room if necessary.
 - d. Have the Director or Deputy Director's secretary, unless delegated to the Division, call the deputy commander's secretary, DSN: 430-4121, to check the deputy commander's availability. Coordinate several blocks of time during which the deputy commander is available, then call the Chief of Staff's secretary, DSN: 430-4450, to schedule the COS. If only the COS is scheduled to attend, there is no need to contact the deputy commander's office. Once the tentative appointment time has been arranged, be sure to call interested Directorates regarding the schedule.
 - e. After everyone agrees, call the Deputy Commander's Secretary and COS Secretary (as appropriate) to reconfirm the tentative appointment. **Only then will the appointment be entered on the Deputy Commander's or COS's calendar.**
 - f. Prepare your briefing, build slide, handouts, and make other arrangements as necessary. Practice the briefing beforehand and learn how to use the audio-visual equipment. Call Protocol (DSN: 430-4186/4292) to ensure all the equipment you need is on hand and is in operating order. **Be sure to bring your own "slide flippers."**

3. NLT 24 hours prior to the scheduled appointment/office call, ensure that an itinerary and all appropriate biographies are in the office of the Deputy Commander/Chief of Staff. Also reconfirm the scheduled time of the meeting/briefing.

4. Biographical Information: Biographies for all Department Directors are on file in the Deputy Commander/Chief of Staff offices. If not on file, the following format is suggested:

RANK, FULL NAME
SERVICE

Rank, Full Name, Service is the present position, location.

He/She assumed this position on date.

Rank, last name was born date and place. Early schooling (high school/college). Entry into service. Military education.

Significant tours of duty.

Significant positions held/location

Decorations

Marital status/children

UNCLASSIFIED

CLASSIFIED FOR ILLUSTRATION PURPOSES ONLY

APPENDIX Z

[\(For Detailed Instructions Click Here\)](#)

From: CDR USEUCOM(MC)

To: [HQ USAFE//CC\(SC\)](#), [COMUSNAVEUR LONDON UK\(SC\)](#), [USAREUR CG\(SC\)](#),

Cc: [SOCEUR\(MC\)](#), [COMMARFOREUR CG\(SC\)](#)

Primary Precedence: PRIORITY

Classification: CONFIDENTIAL

Subject: (C) SAMPLE PERSONAL FOR MESSAGE(U)

EXER/EXERCISE NICKNAME//

OPER/CODEWORD//

MSGID/P4/CDRUSEUCOM//

REF/A/MSG/CJCS/041230ZJUL04//

AMPN/CJCS MESSAGE AUTHORIZING EXERCISE//

DISTRO/TO: GEN FOGLESONG/COMUSAFE/TO:ADM JOHNSON/COMUSNAVEUR
/TO:GEN BELL  USAREUR/INFO:LTG BERNDT/COMMARFOREUR/INFO:BG CSRNKO
/COMSOCEUR//

GENTEXT/PERSONAL  OR/ 

1. (C) GENTLEMEN, THE PERSONAL FOR MESSAGE IS USED TO SEND PRIVATE MESSAGES TO OR FROM LOCATIONS WHERE SPECIAL SECURITY OFFICE (SSO) FACILITIES DO NOT EXIST. GENERAL OFFICERS AND CIVILIANS OF EQUIVALENT RANK ARE AUTHORIZED TO ORIGINATE PERSONAL FOR MESSAGES. 
2. (C) DISTRIBUTION IS MADE SOLELY TO THE DESIGNATED RECIPIENT; ADDITIONAL DISTRIBUTION MAY BE MADE ONLY AS DIRECTED BY THE RECIPIENT. 
3. (U) PERSONAL FOR MESSAGES WILL NOT BE READDRESSSED NOR USED FOR OPERATIONAL MATTERS UNLESS AUTHORIZED BY THE ORIGINATOR OF THE MESSAGE. WARMEST REGARDS, JOHN// 

DECL/DE  USEUCOM  PM TO 5200.1-R/-/DATE:20040708// 

NOTE: "RED" ARE MANDATORY FIELDS.



UNCLASSIFIED

CLASSIFIED FOR ILLUSTRATION PURPOSES ONLY

APPENDIX Z**HQ USEUCOM ACTION OFFICER STAFFING PROCEDURES
FOR DEFENSE MESSAGES SYSTEM
VIA
TELOS AUTOMATED MESSAGE HANDLING SYSTEM (AMHS)**

1. **Create:** The drafter must create a Microsoft Word document and route for review. It is a three part process:
 - a. Draft the body of the message in US Message Text Format (USMTF) using either the COE Message Processor or MS Word with a valid USMTF template. The drafter may also go directly to Step 1b. and draft the entire message within AMHS online using a valid USMTF template.
 - b. Create a message "draft" via AMHS online. Details in pages 1-19.
 - c. Copy and paste the message "draft" into a Word file, which will be used in staffer. Details in 20-22. **Note: alternative process detailed in Advanced Notes Section pages 28-32.
2. **Route:** The drafter will then create a staffer package (see page 23) and attach at Tab 1 the Word document created in step 1.c. The staffer should be completed and routed according to EUCOM SM 5-5 procedures. Once internal staffing is complete, the staffer package should be sent to the directorate XO who will route to the Dir/DDir and then to SJS for Command Group approval.
3. **Release:** When the staffer package is forwarded to the XO for the further routing, the drafter should also send the message "draft" using the Coordinate and Release Process within AMHS online to the appropriate release group {i.e. for the Command Group: CDR USEUCOM(MC), DCDR USEUCOM(MC), COS USEUCOM(MC)} (see details in pages 24-25).

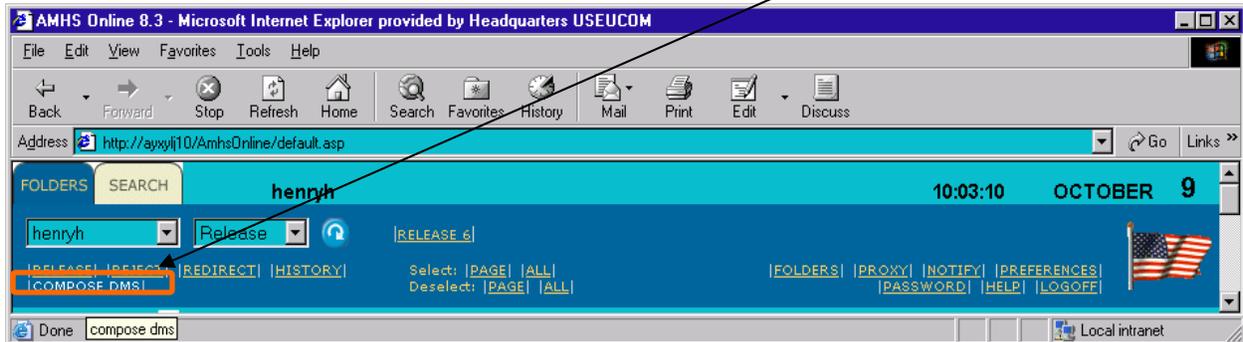
*Note: The DTG of the final message will be updated at the time of release. If a specific DTG is required, please annotate this requirement clearly in the drafted AMHS message.

4. Once the message is approved for release, the appropriate releasing authority will then combine the approved message body from the electronic staffer with the message "draft" in AMHS and release.

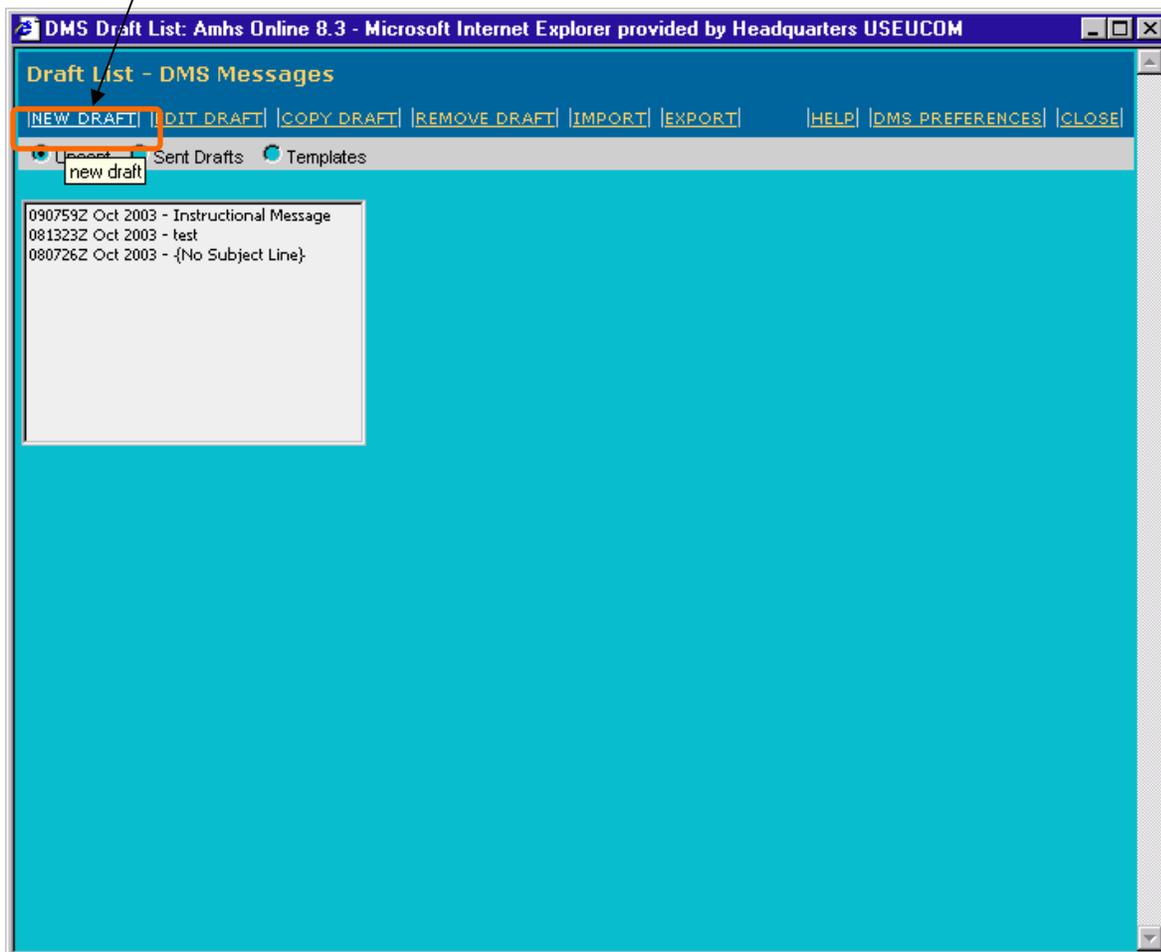
This part provides a detailed steps for preparing a DMS message in Telos AMHS Online. EUCOM has designated the DMS as the primary messaging system with Telos AMHS as the "front-end" client. Additional help is also available http://www1.eucom.smil.mil/dms/dms_main.htm.

Preparing a DMS Message in Telos AMHS Online

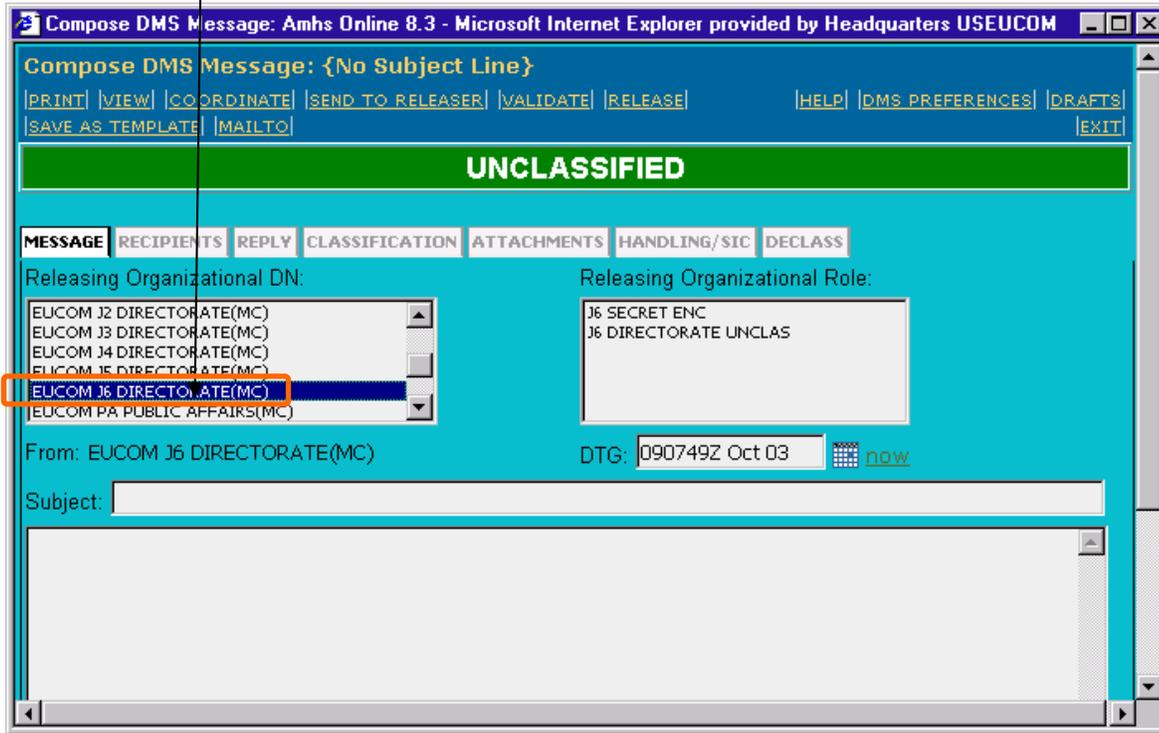
To compose a DMS message in Telos AMHS, select COMPOSE DMS.



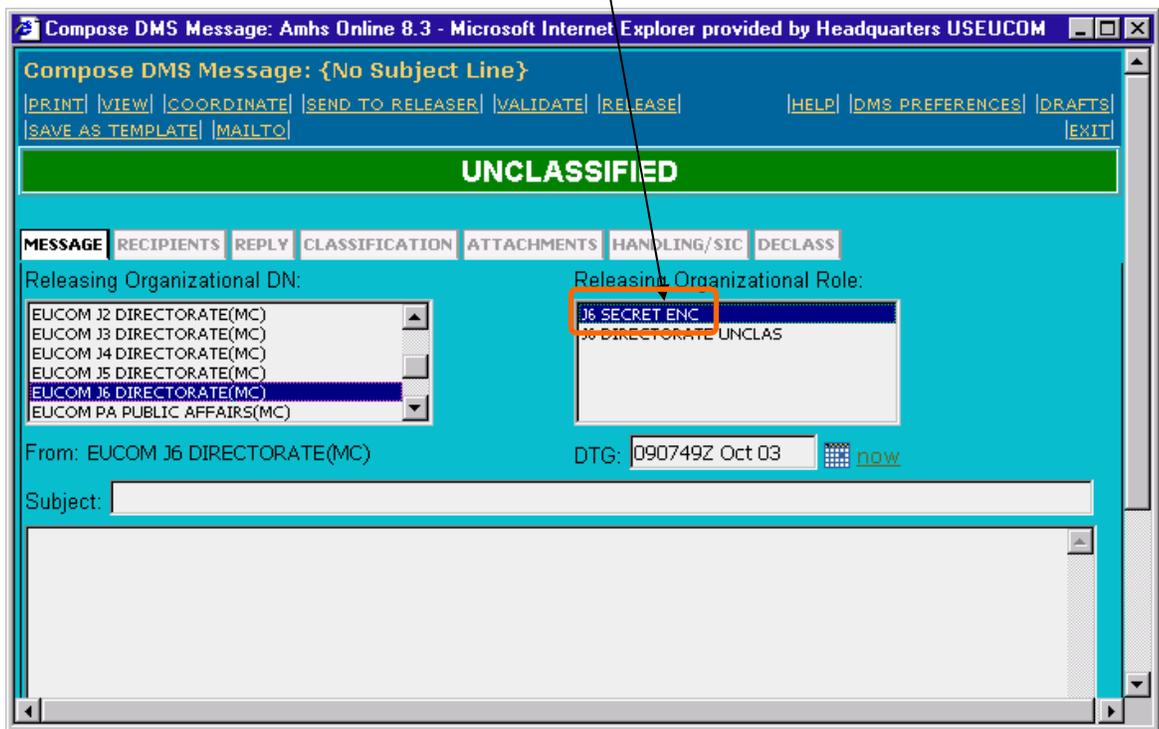
Select new draft to start a new message.



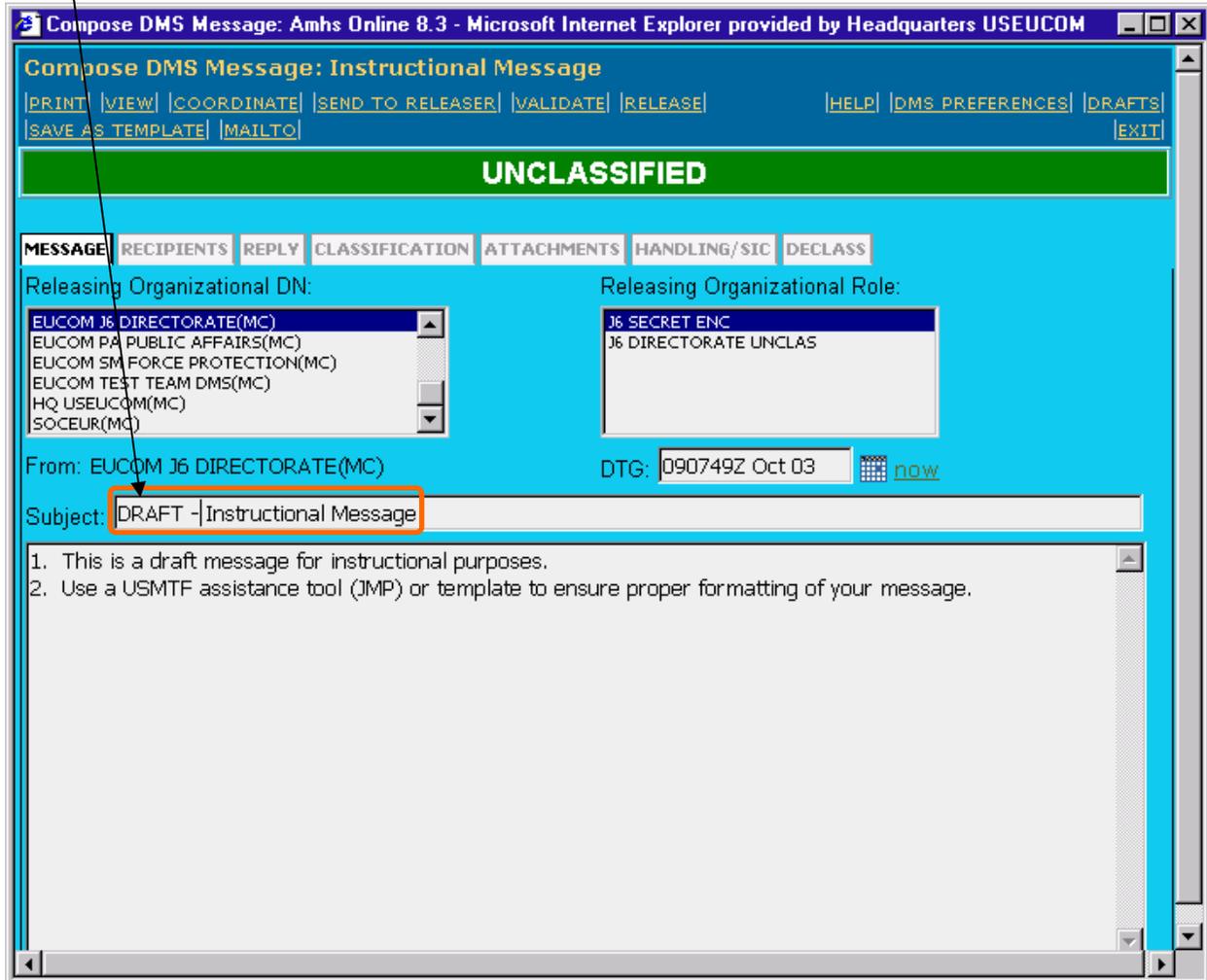
The next step is to select the appropriate release address (the office of the person approving the message for release).



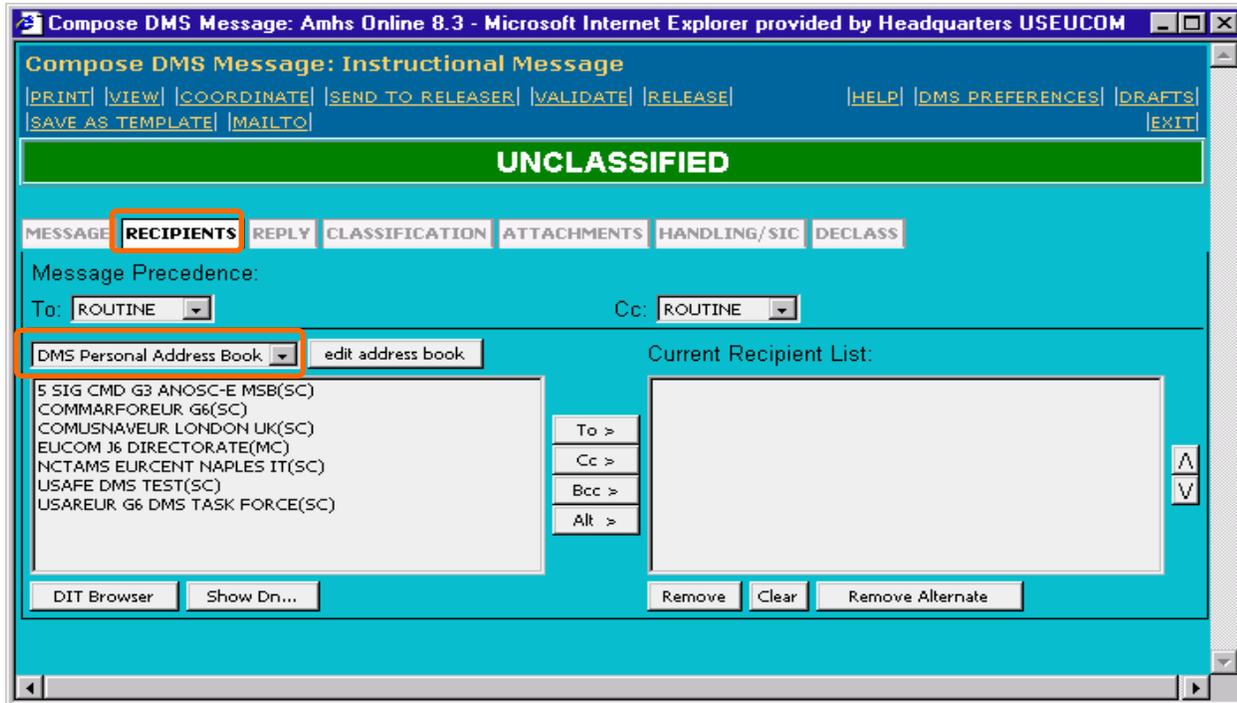
You must then select the certificate for the releaser (the Secret Enc role for SIPRNET addresses).



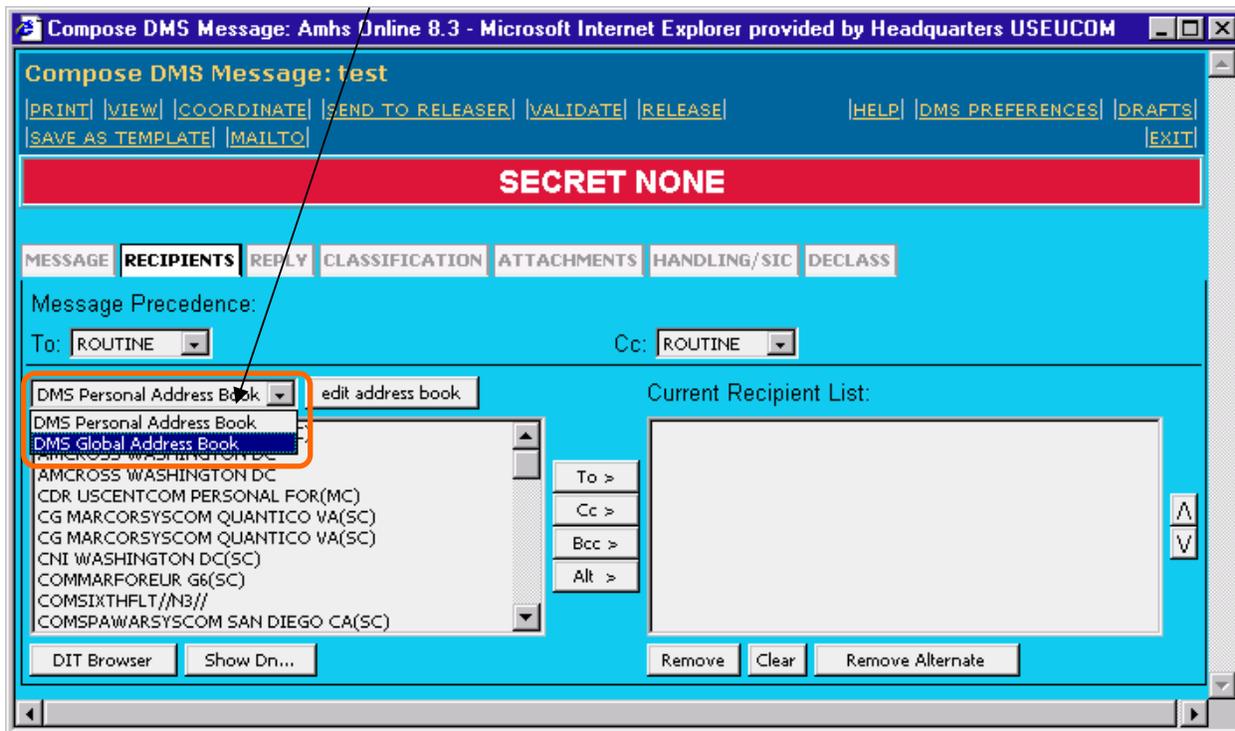
Fill in the subject line and optional the message body (either directly or pasted from Word). The word, "DRAFT", should precede the message title line.



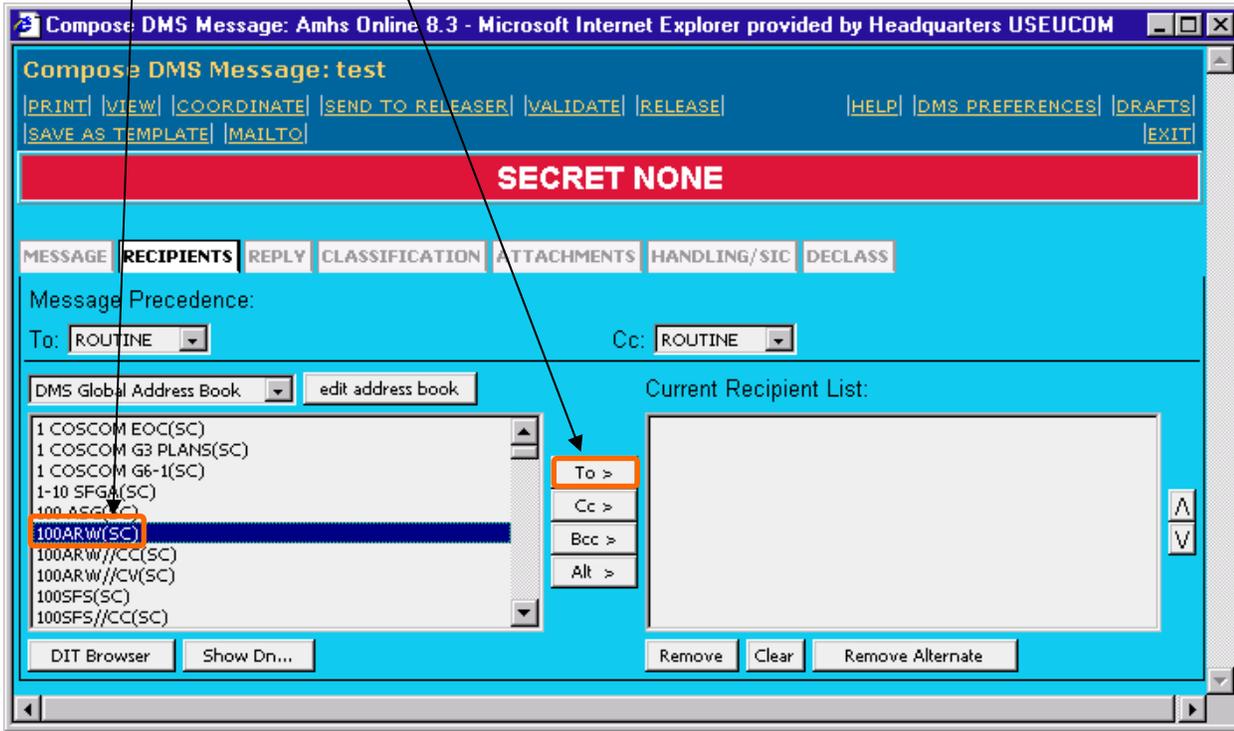
Next, address the message. There are three sources for addresses: your personal address book (DMS Personal Address Book); the local system DMS Global Address Book; or the DMS Directory Information Tree (DIT Browser). Note: The DMS DIT Browser and DMS Global Address Book contain the most up-to-date listing. Recommend not using your personal address book since it can get outdated and may need to be refreshed.



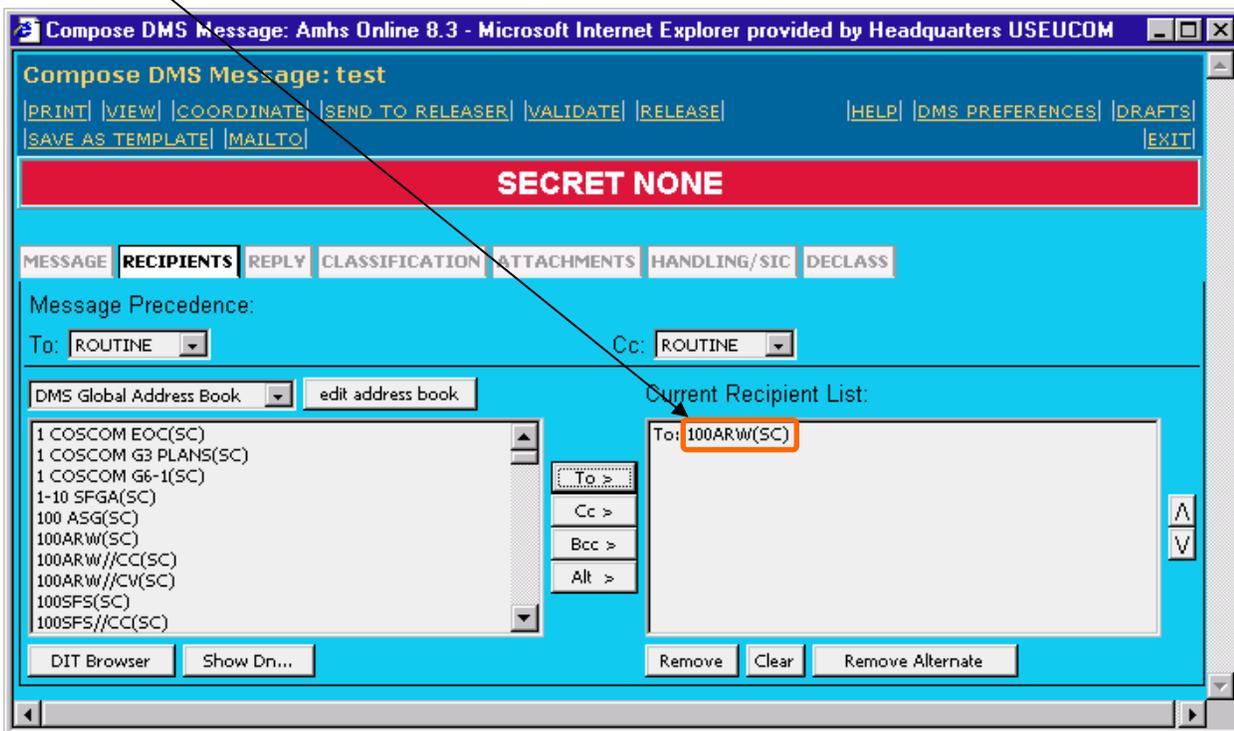
Recommend the DMS Global Address Book (GAB) be selected first from the pull down menu.
Note: If an address is not found in the Global Address Book, locate address using the DIT Browser.
Instructions can be found in the "Advanced Tips" section.



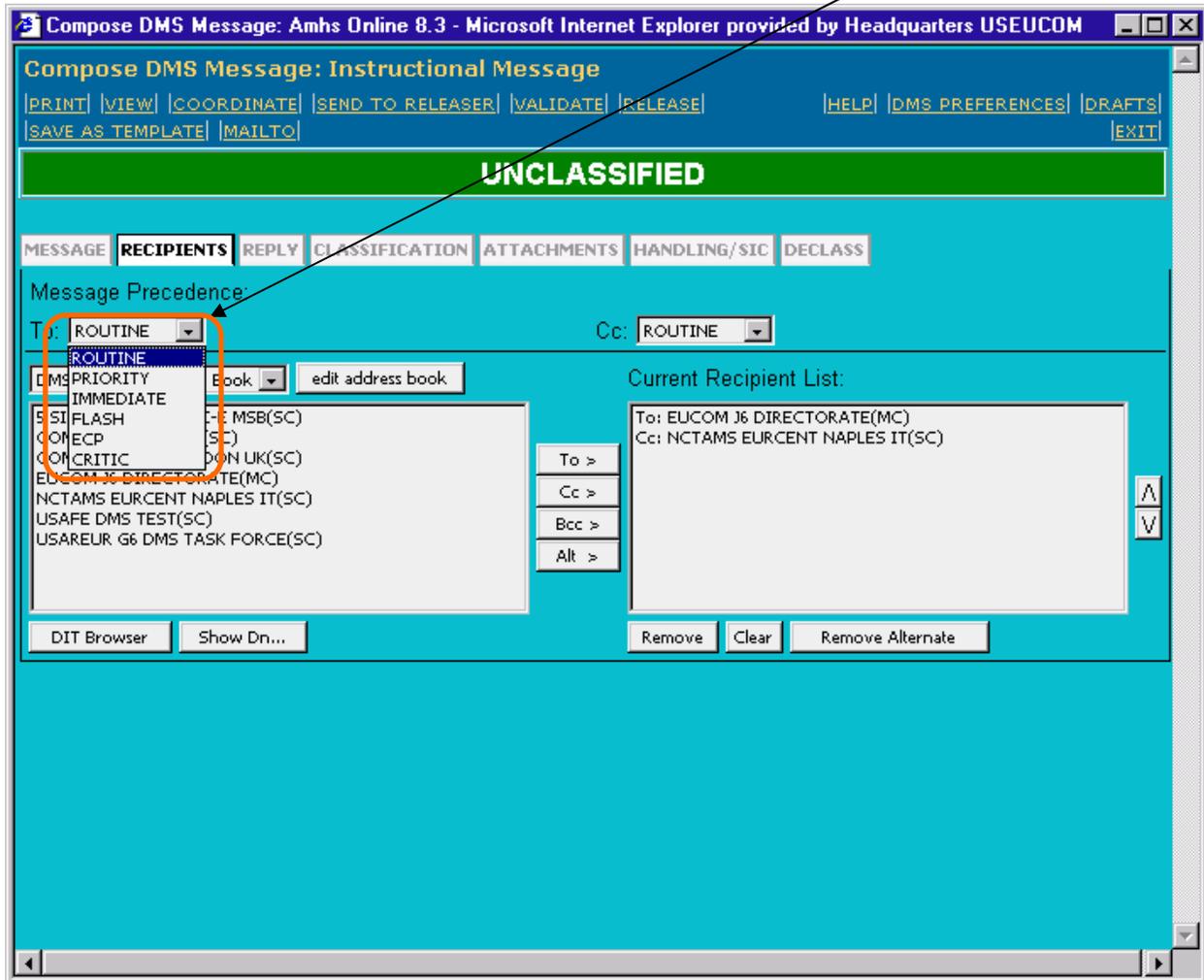
When you select the GAB, the display changes to show the EUCOM master address book. Select addresses and click on To or Cc, etc to add them to your Recipient List.



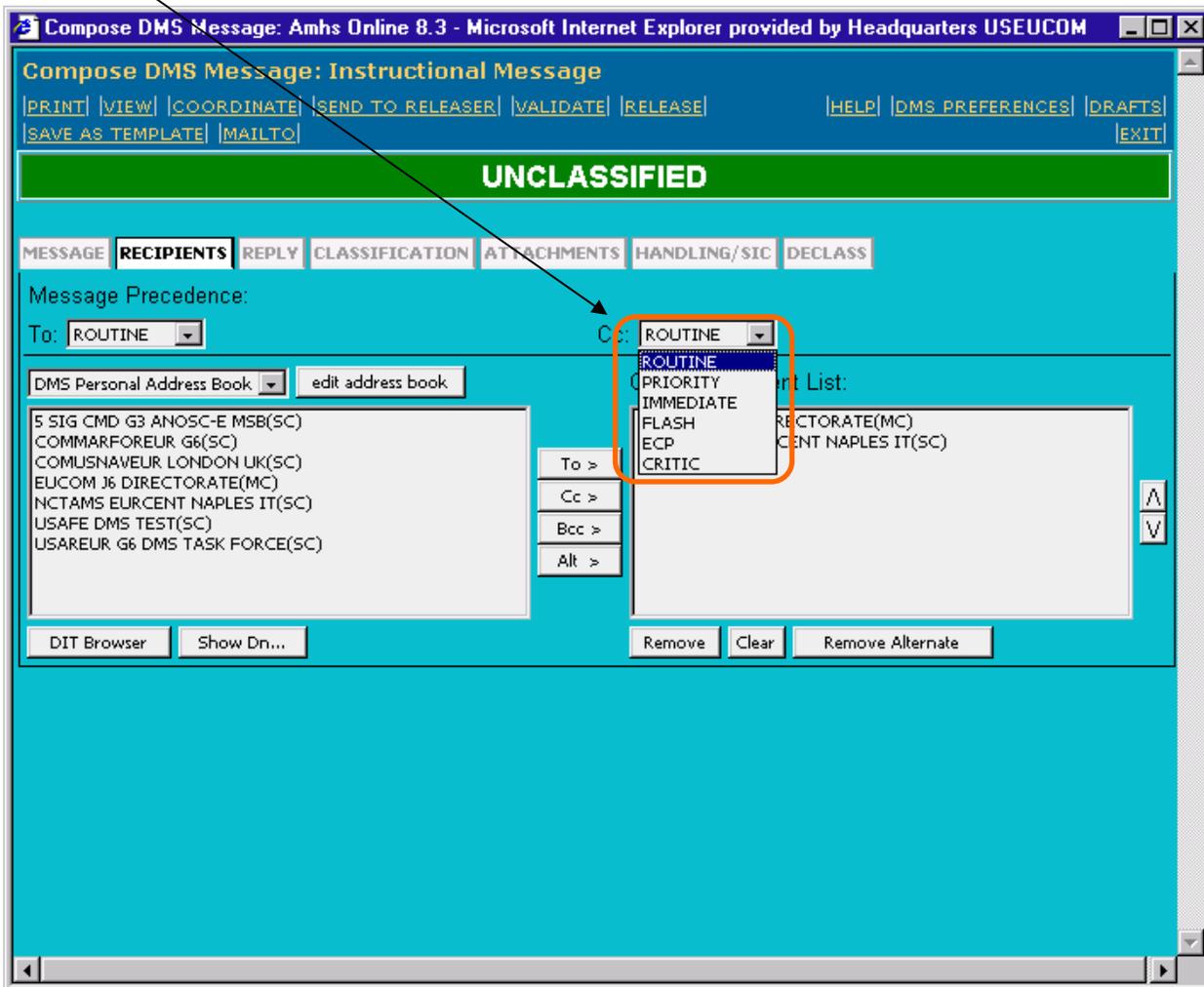
The address now shows in the window on the right.



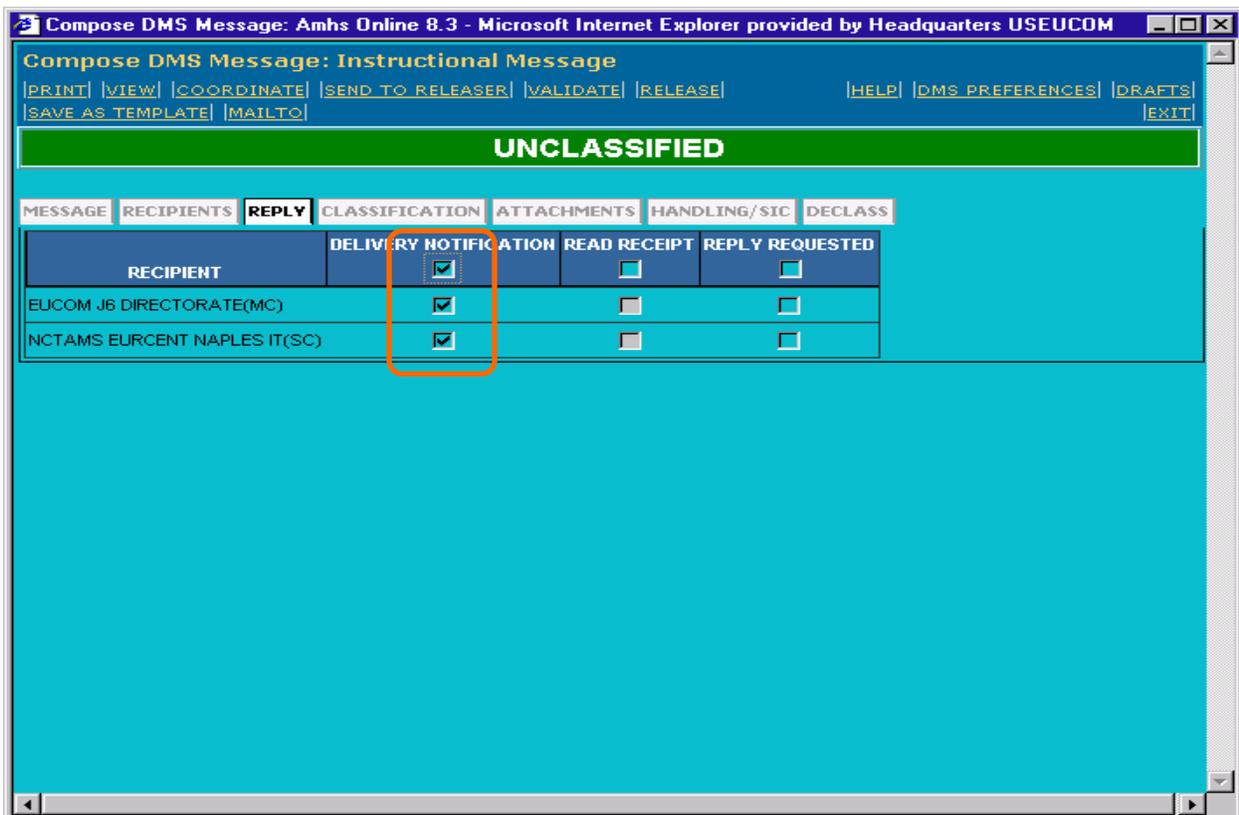
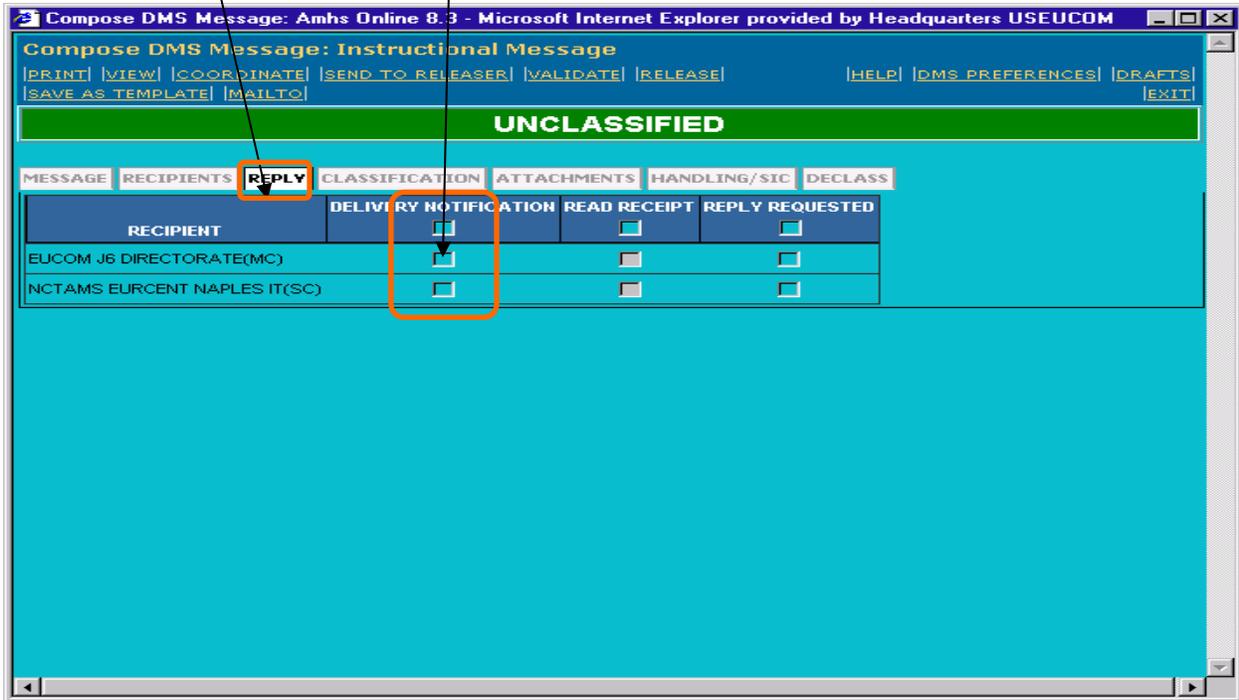
Once you have your addresses selected, set the precedence level for the To: addressees,



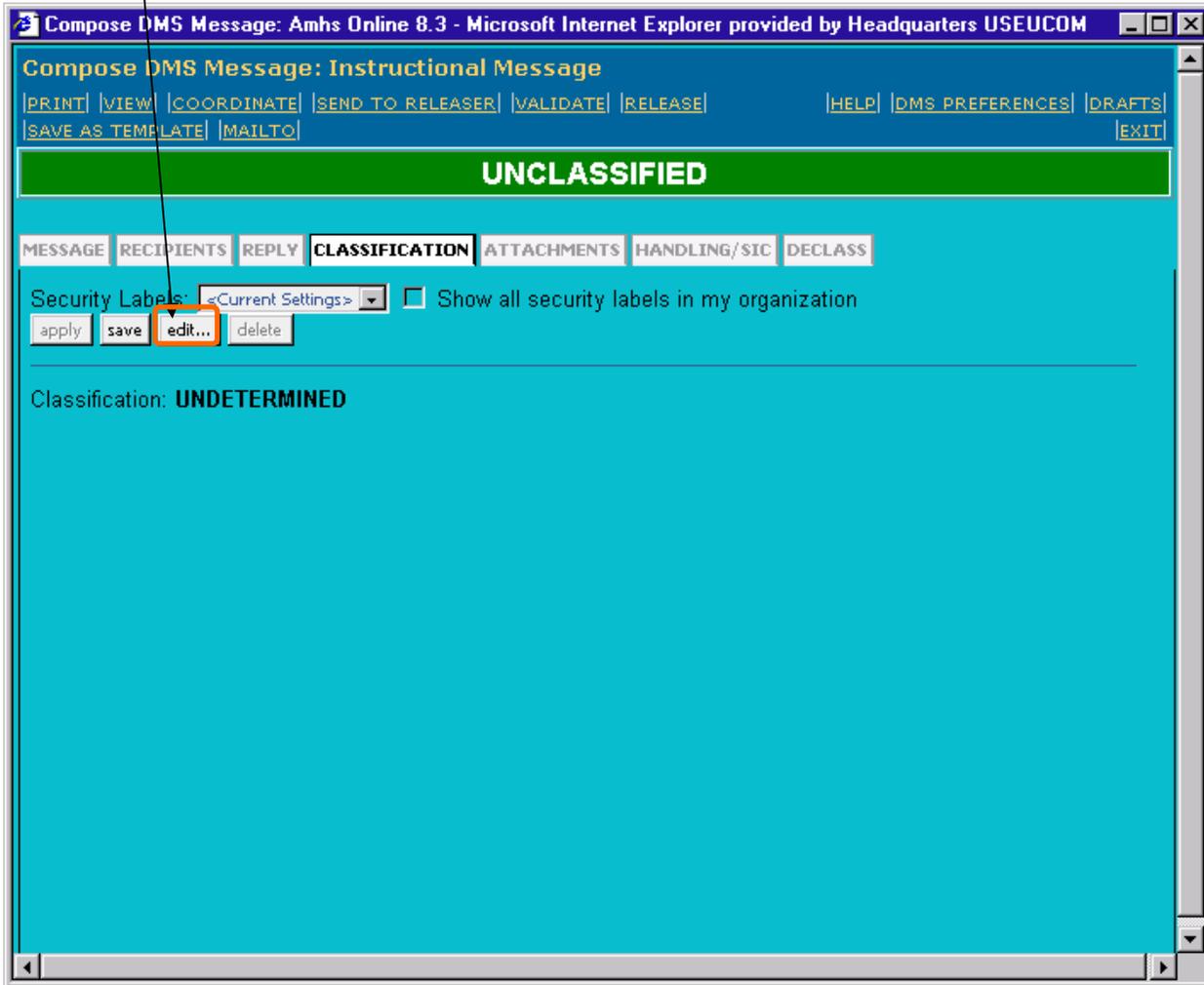
and for Cc: addressees if applicable.



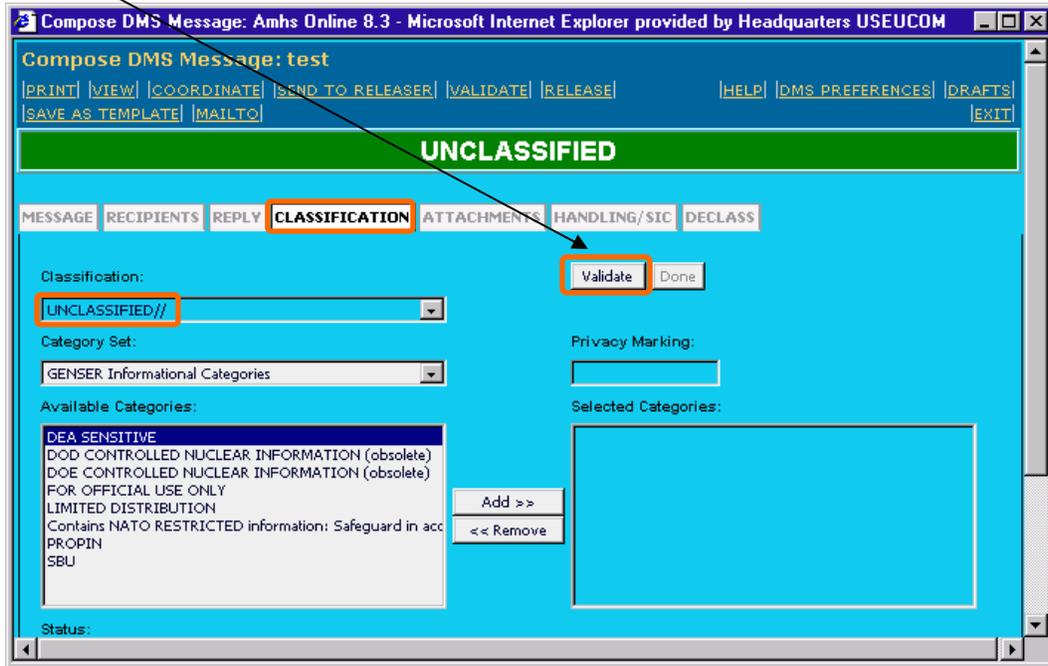
View the "Reply" Tab: always "click" the heading box for delivery notification of all recipients.
Note: if a recipient is added after the Reply Tab has been checked, you must repeat the process again.



Next, set the classification of the message by either using Security Labels (to be created) or by selecting edit. ****Note: Skip to page 15 if message is CONFIDENTIAL or SECRET.**

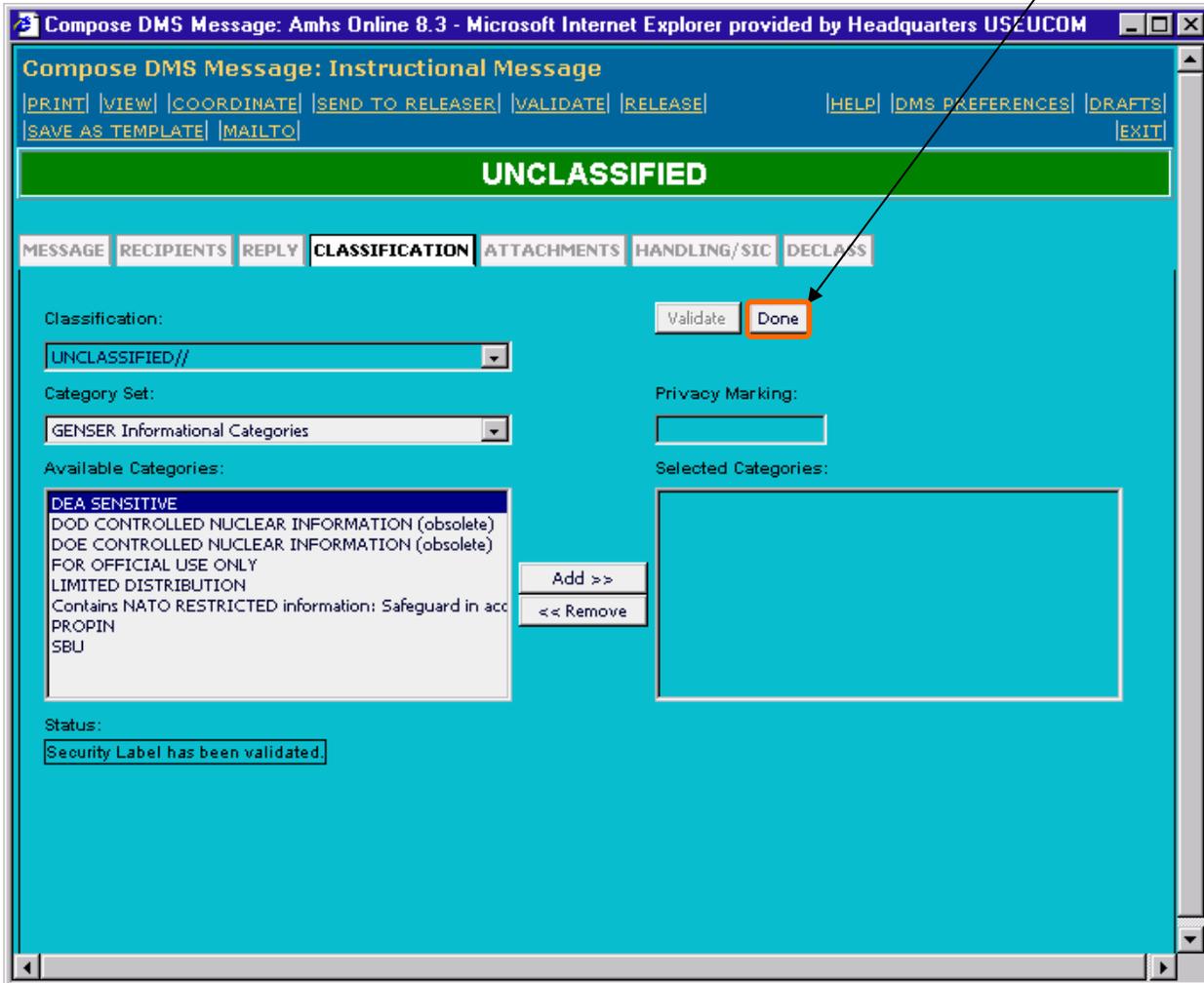


The edit button brings up the following window. If the message is Unclassified, simply select Validate.

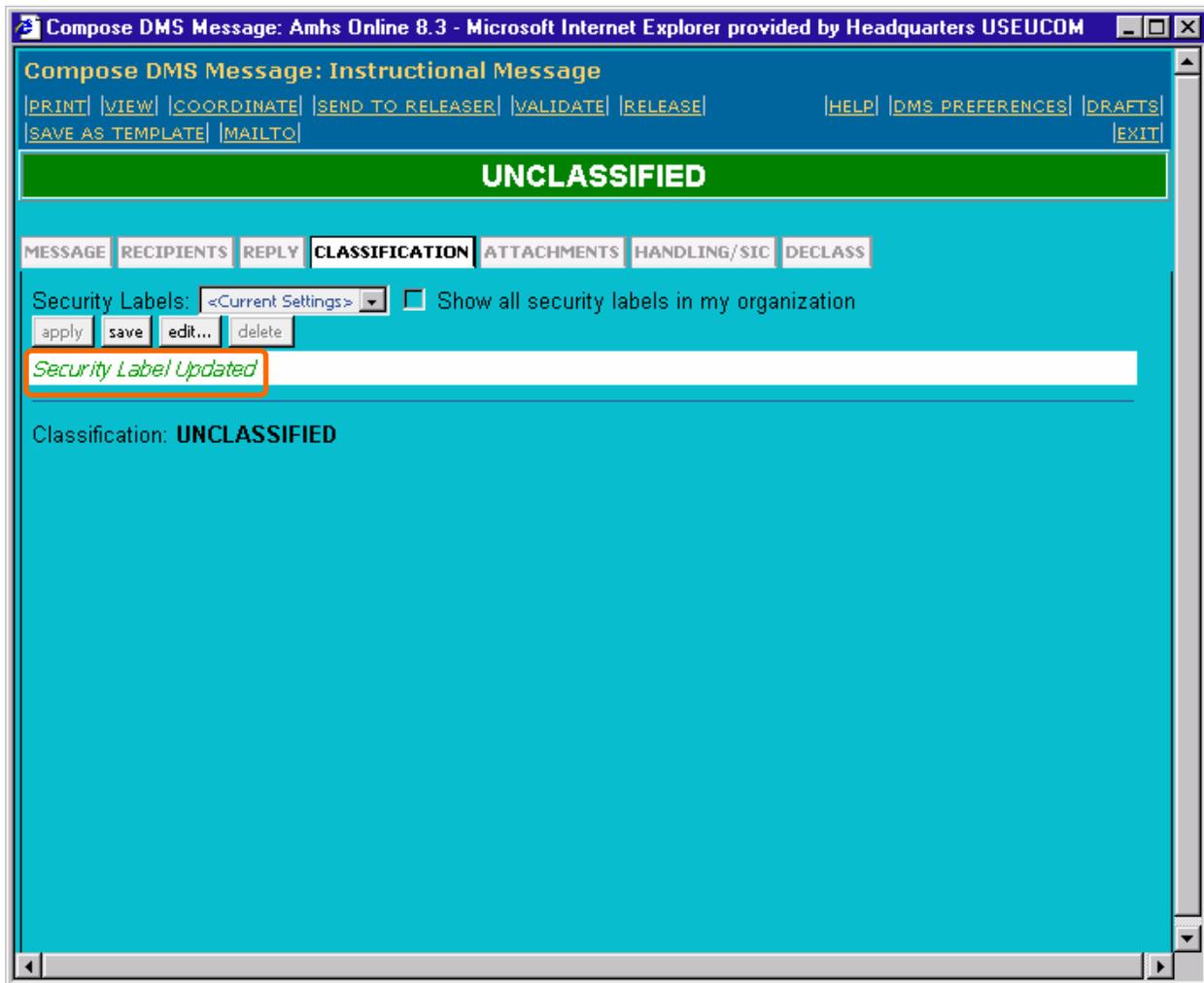


The Validate button will gray out and the Done button will become available. Click on the Done button to proceed.

*Note: EUCOM is not utilizing the "DECLASS" tab. Do not fill out since this information should be included in the body of the message in the DECLAS line of the message.

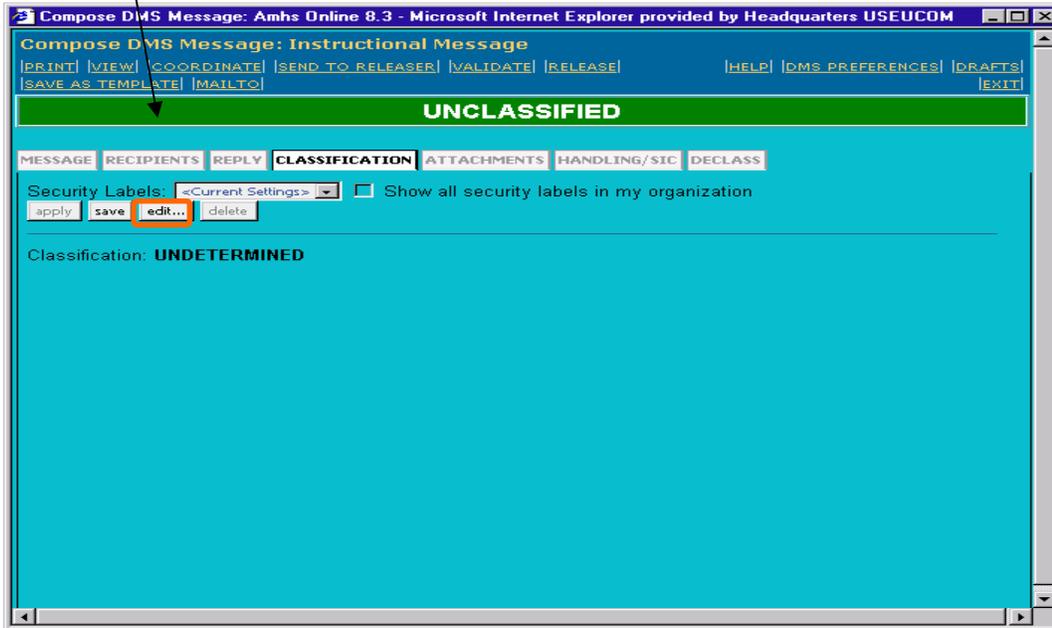


The following window will show, indicating that the classification information is verified.

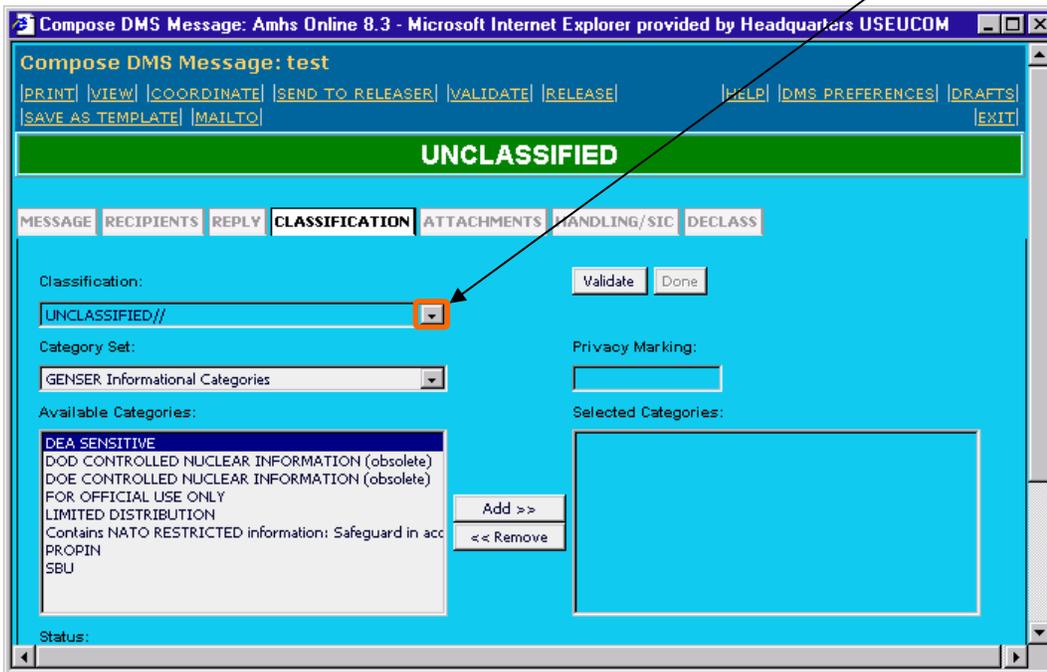


If you wish to attach a file, provide special handling instructions, or need to provide declass instructions, select the appropriate tabs. Otherwise, you can reverify the reply, recipients, and message tabs.

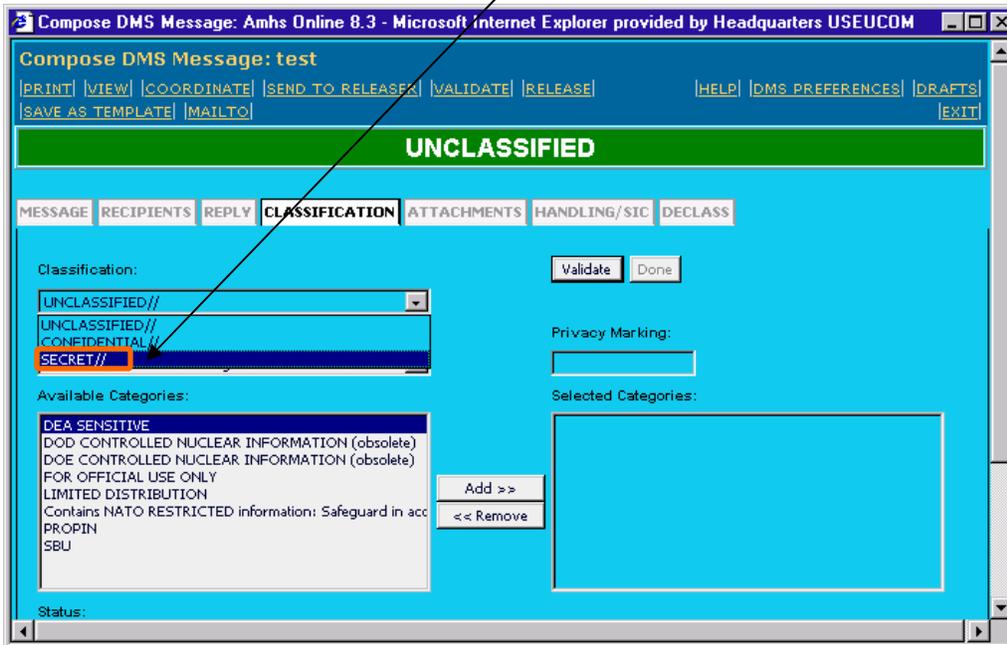
Following instructions are only for **CONFIDENTIAL OR SECRET** classified messages: select the "edit" button.



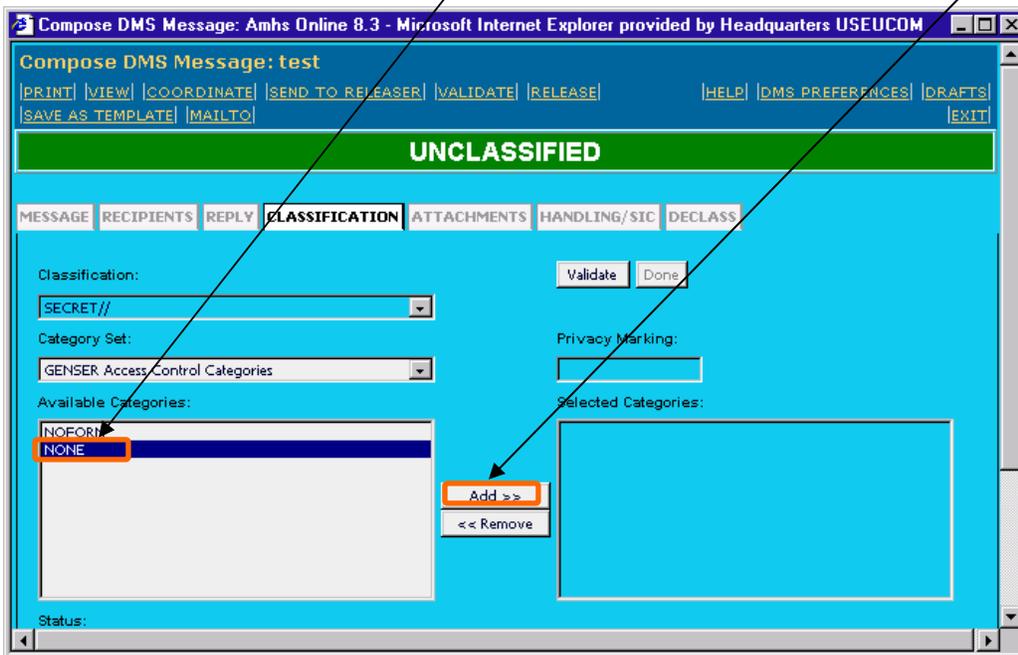
The following window will show. Select the Classification dropdown arrow.



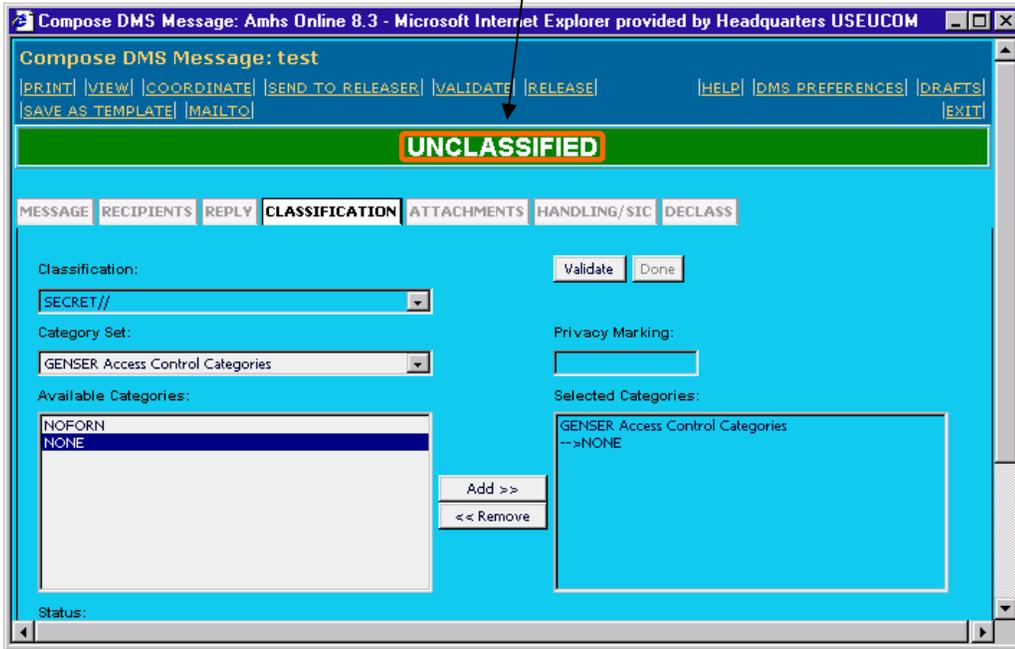
Select the appropriate classification (SECRET// in this example) from the drop down menu.



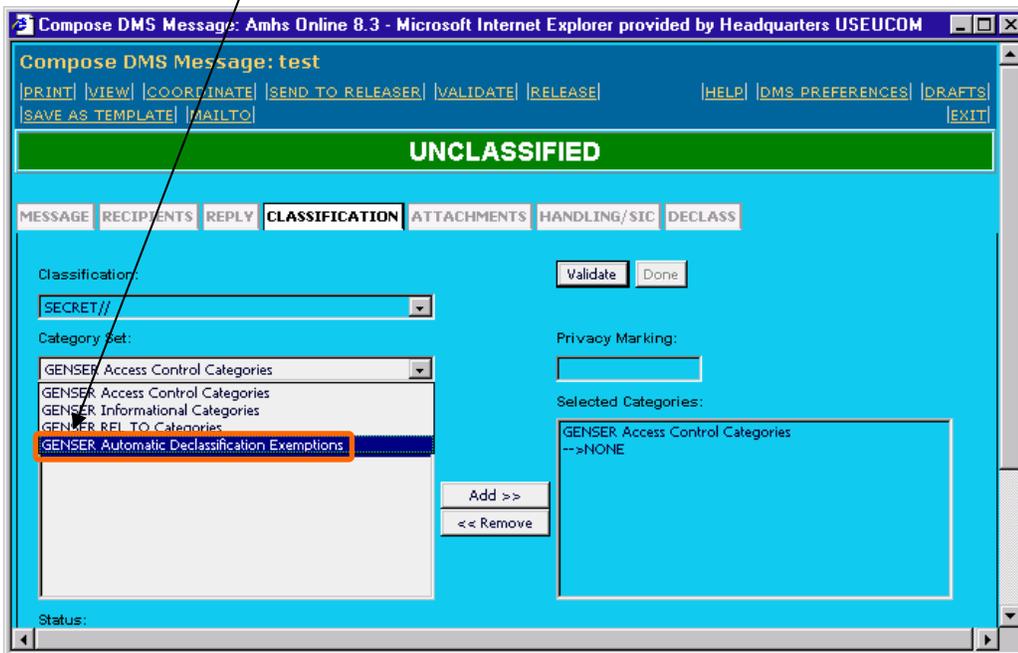
After you select SECRET//, the Available Categories will change as in the window below. In this example, we select Release to "NONE". After selecting "category", click on Add.



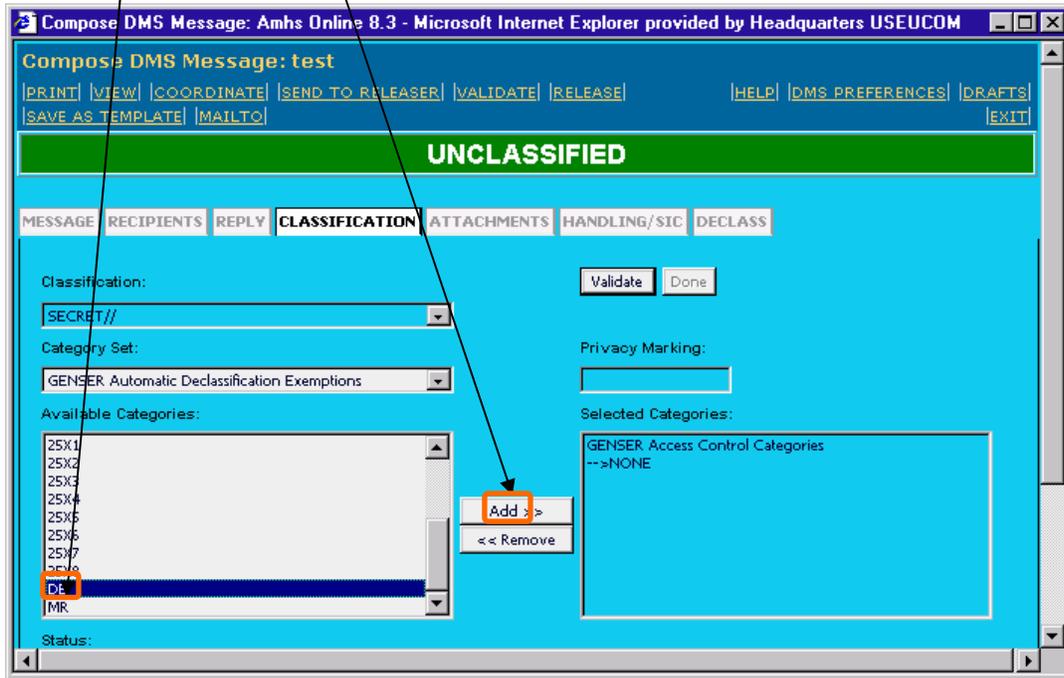
Note that the display still shows UNCLASSIFIED. This will not change until you have completed the entire process of setting your security label.



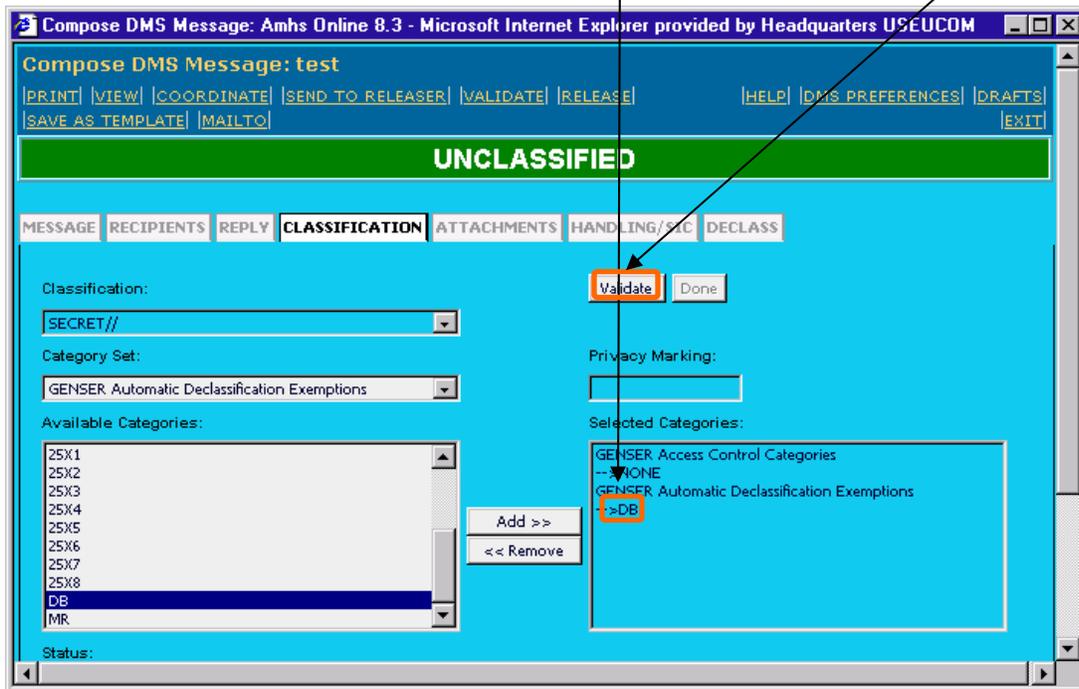
Next, choose GENSER Automatic Declassification Exemptions.



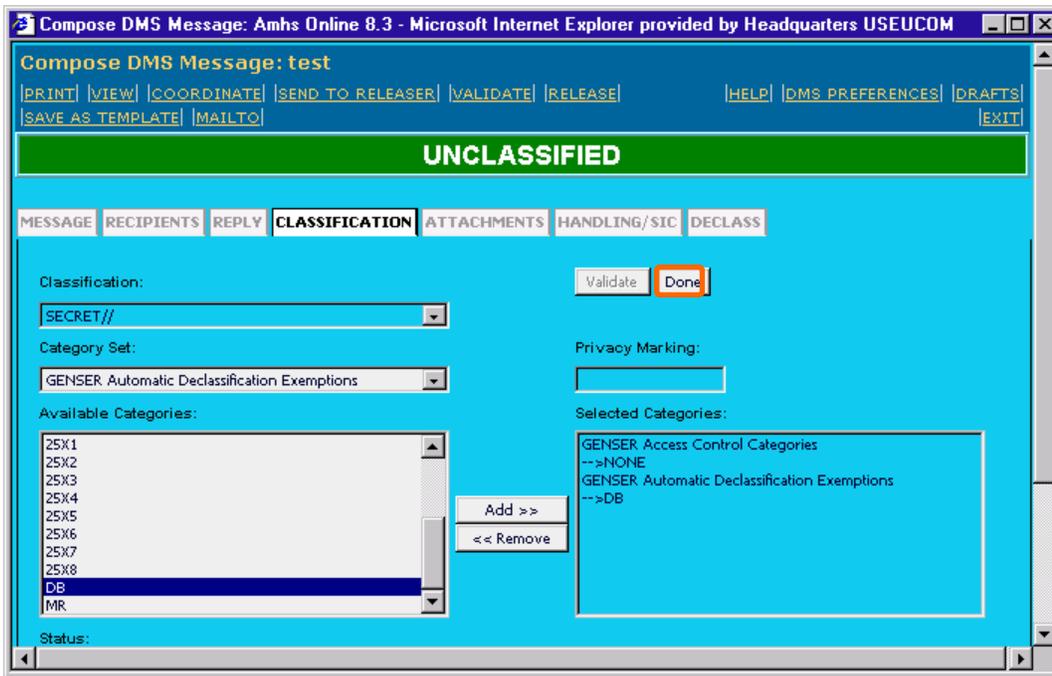
The EUCOM standard procedure is to include the declassification instructions in the body of the message using the US Message Text Format (USMTF). This is abbreviated as DB in the listing. Select DB and click on Add.



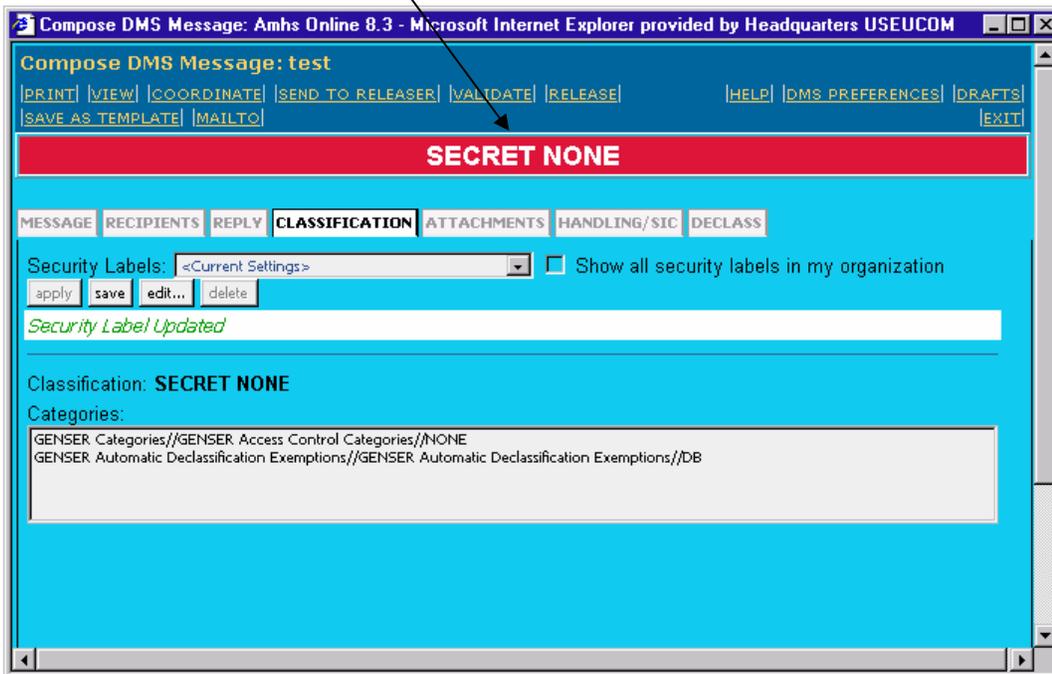
The changes will be reflected in the Selected Categories window. Click Validate button when complete.



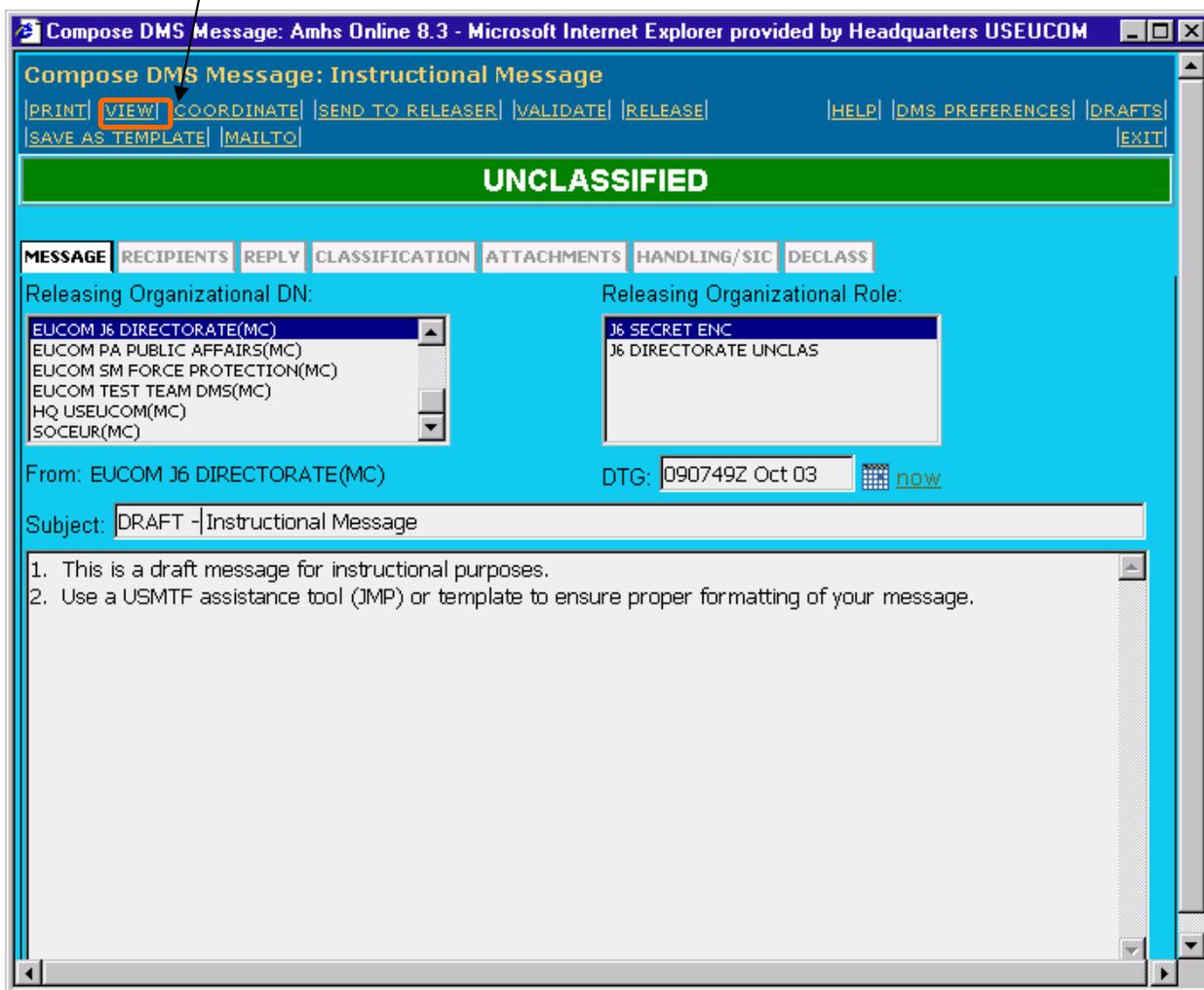
Now click on the Done button.



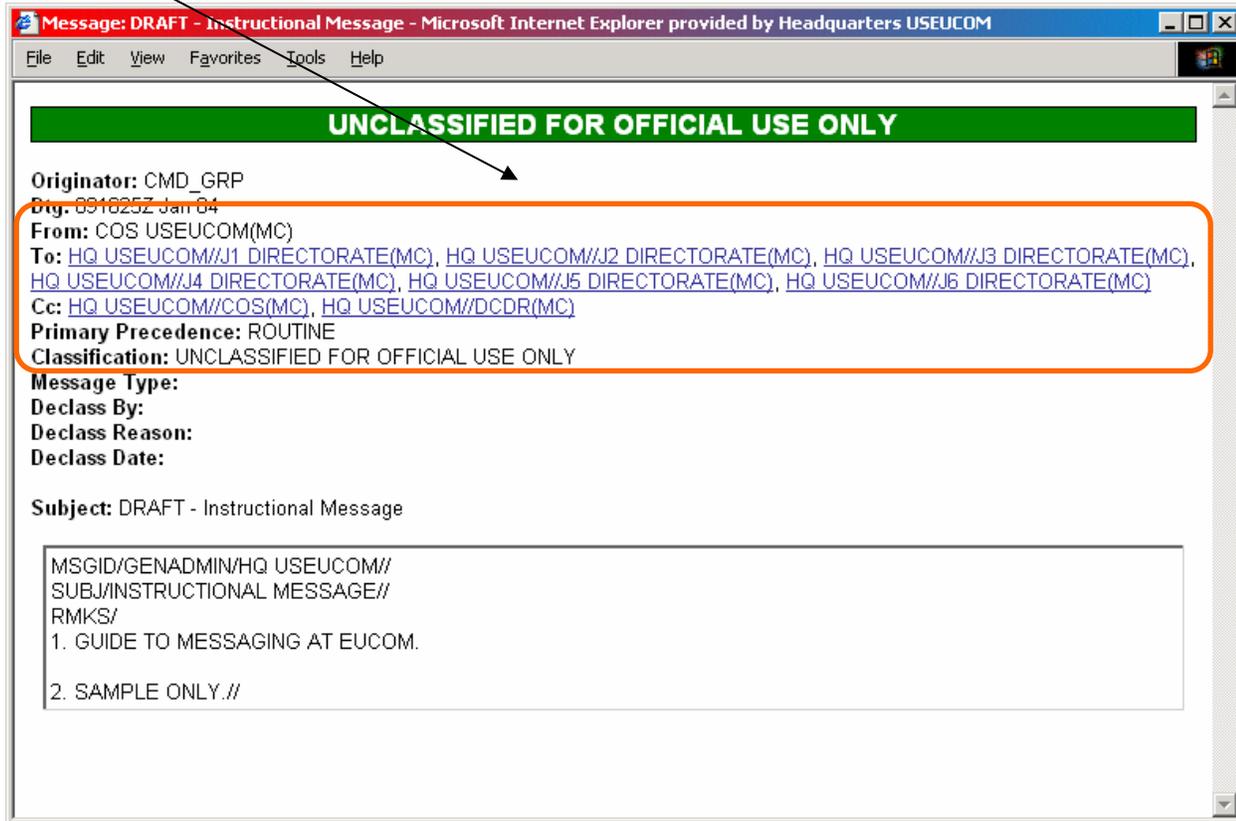
The process of setting the security label is now complete and the label on the screen is updated accordingly. In this example, security label is now updated to SECRET.



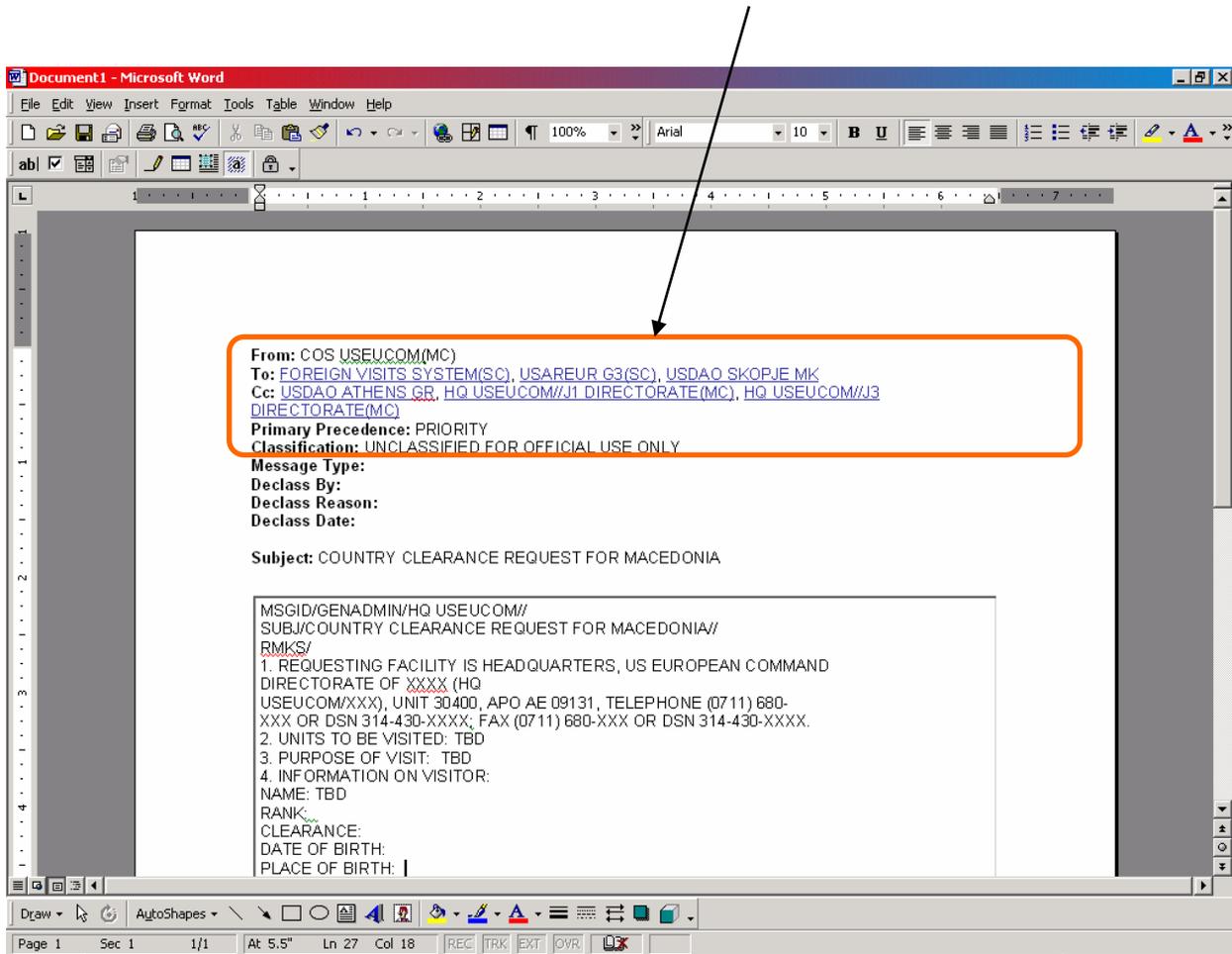
Click the VIEW button.



Copy and paste the message "draft" header information into a Word document.



Sample Tab 1 Microsoft Word Document with message "draft" information inserted into file.



Create an electronic staffer per SM 5-5 for formal routing and coordination. Paste the Microsoft Word document containing message "draft" into the Staffer as Tab 1.

*****UNCLASSIFIED*****

- (U) RECOMMENDATION:** "Approval Authority" approve message for release at TAB 1.
- (U) SUMMARY:** Succinct and brief description (bullet style is okay) of the entire package. This critical component of the SSRS must give a 'big picture' review of the issue, without becoming a novel. At a minimum, it should include one to two sentence description of action tab, e.g. "Tab 1 is message from DCDR to VCJCS on _____".

- (U) NONCONCURRENCE:** Required field. Must state who nonconcurs with staff package or None. Example ECJ? nonconcurs, Tab #. Use background section to explain nonconcurrance. See SM 5-5 appendix O for additional details on memorandum of nonconcurrance.
- (U) BACKGROUND:** Use this paragraph to amplify and provide additional information necessary to support the recommendation and/or explain any discussion/non concurrence in staffing. This can be either narrative/bullet style or attachments. Attachments should be provided in order of importance. Must read information up front. For example:
 Tab 2 is memo from VCJCS to DCDR
 Tab 3 is EUCOM directive on issue

Background documents attached here (horizontally)

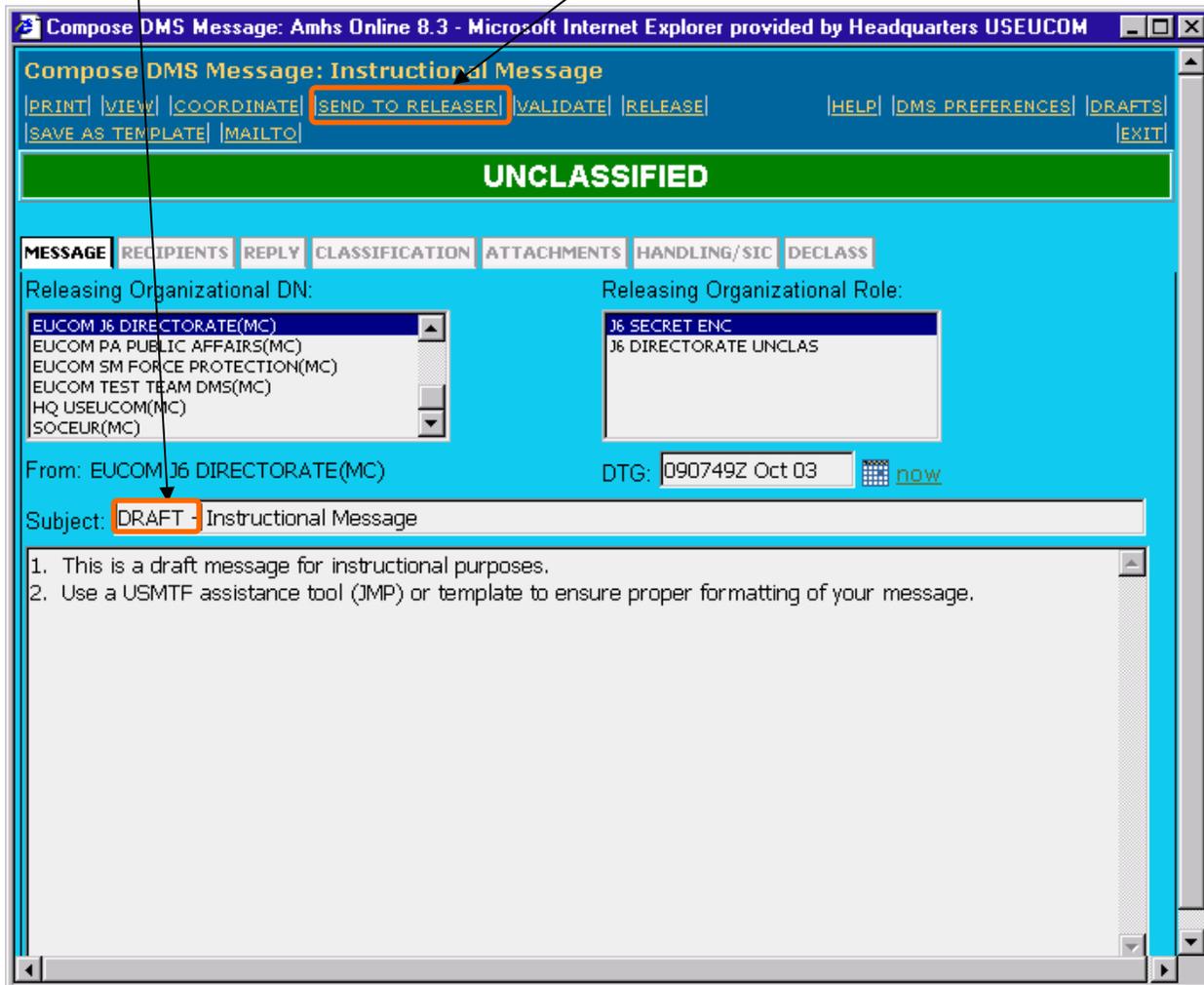
Bolding of key words/phrases (including in all attachments) is mandatory in this section of the 'staffer.' Coordination should be annotated in the body of the SSRS and documented in the Coordination/Routing block (the Coordination/Routing block must have names and dates for all except INFO purposes).

- (U) STAFFING:**

ORIGIN OFFICE:	
ACTION OFFICER:	
PHONE:	
CSL #:	

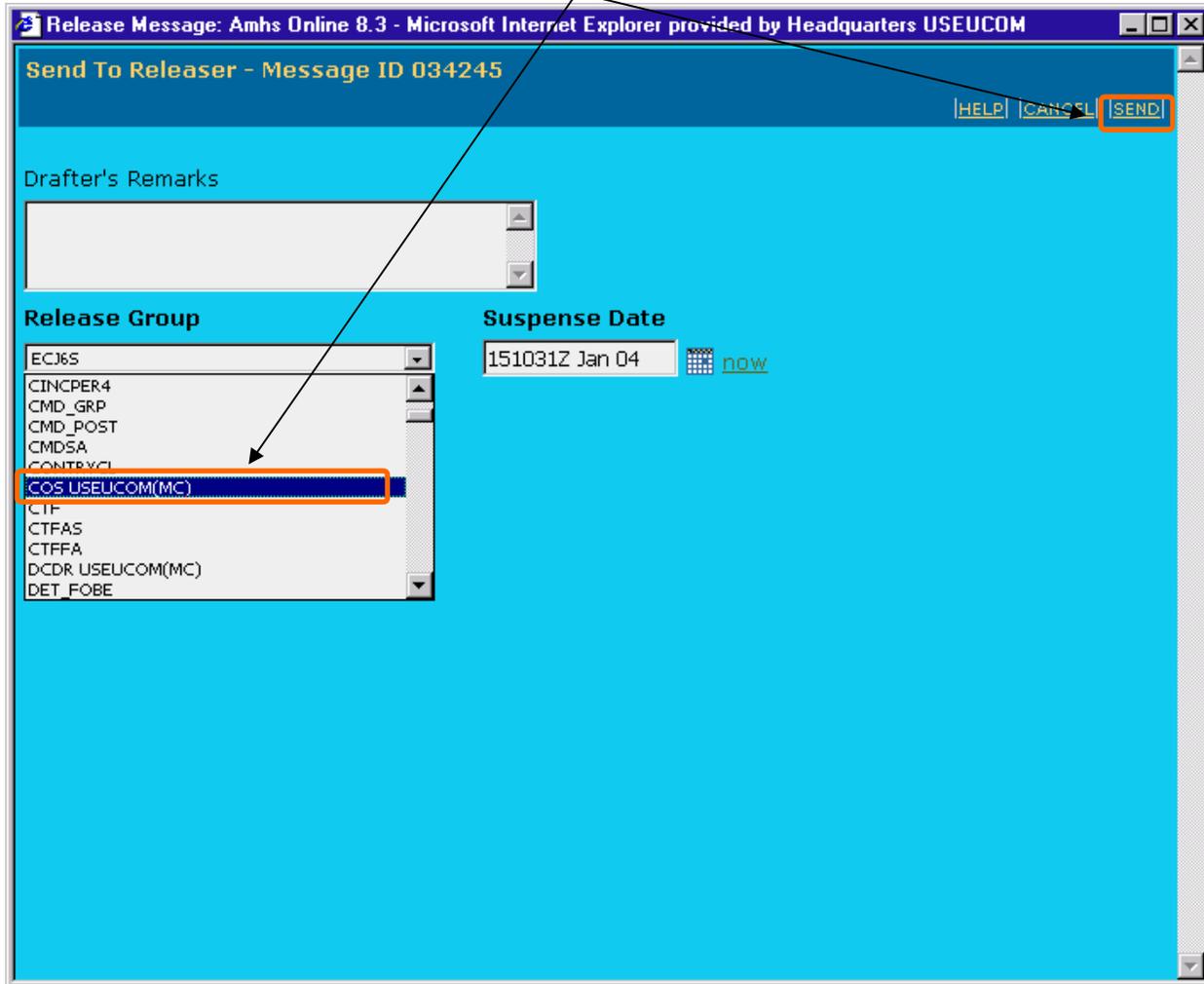
COORDINATION/ROUTING										
SEQ	TO	FACT	GRADE/NAME	DATE	SEQ	TO	FACT	GRADE/NAME	DATE	
1	SJS	E			9					
2	ECJ	C			10					
3					11					
4					12					

To send the "draft" message to the release folder, select "Send to Releaser". Ensure you put the word "DRAFT" in the subject before sending to the release folder.



Select the appropriate release group for the message.

*Note: For Command Group messages, select the appropriate release group (i.e. must be one of the following pull down menu selection: COS USEUCOM, DCDR USEUCOM, CDR USEUCOM) and click on Send.



ADVANCED NOTES SECTION

TABLE OF CONTENTS

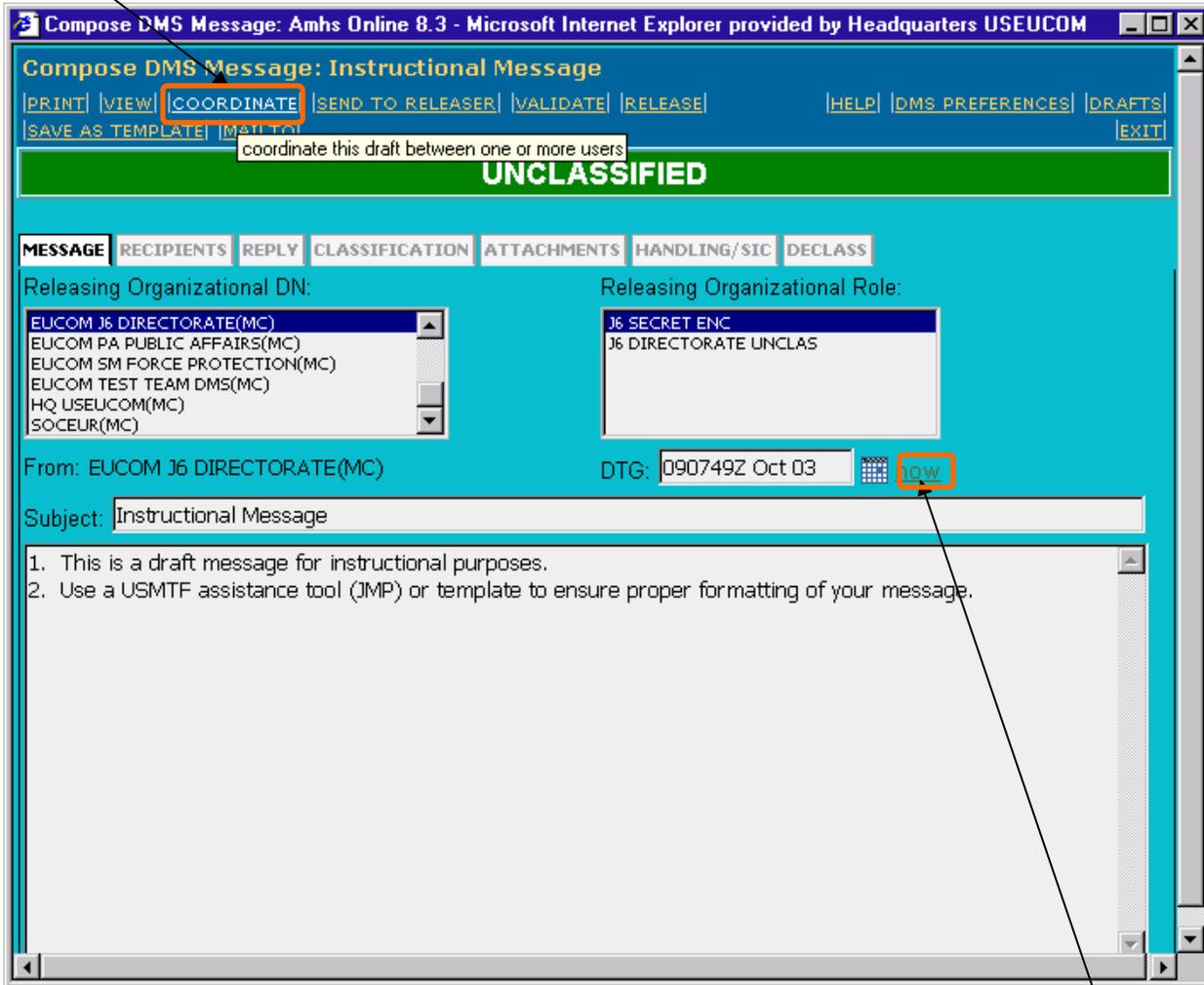
COORDINATING A MESSAGE.....Page 27

E-MAILING A MESSAGE.....Page 28-32

RELEASING A MESSAGE.....Page 33-35

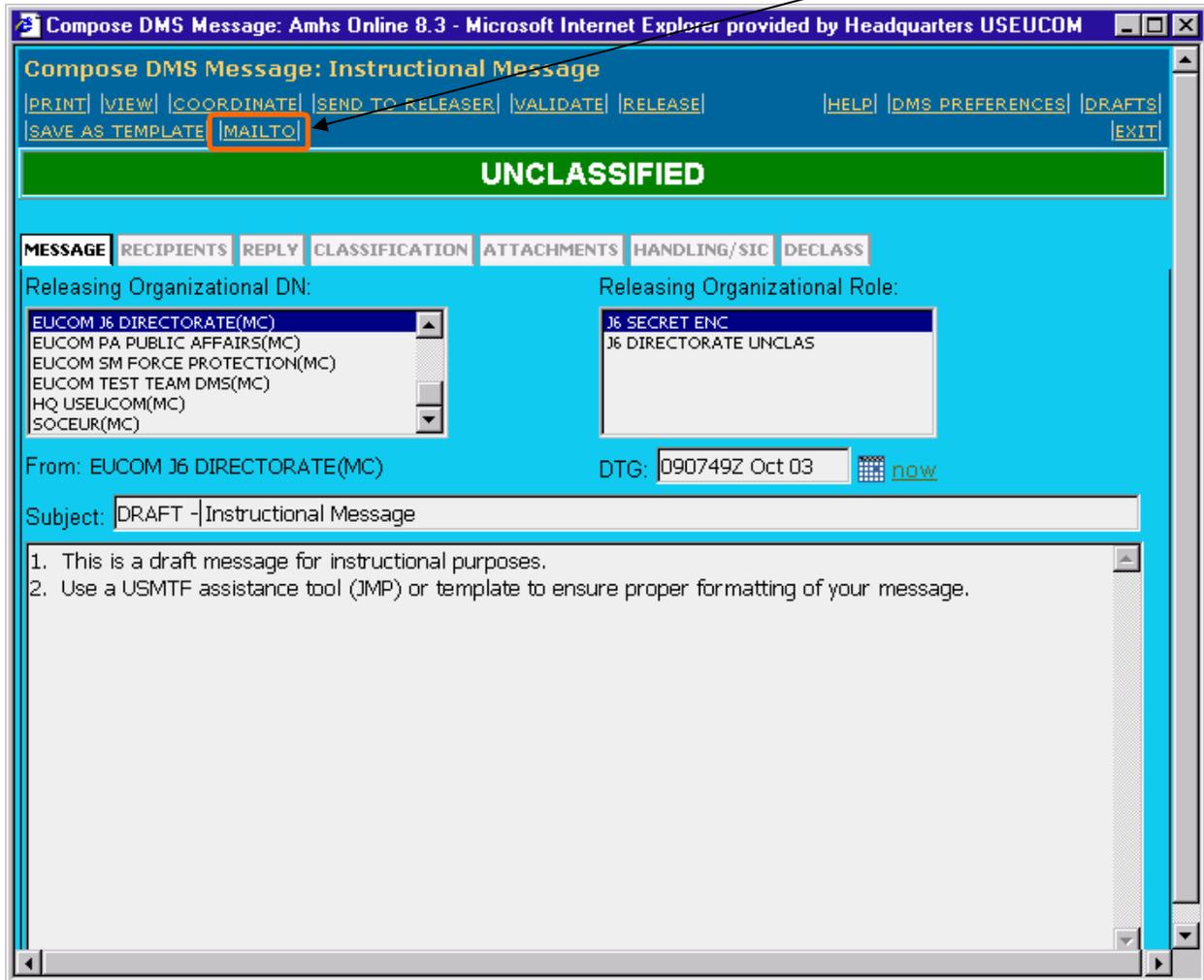
GETTING ADDRESSES USING THE DIT BROWSER.....Page 36-39

If the message needs to be coordinated by others who have AMHS accounts, you can use the Coordinate button.

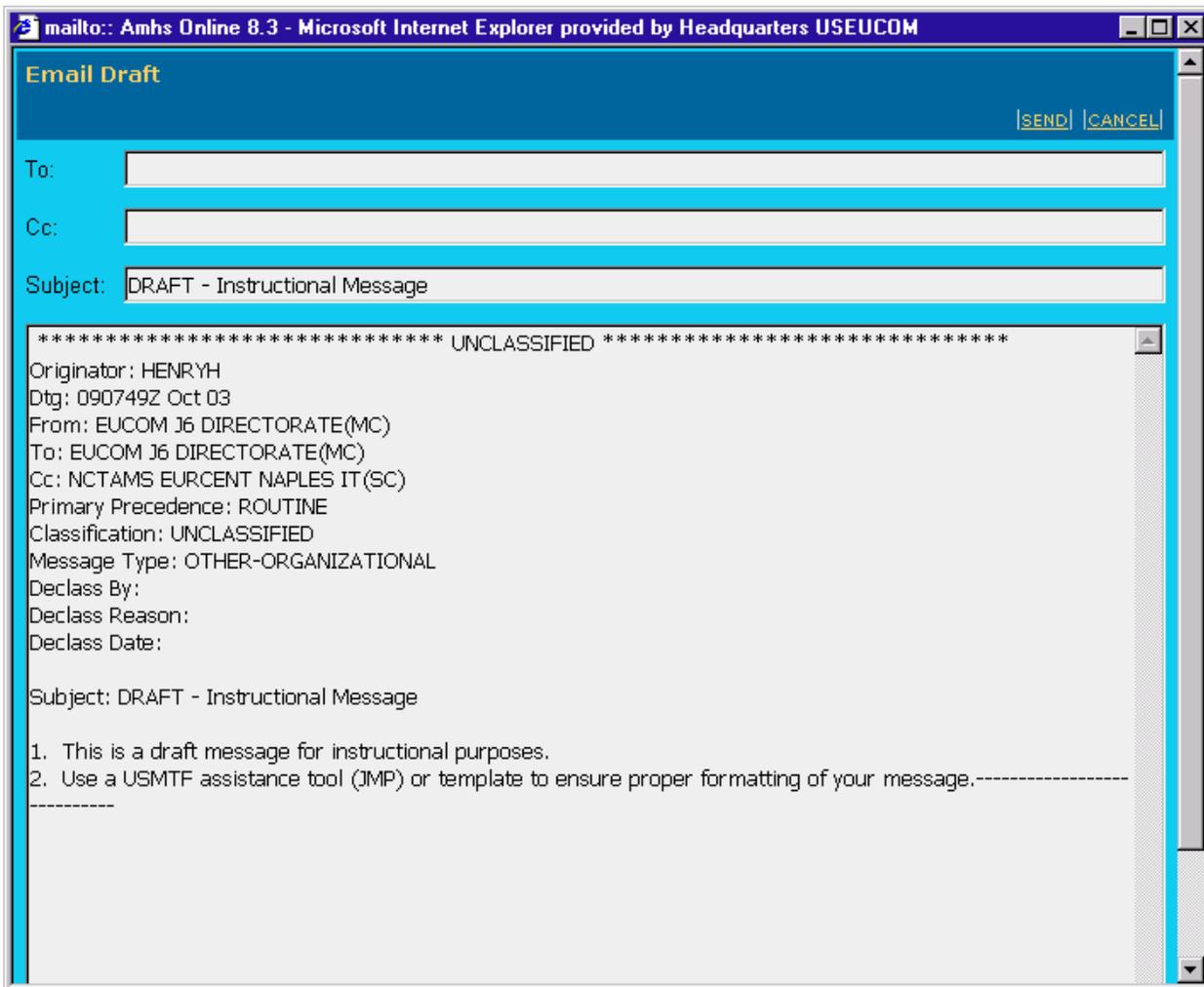


NOTE: To ensure you have the current time as the DTG for the message, click on the "now" button just before releasing.

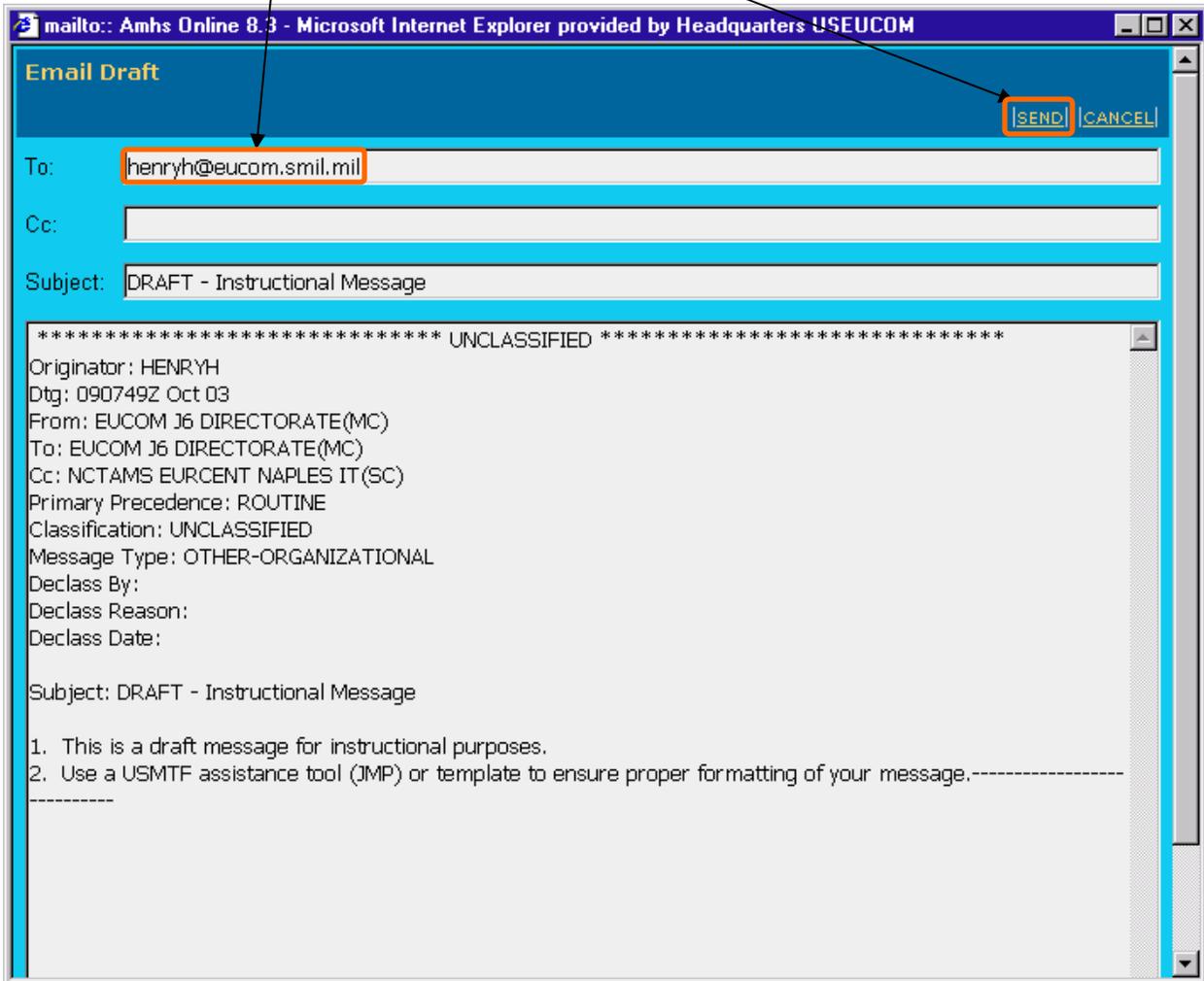
You can also send the entire message to an SLAN Outlook account by using the MAILTO button.



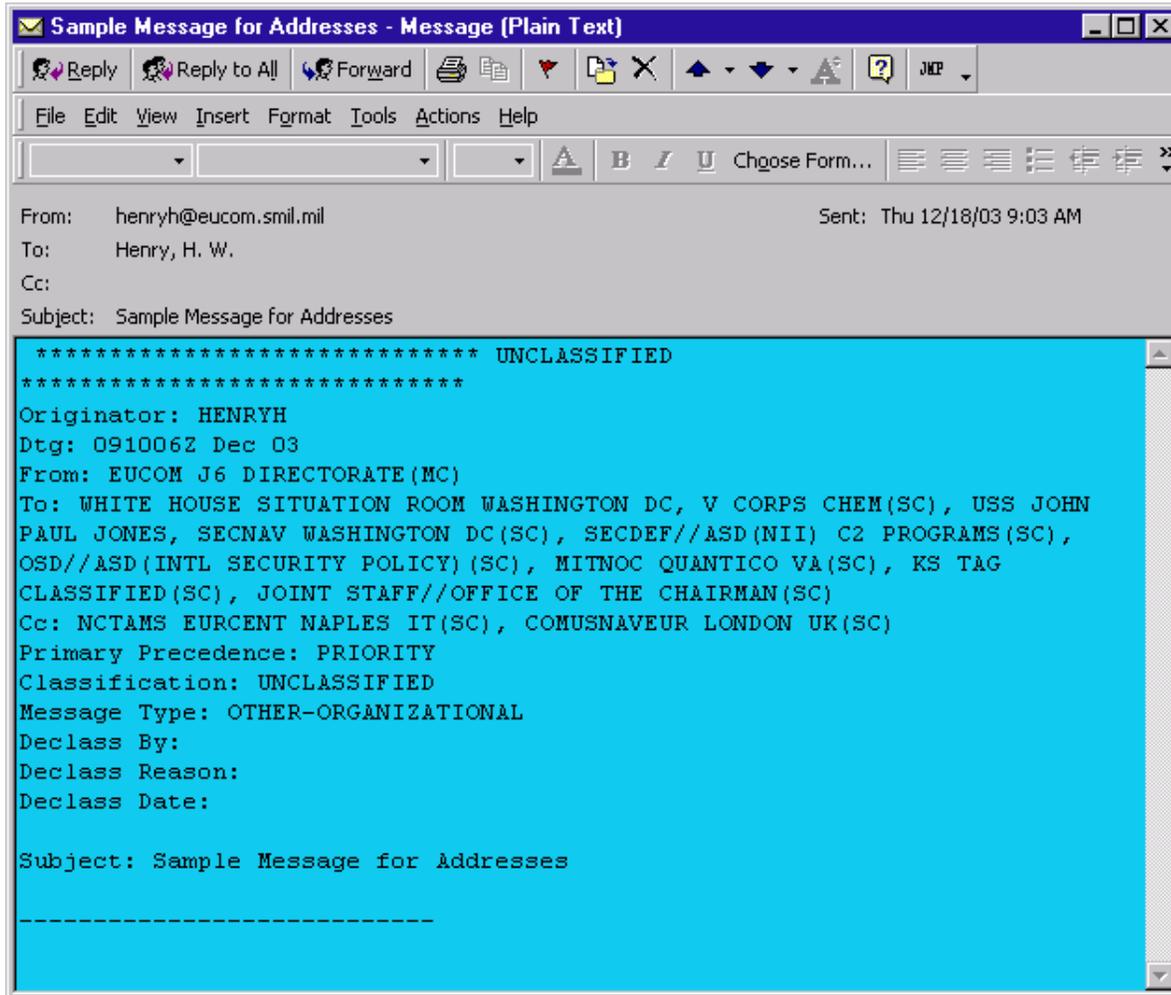
Mailto brings up the message in a new email.



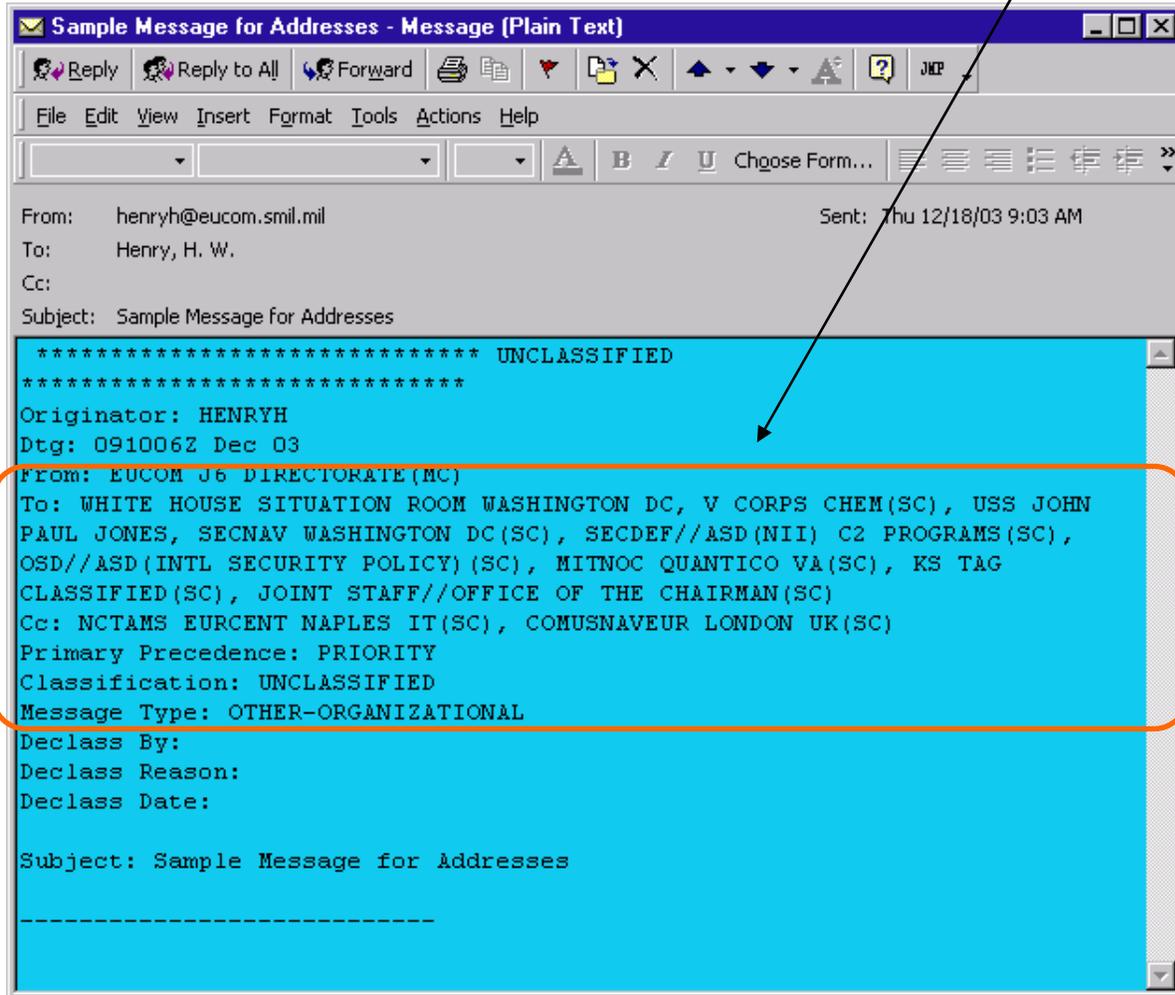
Fill in the complete address of the user and click on Send to mail the draft.



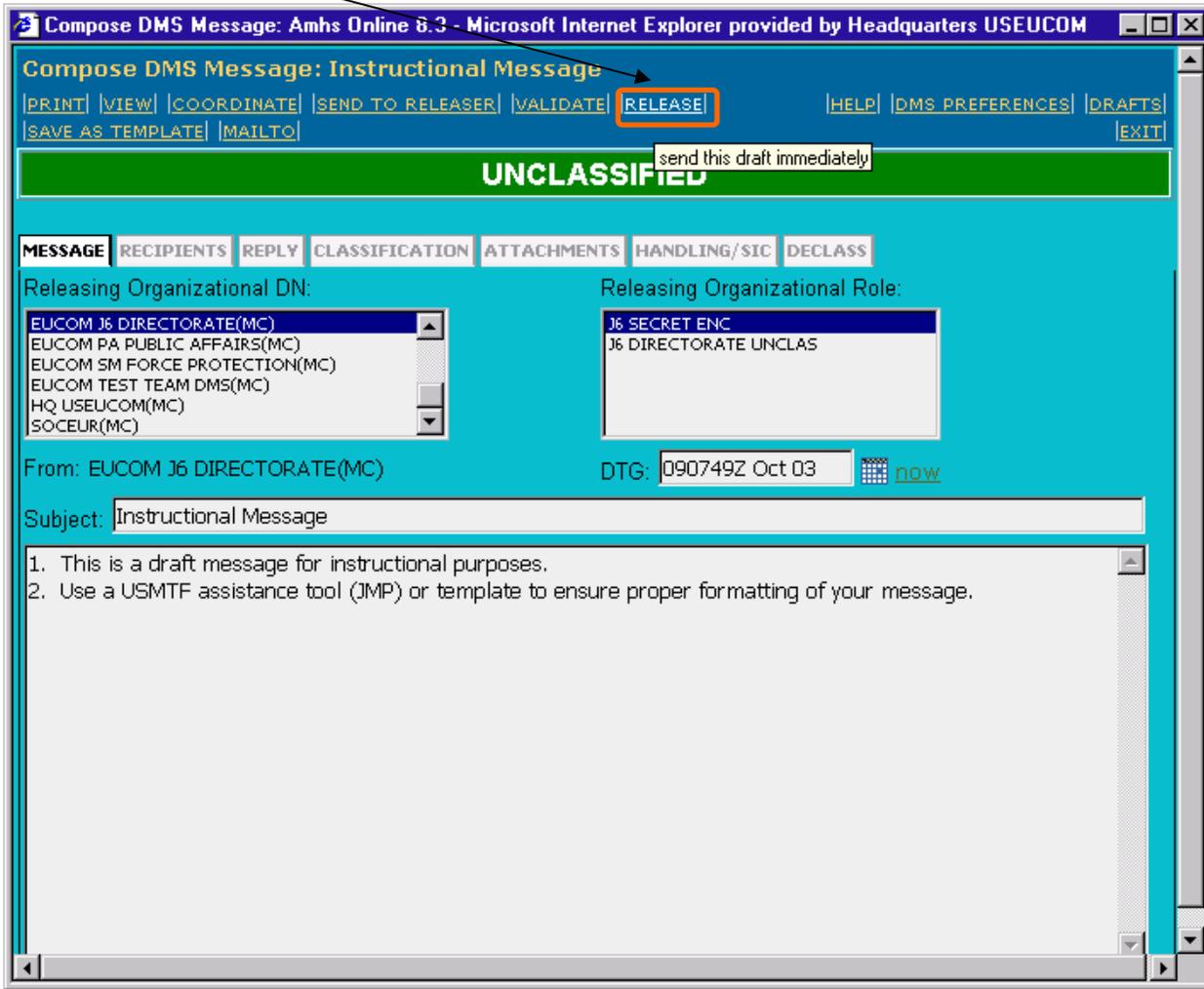
Sample of Mailto message with message "draft" as it appears in Outlook.



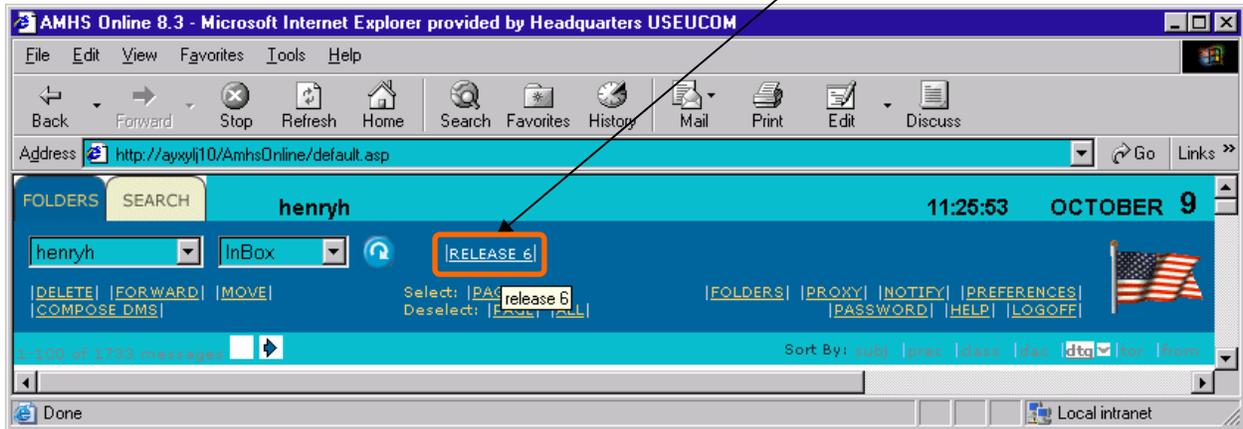
Note: As an alternative procedure, you can copy and paste the message "draft" information from this Outlook e-mail into a Microsoft Word file.



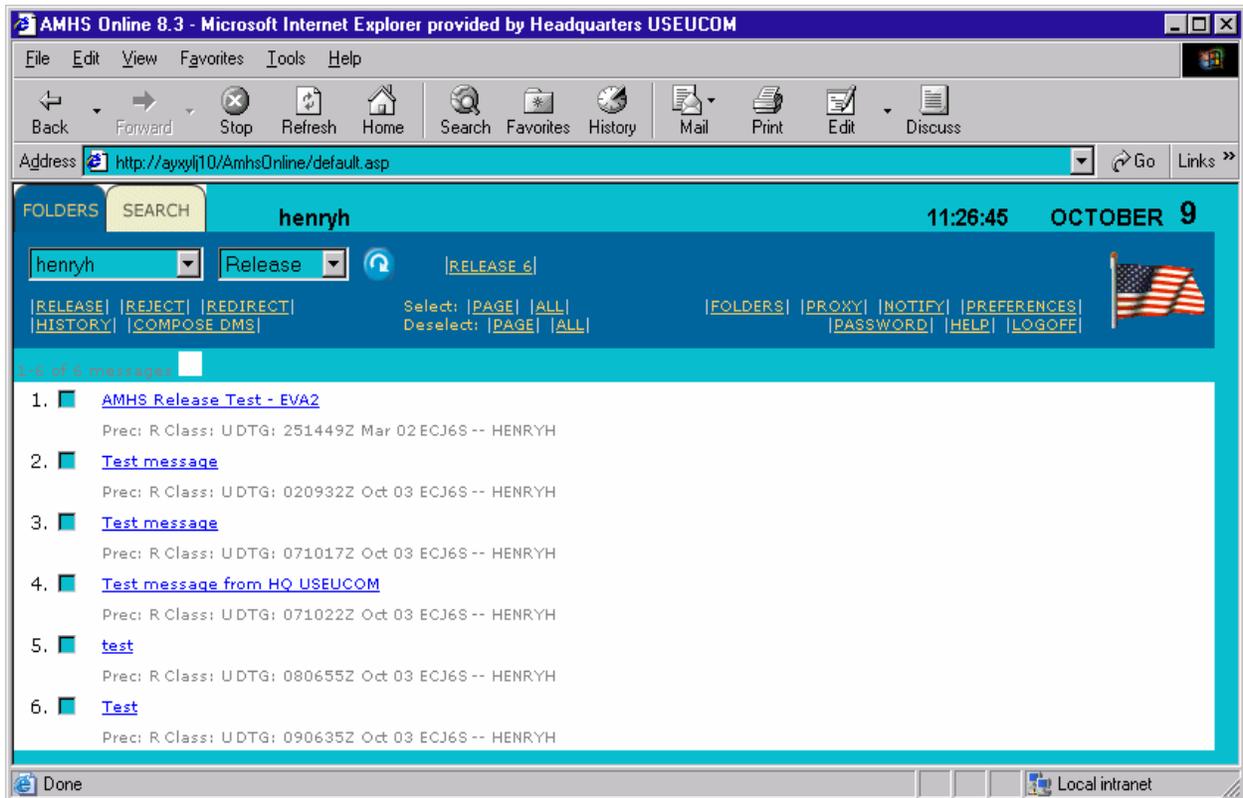
If you are the releaser as well as drafter, you can release the message directly by clicking on the Release button.



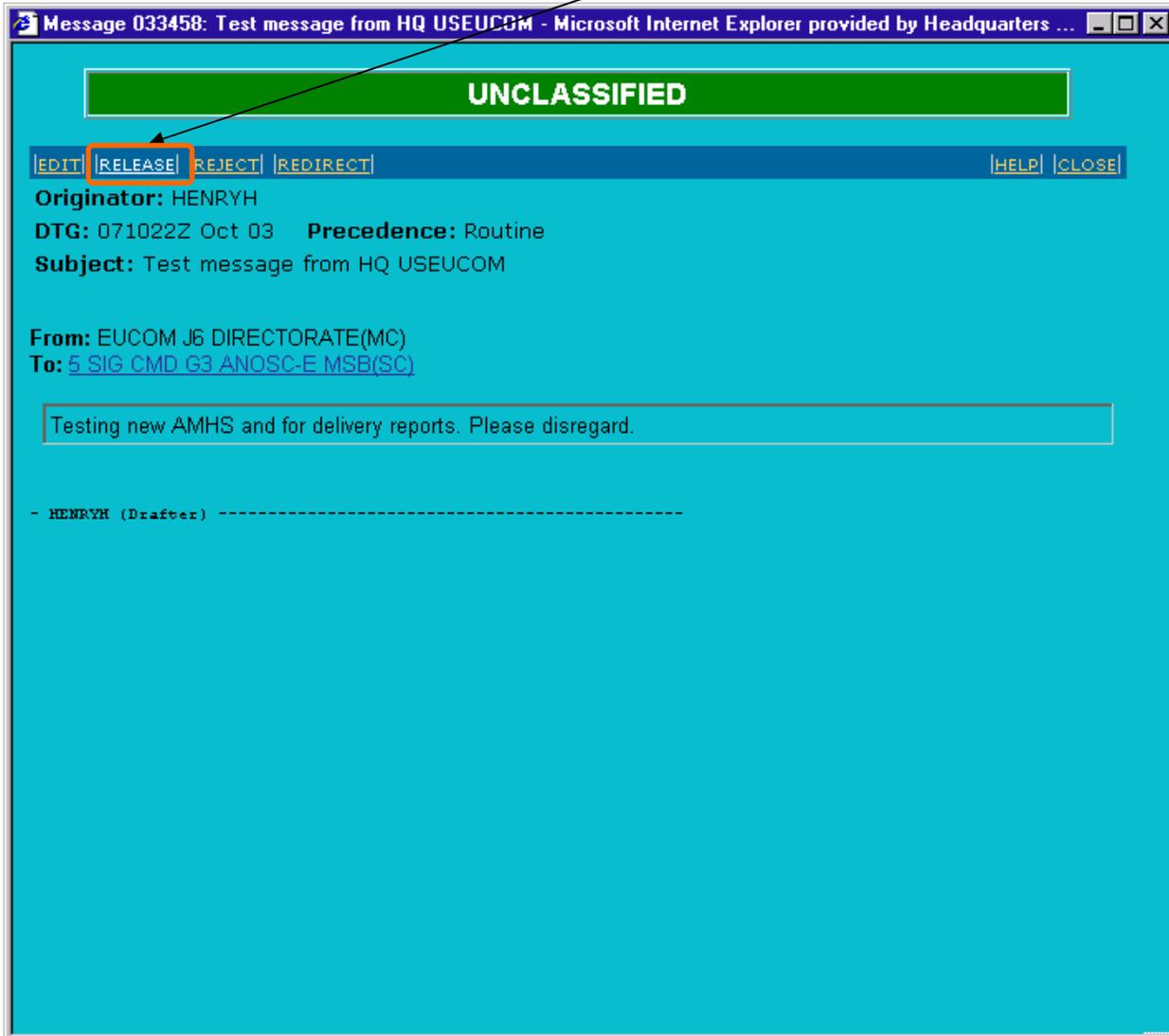
Releasers will have an additional button in AMHS for their release queue (if messages are present).



By clicking on this button, they will see messages queued in their release box.



Selecting a specific message will bring up a window with options to edit, release, reject or redirect the message. To release the message, click on Release.



To release the message, the releaser must enter their password in the following window.

Quick Release: Amhs Online 8.3 - Microsoft Internet Explorer provided by Headquarters USEUCOM

Quick-Release [HELP](#) [CANCEL](#)

Drafter's Remarks

Releaser's Remarks

Release Group: ECJ6S

Suspense Date: 160758Z Oct 03 [now](#)

DTG: 090749Z Oct 03 [now](#)

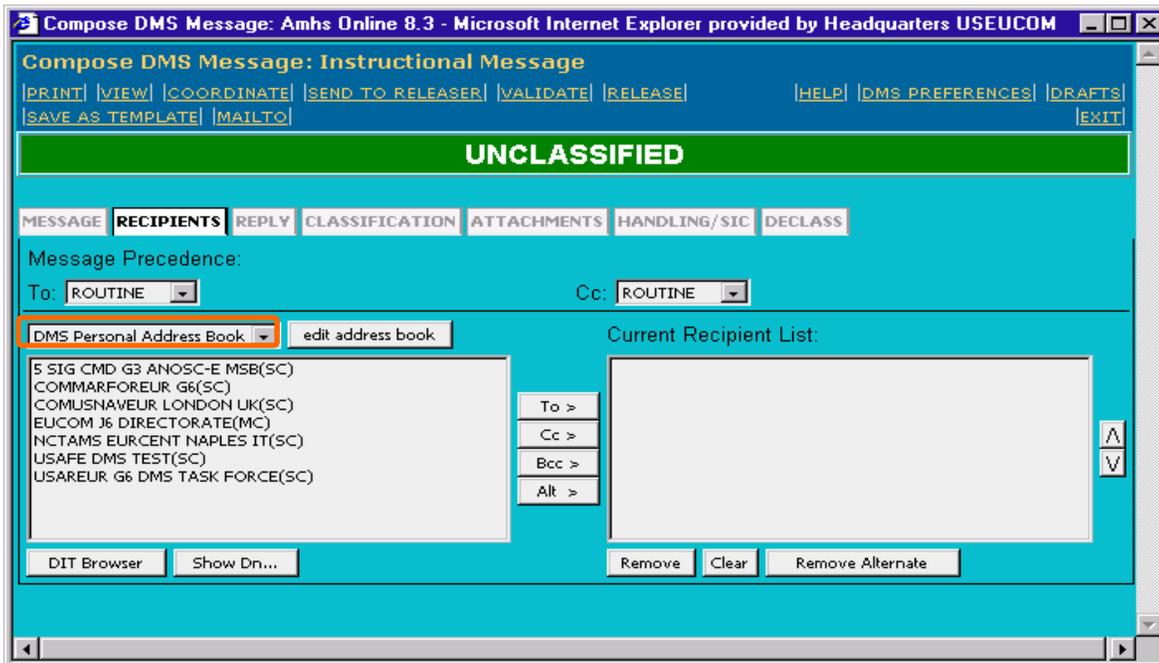
UserName: **henryh**

Password:

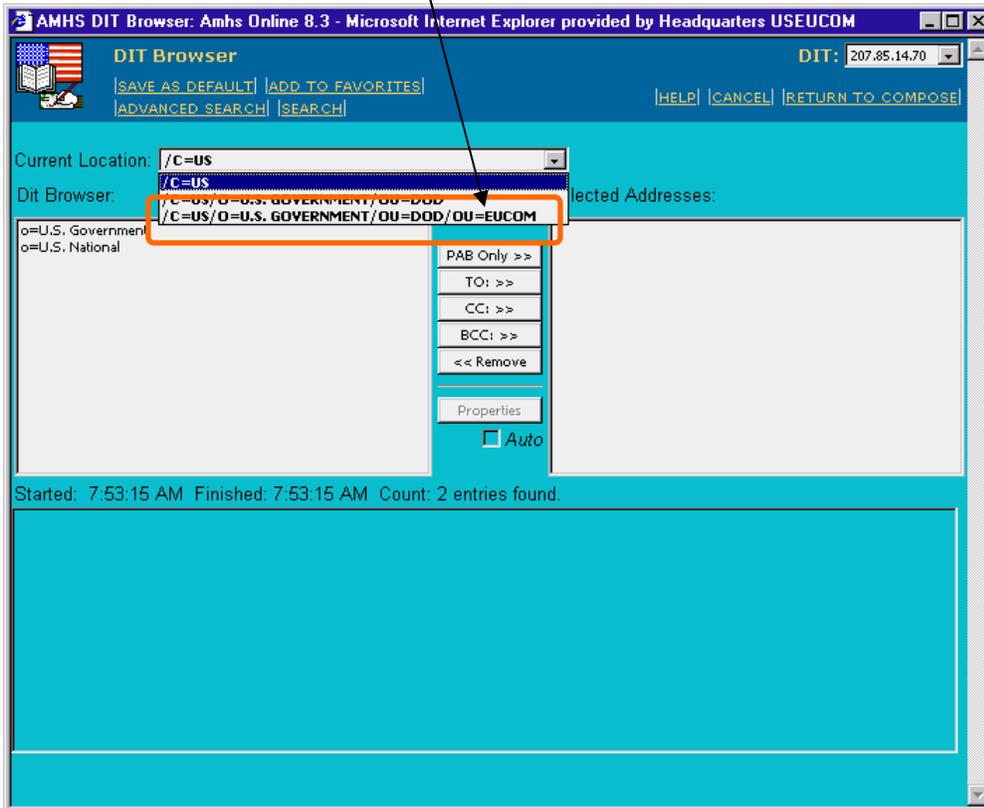
NOTE: To ensure you have the current time as the DTG for the message, click on the "now" button just before releasing.

Getting addresses from the DMS Directory Information Tree (DIT)

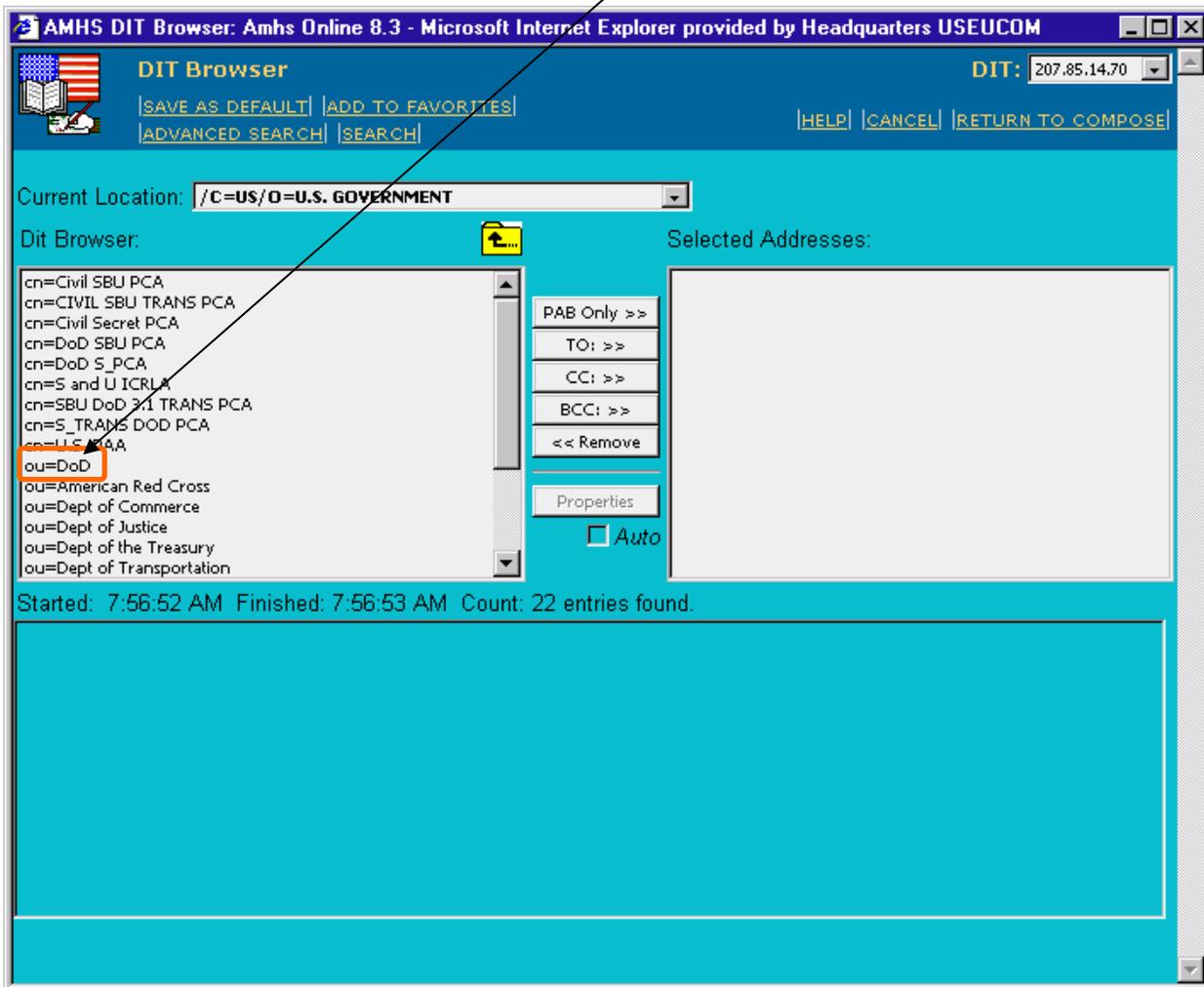
Next, address the message. There are three sources for addresses: your personal address book (DMS Personal Address Book); the local system DMS Global Address Book; or the DMS Directory Information Tree (DIT Browser). Note: The DMS DIT Browser and DMS Global Address Book contain the most up-to-date listing. Your personal address book can get outdated and may need to be refreshed.



To get addresses from the DIT Browser, you will have to "walk the tree" to find the specific addresses you wish to use. Just as in Internet Explorer, you can select favorites so that if you wish to start at Army, AF, EUCOM, etc. you can jump to that section in the DIT.



You will find all the current addresses under the DoD portion of the DIT.



APPENDIX Z**MESSAGING - GENERAL INFORMATION**

This part provides general information on inbound messages and business practices for message release at HQ USEUCOM. Training is available through HQ USEUCOM ECJ6-CSC Training courses for Outlook, DMS, and Telos AMHS. Table 1 shows the normal methods for receiving various message types and classifications at HQ USEUCOM, and Figure 1 provides a pictorial representation of how users can access incoming messages. Figure 2 shows the public folders for viewing unencrypted copies of incoming DMS messages. Table 2 shows the normal methods for releasing messages from HQ USEUCOM, and Figure 3 provides a pictorial representation of how users prepare Organizational messages for DMS release.

MESSAGE TYPE/ CLASSIFICATION	RECEIVED AT	DISTRIBUTION	WHO PROVIDES SERVICE
Organizational	DMS	DMS Organizational Inbox and Outlook DMS public folders (1)	ECJ6-CSC
Organizational	Telos AMHS	AMHS Profile accts	52 nd Sig Bn
Personal For	Telos AMHS restricted accts	AMHS Profile accts	52 nd Sig Bn
NATO	VTCC	Paper pickup (may move to CRONOS)	52 nd Sig Bn
SPECAT/SHD	VTCC	Paper pickup	52 nd Sig Bn
TS/Collateral	VTCC/Specified locations	Paper pickup/CBT	52 nd Sig Bn
Emergency Action	ETCC/EAC	IEMATS	Ft Detrick/ETCC
EXDIS/LIMDIS/ORCON	VTCC	Paper pickup	52 nd Sig Bn
Non-organizational	Outlook email acct	N/A	ECJ6-CSC

Table 1 – Incoming Message Receive Capability

Note 1 – Messages are profiled to the public folder matching the original DMS Organizational Inbox. A copy of all allowed messages is also placed in the upper level DMS Messages folder. For messages coming into DMS from AUTODIN/Legacy: the CDRUSEUCOM public folder will hold messages for the Commander, Deputy Commander, and CoS; all other messages will be placed in the HQ USEUCOM folder, regardless of AUTODIN/Legacy office code.

APPENDIX Z**MESSAGE PRECEDENCE GUIDELINES**

Attachment, Policy Excerpts

References:

- A. ACP 121(F), Communication Instructions-General
- B. CJCSI 6900.01A, Telecommunications Economy and Discipline

A. ACP 121 121(F), paragraph 327. DETERMINING PRECEDENCE

a. Responsibility – The assignment of precedence to a message is the responsibility of the originator. The importance of judicious assignment (avoidance of use of a higher precedence than necessary) cannot be overemphasized. The precedence assigned to a message by the originator does not necessarily indicate the action to be taken by the addressee or the precedence designation which should be assigned to the reply. Such instructions, if necessary, will be included in the text. Misuse of the precedence system defeats its purpose; i.e., to assure rapid handling of message traffic over available facilities with a minimum of backlog and delay resulting from competing priorities. The factors to be considered in each instance are:

(1) The urgency of the subject matter. Importance does not necessarily imply urgency. The originator should consider the urgency of the subject matter as it relates to the addressee(s).

b. Time Objectives – Message originators do not normally select the means of communication to be used. This is a function of the communication service throughout the entire route of the message. Nevertheless, message originators should realize that various factors can, singly or collectively, add to the time required to complete the delivery of a message. Recognizing that these factors may affect the speed of service of any given message, the following general time objectives apply as a general guide only. These objectives include overall handling time from time accepted by facility at point of origin to deliver to addressee at point of destination.

FLASH: Not fixed. Handled as fast as humanly possible with an objective of less than 10 minutes.

IMMEDIATE: 30 minutes – 1 hours

PRIORITY: -6 hours

ROUTINE: 3 hours – start of business following day

Paragraph 329. ASSIGNMENT OF PRECEDENCE

A message must not be assigned a precedence higher than that required to ensure that all addressees receive it within the time objectives indicated in paragraph 327. Appropriate use of the various precedence categories is to be determined by careful consideration of the following table.

A. FLASH precedence is reserved for initial enemy contact message or operational combat messages of extreme urgency. Brevity is mandatory.

Examples:

1. Initial enemy contact reports.
2. Messages recalling or diverting friendly aircraft about to bomb targets unexpectedly occupied by friendly forces; or messages taking emergency action to prevent conflict between friendly forces.
3. Warning of imminent large scale attacks.
4. Extremely urgent intelligence messages.
5. Messages containing major strategic decisions of great urgency.

B. IMMEDIATE precedence is reserved for very urgent messages relating to situations which gravely affect the security of national/allied forces or populace.

Examples:

1. Amplifying reports of initial enemy contact.
2. Reports of unusual major movements of military forces of foreign powers in times of peace or strained relations.
3. Messages which report enemy counterattack or which request or cancel additional support.
4. Attack orders to commit a force in reserve without delay.
5. Messages concerning logistical support of special weapons when essential to sustain operations.
6. Reports of widespread civil disturbance.
7. Reports of warning of grave natural disaster (earthquake, flood, storm, etc.).
8. Request for, or directions concerning, distress assistance.
9. Urgent intelligence messages.
10. Aircraft movement reports (e.g., messages relating to requests for news of aircraft in flight, flight plans, cancellation messages to prevent unnecessary search/rescue actions).

C. PRIORITY precedence is reserved for messages concerning the conduct of operations in progress and for other important and urgent matters when routine precedence will not suffice.

Examples:

1. Situation reports on position of front where attack is impending or where fire or air support will soon be placed.
2. Orders to aircraft formations or units to coincide with ground or naval operations.
3. Messages concerning immediate movement of naval, air, and ground forces.

D. ROUTINE precedence is to be used for all types of messages which justify transmission by rapid means but are not of sufficient urgency and importance to require a higher precedence.

Examples:

1. Messages concerning normal peace time military operations, programs and projects.
2. Messages concerning stabilized tactical operations.
3. Operational plans concerning projected operations.
4. Periodic or consolidated intelligence reports.
5. Troop movement messages, except when time factors dictate use of a higher precedence.
6. Supply and equipment requisition and movement messages, except when time factors dictate use of a higher precedence.
7. Administrative, logistics and personnel matters.

CJCSI 6900.01A, paragraph 3.e

e. Precedence. Precedence will be assigned by the originator to both record and voice communications in accordance with reference d. In addition, the following will be considered:

(3) Delegation of authority to release IMMEDIATE messages will be controlled.

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APPENDIX AA**BRIEFING Caliph GUIDELINES & SLIDE FORMATS**

1. **PURPOSE.** To provide standard briefing guidance and suggestions for slide presentations based upon proven methods gained from staff experience.

2. **GENERAL GUIDELINES.**

- a. Be certain the presentation matches the experience level/background of the audience.
- b. Ensure that you leave enough time for questions and answers within your allotted presentation time. The scheduled duration should allocate 2/3 of the time for the briefing and 1/3 for questions and answers.
- c. Slides should have only key words/ideas in bullet form. The speaker's explanation is the focus of attention and provides the substance of the information.
- d. Complex, busy slides are undesirable and should be used to illustrate the degree of complexity rather than to impart specific readable information. If you are unable to simplify a complex slide, divide the content and make two slides.
- e. Do not prepare a slide that states the obvious or that is verbose, (e.g., Mission Slide: provide short description and verbally describe the greater detail.) The listener should not be distracted from what is being briefed by trying to read a long narrative slide. Never have a body of text on a slide you simply read to the audience. If detailed text is necessary, present it to the audience to read while the speaker remains silent.
- f. Black and white paper copies of the briefing will be used for staffing to the Deputy Commander level. Color slides will be used only for final production.
- g. Ensure that **ALL** slides are marked appropriately with the **highest classification** of material contained on the slide. The lead slide should reflect the highest classification of material in the presentation. **Do not forget to include classification authority and downgrading instructions on the lead slide.** If cardboard frames are used, they should also be marked on the top and bottom, in addition to the film or projected surface. See the additional guidance in SM 5-5 titled "Classified Briefing Instructions" when conducting classified briefings.
- h. Print and proofread all presentation material for typographical and graphical errors. Schedule a run through of the slide presentation on the equipment it will ultimately be shown, on in order to identify and correct mistakes before the briefing.

3. **SLIDE SETUP.**

a. **Only use the standard EUCOM slides for the Hosts' Cover Slide, Sub-Topic Cover Slide, and Question slide.** This allows for a consistent overall presentation. The format/font

requirements are explained below. Sample current slides are available on pages AA-3 through AA-8 and on the network drive P:ECJS/Templates/Powerpoint-HQUSEUCOM .

b. Use the "on-screen show" setup option that is found in the "Page Setup" menu for HCR (Bldg 2314). This eliminates the shifting of information on slides generated for any media presentation including "TV Format." This also allows for viewing on any projector or VTC without chopping the viewing area.

c. When creating a slide, use the ruler from the Powerpoint Menu. Do not extend slide information beyond the 5-1/4 mark for right and left margins, or beyond the 3-5/8 mark for top and bottom margins.

d. If printing transparencies, do not allow the image to exceed 6-1/4" x 9-1/8" no matter what size is allowed by the frame.

4. **FONTS**.

a. Slides for EUCOM Command Group use will have a Blue Title, Red Bullets, and Black Text. If other colored fonts need to be used, they should be used sparingly. The emphasis is lost if there are too many colors or if the colors are used in too many places on one slide. **White type will not be used.**

b. The font size used for the subject matter on all slides should be between 18 pt and 24 pt. Font type should be consistent throughout entire presentation. Arial Bold is a font more easily read at a distance than Times or any other serif.

c. Classification should be in the standard area of slide, not more than 14-16 pt.

d. Text should be in both upper and lower case for easier reading. Use UPPERCASE, *Italicized*, or *ITALICIZED UPPERCASE* for emphasis in most cases instead of underlined text. However, you should be selective: USING ALL CAPITAL LETTERS ALL OF THE TIME WILL DECREASE IMPACT AND CAN GIVE THE IMPRESSION THAT YOU ARE SHOUTING.

5. **GRAPHICS**.

a. Graphics should be used to emphasize the subject of a slide. Do not add photos and clip art just for the purpose of "adding a picture." Maps should be used when necessary, but do not cover with text boxes. Use handouts for very detailed charts or maps.

b. Do not import charts as a bitmap (picture); link the chart instead. Charts not linked frequently lose information and cannot be corrected.

c. When actual numbers are critical, use only one chart per slide. If you are using charts for a visual comparison (two or more), ensure that all numbers and labels are readable from a distance.

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APPENDIX AB**CREATING SPECIAL CHARACTERS**

Microsoft Word includes many characters beyond those found on your keyboard. These characters **cannot** be used in message traffic. The **CONTROL** or **ALT** key is used to access these characters. CTRL+(character) or ALT+(character) indicates that you should hold down these two (or more) keys simultaneously.

Other special characters can be accessed using the Insert Symbol function.

To produce**Utilize these keys**

à, è, ì, ò, ù,
À, È, Ì, Ò, Ù

CTRL+` (accent grave), *the letter*

á, é, í, ó, ú,
Á, É, Í, Ó, Ú

CTRL+' (apostrophe), *the letter*

â, ê, î, ô, û,
Â, Ê, Î, Ô, Û

CTRL+^ (caret), *the letter*

ã, ñ, õ,
Ã, Ñ, Õ

CTRL+~ (tilde), *the letter*

ä, ë, ï, ö, ü, ÿ,
Ä, Ë, Ì, Ö, Ü, ÿ

CTRL+: (colon), *the letter*

å, Å

CTRL+ @, a or A

æ, Æ

CTRL+&, a or A

œ, Œ

CTRL+&, o or O

ç, Ç

CTRL+ , (comma), c or C

ð, Ð

CTRL+ ' (apostrophe), d or D

ø, Ø

CTRL+ /, o or O

ı

CTRL+ALT+?

ı

CTRL+ALT+!

To produce**Utilize these keys**

ß

CTRL+&, s

£

ALT+0163

¥

ALT+0165

NOTE: For the £ and ¥ symbols you must ensure the NUM LOCK key is on, the FONT is Times New Roman, and utilize the numeric keypad to type in the numbers.

☹, ☺

: (, or :) with no space between the keys

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APPENDIX AC**STANDARD OPERATING PROCEDURE (SOP) FORMAT**

1. Purpose. To prescribe procedures and format for standardized SOP preparation. Instruction herein applies to HQ USEUCOM staff, security assistance organizations, ULCC offices, and special activities.

2. References.

- a. AR 25-50, Preparing and Managing Correspondence.
- b. ED 5-1, Preparing, Distributing and Reviewing HQ USEUCOM Publications.
- c. SM 5-5, Staff Officer Reference Guide.
- d. EP 5-1, Index to USEUCOM Publications.

3. General. Within HQ USEUCOM, publications are defined as a HQ USEUCOM directive (**ED**), staff memorandum (**SM**), or a pamphlet (**EP**). Publications are prepared as set forth in ED 5-1. Only the HQ USEUCOM staff will issue publications. For internal staff office use at the headquarters as well as in security assistance and other subordinate activities, the standing operating procedure (**SOP**) format may be used to establish recurring duties or procedures, set lines of communication, fix responsibility, and other administrative detail. The SOP is designated as a correspondence format, rather than a publication.

4. Format. While the SOP is not considered a publication as defined within HQ USEUCOM, its preparation will involve some of the procedures and techniques associated with directives preparation as well as correspondence preparation. Some of the primary considerations involve:

- a. Paper size will be standard 8½" x 11". Use 1" margins.
- b. Type styles should be standard 12 pitch Times New Roman. See [Appendix AD](#).
- c. Both sides of the paper may be used.
- d. Classification markings should be in accordance with AR 380-5 and SM 25-12.
- e. Headers.

(1) The first page will have the organizational identity shown in the upper left-hand margin with the SOP number affixed to the right-hand margin. The SOP number will consist of a two-digit series. First number will identify the functional area concerned, i.e., 5 for administration. The functional breakdown will follow that shown in EP 5-1. The second digit will be a consecutive number, low to high reflecting total number of SOPs issued by the organization by functional area.

One would be the first SOP in a series. Second and succeeding pages, if required, will reverse the SOP identification coupled with the date of the SOP as is done with publications.

(2) The overall general functional area concerned will be identified alphabetically and centered two spaces below the last line of the organizational address. All letters will be capitalized.

(3) The specific sub-functional area concerned will be identified alphabetically and centered two spaces below the general functional area identification. Use upper and lower case.

f. As with publications, internal memorandum paragraphs will consist of, as a minimum, a purpose statement, identification of references, and the body of the text appropriately identified (i.e., procedures, techniques, etc.), and a policy paragraph if needed. Spacing, paragraph and sub-paragraph rules, page numbering and enclosure(s) identification, signature block and distribution will be as shown in AR 25-40 and this SM.

g. Duration of the SOP is normally indefinite (retain and use until no longer needed). As with publications, SOPs need to be reviewed annually and determination made if still required, or if changes needed with appropriate action taken to update or cancel. Recession statements are not needed but superseded identification will be used for updates which replace the entire SOP.

Encl

SIGNATURE BLOCK

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APPENDIX AD**FONT/PITCH STYLES FOR DOCUMENTS**

<u>Document</u>	<u>Font</u>	<u>Pitch</u>	<u>Reference</u>
Correspondence Leaving HQ USEUCOM	Times New Roman	12	Section III.4.j
Correspondence for Commander	Arial	12	Various
Internal Memos	Times New Roman	12	Section IV.2.e
DCDR Note Address letterhead	Bookman Old Style Bold Arial	12	Appendix C
Body (incl. date)		12	
COS Note Address letterhead	Bookman Old Style Bold Arial	12	Appendix C
Body (incl. date)		12	
Letters for DCDR, or COS signature	Times New Roman	12	Appendix C
Speech	Bold Times New Roman	12	Section IV.23
Briefing Slides	Tahoma	24 18 (min)	Appendix AA
Messages for CDR, DCDR or COS	Courier	10	Appendix Z
SOP Correspondence Format	Times New Roman	12	Appendix AC
End of Day Report	Times New Roman	12	Appendix P

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APPENDIX AE**ACRONYMS AND ABBREVIATIONS****A**

AADC	Area Air Defense Commander
AAFES	Army And Air Force Exchange Service
AAR	After Action Report/Review
AAW	Anti-Air Warfare
ABL	Airborne Laser
ABM	Anti-Ballistic Missile
AC	Active Component
ACA	Airspace Control Authority
ACC	Air Component Command; Air Combat Command
ACCHAN	Allied Command Channel
ACCS	Air Command And Control System
ACDA	Arms Control And Disarmament Agency
ACE	Allied Command Europe
ACF	Air Contingency Force
ACFL	Agreed Cease Fire Line
ACINT	Acoustic Intelligence
ACMI	Air Combat Maneuver Instruction
ACO	Airspace Control Order
ACR	Armored Cavalry Regiment
ACSA	Acquisition And Cross Servicing Agreement
ACT	Activity
ACTD	Advanced Concept Technology Demonstration
ADAMS	Allied Deployment And Movement System
ADC	Agreement On Defense Cooperation
ADMIN	Administration
ADP	Automatic Data Processing
ADSW	Active Duty for Special Work
ADVON	Advanced Echelon
ADW	Air Defense Warning
AE	Aeromedical Evacuation
AFB	Assault Float Bridge
AFFOR	Air Force Forces
AFIS	Armed Forces Information Service
AFM	Air Force Manual
AFOTEC	Air Force Operational Test And Evaluation Center
AFRTS	Armed Forces Radio And Television Service
AFSATCOM	Air Force Satellite Communications

AFSC	Armed Forces Staff College
AGR	Active Guard Reserve
AJBPO	Area Joint Blood Program Office/Officer
AJMRO	Area Joint Medical Regulation Office
ALCC	Airlift Control Center
ALCON	All Concerned
AMC	Air Mobility Command
AMCIT	American Citizen
AMEMB	American Embassy
AMF	ACE Mobile Force
AMHS	Automated Message Handling System
AMPE	Automated Message Processing Exchange
AMW	Amphibious Warfare
AOA	Amphibious Objective Area
AOC	Air Operations Center (USAF)
AOI	Area Of Influence
AOR	Area Of Responsibility
AOT	Area of Transfer
APOD	Aerial Port Of Debarkation
APOE	Aerial Port Of Embarkation
ARFOR	Army Forces
ARG	Amphibious Ready Group
ARL	Airborne Reconnaissance Low
ARM	Anti-Radiation Missiles
ARPA	Advanced Research Projects Agency
ARRC	ACE Rapid Reaction Corps
ASBPO	Armed Services Blood Program Office
ASD	Assistant Secretary Of Defense
ASG	Area Support Group
ASUW	Anti-Surface Warfare
ASW	Anti-Submarine Warfare
ATACMS	Army Tactical Missile System
ATAF	Allied Tactical Air Force
ATC	Air Traffic Control
ATDS	Airborne Tactical Data System
ATF	Amphibious Task Force
ATO	Air Tasking Order
AUTODIN	Automatic Digital Network
AUTOSEVOCOM	Automatic Secure Voice Communications Network
AVLB	Armored Vehicle Launched Bridge
AWACS	Airborne Warning And Control System; Airborne Early Warning And Control System
AWRPS	Army War Reserve Prepositioned Stocks

B

B&D's	Briefings And Discussions
BA	Budget Authority
BALTAP	Allied Forces Baltic Approaches
BC2A	Bosnia Command & Control Augmentation
BCC	Battlefield Circulation Control
BDA	Bomb Or Battle Damage Assessment; Bilateral Destruction Agreement
BEB	Bridge Erection Boats
BES	Budget Estimate Submissions
BFV	Bradley Fighting Vehicle
BMSEW	Ballistic Missile Shared Early Warning
BMD	Ballistic Missile Defense
BOA	Blanket Ordering Agreement
BOB	Brigade Operating Base
BOM	Bill Of Materials
BOSS	Better Opportunities For Single Service (Members)
BPT	Be Prepared To
BSA	Beach Support Area
BZ	Bravo Zulu = Job well done!

C

C-day	Unnamed Day On Which A Deployment Operation Begins
C-E	Communications-Electronics
C2	Command And Control
C2W	Command And Control Warfare
C2WC	Command And Control Warfare Commander
C3	Command, Control, And Communications
C3I	Command, Control, Communications, And Intelligence
C3IC	Coalition, Coordination, Communications, And Integration Center
C4	Command, Control, Communications, And Computers
C4I	Command, Control, Communications, Computers, And Intelligence
C4S	Command, Control, Communications, And Computer Systems
CA	Civil Affairs
CALCM	Conventional Air Launched Cruise Missile
CAOC	Combined Allied Operations Center
CAP	Crisis Action Planning; Combat Air Patrol
CARS	Contingency Airborne Reconnaissance System
CAS	Close Air Support
CAT	Crisis Action Team
CATF	Commander Amphibious Task Force
CAX	Computer Assisted Exercise
CB	Chemical-Biological

CC&D	Cover, Concealment & Deception
CCC	Component Commanders Conference
CE	Command Element (MAGTF)
CED	Captured Enemy Documents
CEE	Captured Enemy Equipment; Central And Eastern Europe
CEGE	Combat Equipment Group Europe
CEOI	Communications-Electronics Operating Instructions
CEPS	Central Europe Pipeline System
CFE	Conventional Armed Forces In Europe
CFL	Coordinated Fire Line
CHAP	Chaplain
CHOD	Chief Of Defense
CHOP	Change Of Operational Command
CI	Counterintelligence; Civilian Internees
CIA	Central Intelligence Agency
C/C	Courtesy Call
CID	Criminal Investigation Division
CIF	Commander's Initiative Fund
CINC	Commander In Chief
CIO	Central Imagery Office
CJCCC	Combined Joint Communications Coordination Center
CJCS	Chairman Of The Joint Chiefs Of Staff
CJTF	Commander Joint Task Force
CL	Class (Of Supply)
CLF	Commander Landing Force
CMC	Commandant Of The Marine Corps
CMD	Command
CMDT	Commandant
CMO	Civil-Military Operations
CMOC	Civil-Military Operations Center
CMSA	Cruise Missile Support Activity
CMST	Collection Management Support Tools
CMTC	Combat Maneuver Training Center
CNO	Chief Of Naval Operations
COA	Course Of Action
COCOM	Combatant Command
CODEL	Congressional Delegation
COE	Common Operating Environment
COI	Communications Operating Instructions
COIN	Counterinsurgency
COLT	Combat Observation And Lasing Team
COM	Chief Of Mission or Commander
COMCAM	Combat Camera
COMDT	Commandant
COMINT	Communications Intelligence

COMP	Component
COMPT	Comptroller
COMPUSEC	Computer Security
COMSEC	Communications Security
CONOPS	Concept Of Operations
CONPLAN	Contingency Plan
CONUS	Continental United States
COORD	Coordination
CORM	Commission On Roles And Missions
CoS	Chief Of Staff
CP	Counter Proliferation
CP-ACTD	Counter Proliferation Advanced Concept Technology Demonstration
CPG	Contingency Planning Guidance
CPX	Command Post Exercise
CRA	Continuing Resolution Authority
CRAF	Civil Reserve Air Fleet
CRC	Crisis Response Cell
CS	Combat Support
CSAR	Combat Search And Rescue
CSBM	Confidence And Security Building Measure
CSC	Commander's Strategic Concept
CSH	Combat Support Hospital
CSS	Combat Service Support
CSSA	Combat Service Support Area
CSSDE	College Of Strategic Studies & Defense Economics
CSSE	Combat Service Support Element (MAGTF)
CT	Counterterrorism
CTAPS	Contingency Theater Automated Planning System
CTBT	Comprehensive Test Ban Treaty
CW/BW	Chemical Weapons/Biological Weapons
CWC	Composite Warfare Commander

D

D-day	Unnamed Day on which Operations Commence or are scheduled to commence
DA	Direct Action
DACOWITS	Defense Advisory Committee on Women in the Services
DALS	Downed Aviator Locator System
DAMPL	DA Master Priority List
DARO	Defense Airborne Reconnaissance Officer
DARS	Daily Aerial Reconnaissance Syndicate
DART	Disaster Assistance Response Team
DART	Dynamic Analysis And Replanning Tool
DATT	Defense Attache

DC	Displaced Civilian
DCA	Defensive Counterair; Dual Capable Aircraft
DCJTF	Deputy Commander JTF
DCM	Deputy Chief Of Mission
DCS	Defense Communications System; Defense Courier Service
DCTN	Defense Commercial Telecommunication Network
DDESB	DOD Explosives Safety Board
DDN	Defense Data Network
DE	Directed Energy
DEA	Drug Enforcement Administration
DECA	Defense Commissary Agency
DEFCON	Defense Readiness Condition
DEP	Deputy
DEPMEDS	Deployable Medical Systems
DFR- EUR	Defense Fuels Region - Europe
DFSC	Defense Fuel Supply Center
DHS	Defense HUMINT Service
DIA	Defense Intelligence Agency
DIR	Director
DIRLAUTH	Direct Liaison Authorized
DIRMOBFOR	Director Of Mobilization Forces
DIRNSA	Director National Security Agency
DISA	Defense Information Systems Agency
DISUM	Defense Intelligence Summary; Daily Intelligence Summary
DLA	Defense Logistics Agency
DMA	Defense Mapping Agency
DMS	Defense Message System
DNBI	Disease Nonbattle Injury
DNSO	Defense Network Systems Organization
DOD	Department Of Defense
DOJ	Department of Justice
DOS	Department Of State; Disk Operating System; Day Of Supply;
DOT	Department Of Transportation
DPG	Defense Planning Guidance
DPSAG	Deployment Process Special Action Group
DRMO	Defense Reutilization Marketing Office
DSAA	Defense Security Assistance Agency
DSB	Defense Science Board
DSCS	Defense Satellite Communications System
DSN	Defense Switched Network
DV	Distinguished Visitor
DZ	Drop Zone

E

EA	Executive Assistant or Electronic Attack
EAC	Echelon Above Corps
EAD	Earliest Arrival Date; Echelon Above Division
EAP	Emergency Action Procedures
ECC	Evacuation Control Center
ECOWAS	Economic Community of West African States
ECOMOG	ECOWAS Monitoring Group (West African Peacekeeping Group)
ECOWAS	Economic Community of West African States
EDA	Excess Defense Articles
EDA-HAP	Excess Defense Articles Humanitarian Assistance Program
EDRE	Emergency Deployment Readiness Exercise
EEFI	Essential Elements Of Friendly Information
E EI	Essential Elements Of Information
EHF	Extremely High Frequency
ELECTRO-OPTINT	Electro-Optical Intelligence
ELINT	Electronics Intelligence
EML	Environmental & Morale Leave
EMP	Electromagnetic Pulse
EMS	Electromagnetic Spectrum
ENDEX	End of Exercise
ENGR	Engineer
EO	Electro-Optical; Eyes Only
EOD	Explosive Ordnance Disposal
EPW	Enemy Prisoner Of War
ERC	Exercise Related Construction
ESP	EUCOM Standard Plan
ETCC	European Theater Command Center
EU	European Union
EW	Electronic Warfare
EWO	Electronic Warfare Officer

F

F-hour	Effective time of announcement by the Secretary Of Defense to the Military Departments of a decision to mobilize Reserve Units
FA	Field Artillery; Feasibility Assessment
FAA	Federal Aviation Administration; Foreign Assistance Act
FAD	Force Activity Designator
FASCAM	Family of Scatterable Mines
FOD	Flexible Deterrent Option
FEMA	Federal Emergency Management Agency
FEML	Funded Environmental And Morale Leave
FER	Final Exercise Report

FFA	Free Fire Area
FEO	Forcible Entry Operations
FLOTUS	First Lady of the United States
FLTSAT	Fleet Satellite
FM	Frequency Modulation; Field Manual
FMF	Foreign Military Financing
FMFM	Fleet Marine Force Manual
FMO	Frequency Management Office
FMS	Foreign Military Sales
FOB	Forward Operating Base
FOIA	Freedom Of Information Act
FRAGO	Fragmentary Order
FRY	Former Republic Of Yugoslavia
FSA	Fire Support Area; Forward Support Area
FSCL	Fire Support Coordination Line
FSN	Foreign Service National
FSSG	Force Service Support Group
FST	Forward Surgical Team
FSU	Former Soviet Union
FTS	Federal Telecommunications System; Federal Telephone System; File Transfer Service
FTX	Field Training Exercise
FUBAR	Fouled Up Beyond All Repair, Fouled Up Beyond Any Recognition
FWF	Former Warring Faction
FYROM	Former Yugoslav Republic Of Macedonia

G

GALE	Generic Area Limitation Environment
GCCS	Global Command And Control System
GCE	Ground Combat Element (MAGTF)
GCI	Ground Control Intercept
GENSER	General Service (Message)
GENTEXT	General Text
GFAP	General Framework Agreement for Peace
GOF	Government Of France
GOI	Government Of Italy
GOT	Government Of Turkey
GP	Group
GPALS	Global Protection Against Limited Strikes
GPMRC	Global Patient Movement Requirements Center
GPS	Global Positioning System
GRREG	Graves Registration
GSM	Ground Station Module
GTN	Global Transportation Network

H

H-hour	Specific time an operation or exercise begins; Seaborne Assault Landing Hour
HA	Humanitarian Assistance
HARM	High-Speed Anti-Radiation Missile
HCA	Humanitarian And Civic Assistance
HCR	Headquarters Conference Room
HEMTT	Heavy Expanded Mobile Tactical Truck
HET	Heavy Equipment Transport
HF	High Frequency
HIV	Human Immunodeficiency Virus
HLTF	High Level Task Force
HLWG	High Level Working Group
HLZ	Helicopter Landing Zone
HMMWV	High Mobility Multi-Wheeled Vehicle
HN	Host Nation
HNG	Host Nation Government
HNS	Host Nation Support
HOC	Humanitarian Operations Center
HOIS	Hostile Intelligence Service
HPAC	Hazard Prediction And Assessment Capability
HPT	High Priority Target
HQ	Headquarters
HQCOMDT	Headquarters Commandant
HSS	Health Service Support
HUMINT	Human Intelligence
HVT	High Value Target(s)

I

I&W	Indications & Warning
IAEC	International Atomic Energy Commission
IATA	International Air Transport Association
IAW	In Accordance With
IBS	International Burden Sharing
IC	Installation Coordinator
ICAO	International Civil Aviation Organization
ICRC	International Committee of the Red Cross
ICTY	International Criminal Tribunal For The Former Yugoslavia
IDA	Initial Denial Authority, Institute for Defense Analyses
IDAD	Internal Defense And Development
IDB	Integrated Data Base
IDFT	Individual Deployment For Training
IDHS	Intelligence Data Handling System
IED	Improved Explosive Devices

IEBL	Inter-Entity Boundary Line
IES	Imagery Exploitation System; Institute For European Studies
IEW	Intelligence And Electronic Warfare
IFF	Identification, Friend Or Foe
IFOR	Implementation Force
IMA	Individual Mobilization Augmentee
IMB	Information Management Board
IMET	International Military Education And Training
IMINT	Imagery Intelligence
IMR	Immediate Reaction Force
INFOSEC	Information Security
INMARSAT	International Maritime Satellite
INTACS	Integrated Tactical Communications System
INTREP	Intelligence Report
INTSUM	Intelligence Summary
IO	International Organization
IOM	Installation, Operation, And Maintenance
IPB	Intelligence Preparation Of The Battlespace
IPDS	Inland Petroleum Distribution System; Imagery Processing And Dissemination System
IPL	Integrated Priority List
IPTF	International Police Task Force
IRT	In Reference To, In Response To
ISA	Inter-Service Agreement
ISB	Intermediate Staging Base; Intermediate Support Base
ISOPFP	In The Spirit Of Partnership For Peace
ISSA	Inter-Service Support Agreement
ITEM	Integrated Tactical Engagement Model
ITV	In Transit Visibility

J

J-1	Manpower, Personnel And Administration Directorate
J-2	Intelligence Directorate
J-3	Operations Directorate
J-4	Logistics And Security Assistance Directorate
J-5	Plans And Policy Directorate
J-6	Command, Control, Communications, And Computer Systems Directorate
J-SEAD	Joint Suppression Of Enemy Air Defenses
J/CIPS	Joint Combined Interoperability Planning System
JATF	Joint Amphibious Task Force
JAAT	Joint Air Attack Team
JAC	Joint Analysis Center
JACC/CP	Joint Airborne Communications Center/Command Post

JAO	Joint Area Of Operations
JAOC	Joint Air Operations Center
JAPO	Joint Area Petroleum Office
JAST	Joint Advanced Strike Technology
JAWG	Joint Antiterrorism Working Group
JBP	Joint Blood Program
JBPO	Joint Blood Program Office; Joint Blood Program Officer
JC2WC	Joint Command And Control Warfare Center
JCAT	Joint Crisis Action Team
JCATF	Joint Civil Affairs Task Force
JCCC	Joint Communications Control Center; Joint Combat Camera Center
JCCP	Joint Casualty Collection Point
JCEOI	Joint Communications-Electronics Operating Instructions
JCET	Joint Combined Exchange Training
JCEWS	Joint Force Commander's Electronic Warfare Staff
JCG	Joint Consultative Group
JCGRO	Joint Central Graves Registration Office
JCIC	Joint Compliance And Inspection Commission
JCIOO	Joint Counterintelligence Operations Center
JCMA	Joint COMSEC Monitoring Activity
JCMEB	Joint Civil-Military Engineering Board
JCMEC	Joint Captured Materiel Exploitation Center
JCN	Joint Communications Network
JCS	Joint Chiefs Of Staff
JCSAR	Joint Combat Search And Rescue
JCSC	Joint Communications Satellite Center
JCSE	Joint Communications Support Element
JCTP	Joint Contact Team Program
JDEC	Joint Document Exploitation Center
JDG	Joint Deployment Group
JDISS	Joint Deployable Intelligence Support System
JDS	Joint Deployment System
JDSS	Joint Decision Support System
JECC	Joint Evacuation Control Center
JECG	Joint Exercise Control Group
JEIR	JAC EUCOM Intelligence Report
JFACC	Joint Force Air Component Commander
JFC	Joint Force Commander
JFCA	Joint Force Contingency Account
JFLCC	Joint Force Land Component Commander
JFMCC	Joint Force Maritime Component Commander
JFSOCC	Joint Force Special Operations Component Commander
JFUB	Joint Facilities Utilization Board
JIB	Joint Information Bureau
JIC	Joint Intelligence Center

JICG	Joint Information Coordination Group
JIF	Joint Interrogation Facility
JINTACCS	Joint Interoperability Of Tactical Command And Control Systems
JIPB	Joint Imagery Processing Board
JLOTS	Joint Logistics Over The Shores
JMAO	Joint Mortuary Affairs Office
JMC	Joint Military Commission
JMRR	Joint Monthly Readiness Report
JOC	Joint Office Call; Joint Operations Center
JOPEs	Joint Operation Planning And Execution System
JPOM	Joint Preparation And Onward Movement
JROC	Joint Requirements Oversight Council
JRTC	Joint Readiness Training Center
JSCP	Joint Strategic Capabilities Plan
JSOA	Joint Special Operations Area
JSOTF	Joint Special Operations Task Force
JSTARS	Joint Surveillance, Target Attack Radar System
JTAO	Joint Tactical Air Operations
JTAV	Joint Total Asset Visibility
JTB	Joint Transportation Board
JTCB	Joint Targeting Coordination Board
JTF	Joint Task Force
JTF HQ	Joint Task Force Headquarters
JTIDS	Joint Tactical Information Distribution System
JTL	Joint Target List
JTMD	Joint Theater Missile Defense
JULLS	Joint Universal Lessons Learned System
JVB	Joint Visitors Bureau
JVIDS	Joint Visual Integrated Display System
JWCA	Joint Warfighting Capabilities Assessment
JWFC	Joint Warfighting Center
JWICS	Joint Worldwide Intelligence Communications System

K

KDP	Kurdistan Democratic Party
KIA	Killed In Action

L

L-hour	Specific hour on C-Day at which a deployment operation commences or is to commence
LAD	Latest Arrival Date
LAN	Local Area Network
LAPES	Low Altitude Parachute Extraction System
LCE	Liaison Coordination Element

LDR(S)	Leader(s)
LEA	Law Enforcement Agency
LIMDIS	Limited Distribution
LMSR	Large Medium Speed Roll-on/Roll-off
LN	Local National
LNO	Liaison Officer
LOC	Lines Of Communications
LOCE	Linked Operations Intelligence Centers Europe
LOI	Loss-Of-Input; Letter Of Instruction
LOTS	Logistics Over-The-Shore
LPI/D	Low Probability Of Intercept/Detection
LRC	Logistics Readiness Center; Lesser Regional Conflict
LZ	Landing Zone

M

M-day	Mobilization Day; Unnamed day on which Mobilization of forces begins
M&IE	Meals & Incidental Expenses
MAAG	Military Assistance Advisory Group
MACCS	Marine Air Command And Control System
MACG	Marine Air Control Group
MAE UAV	Medium Altitude Endurance Unmanned Aerial Vehicle
MAG	Marine Aircraft Group
MAGTF	Marine Air-Ground Task Force
MAP	Military Assistance Program
MARFOR	Marine Corps Forces
MARG	Mediterranean Amphibious Ready Group
MC	Military Committee
MC&G	Mapping, Charting & Geodesy
MCC	Movement Control Center; Military Coordination Center
MCEB	Military Communications-Electronics Board
MCM	Mine Countermeasures
MCT	Movement Control Team(s)
MDEP	Management Decision Package
MEA	Munitions Effects Assessment
MEADS	Medium Extended Air Defense System
MEDCEUR	Medical Central/Eastern Europe
MEDEVAC	Medical Evacuation
MEDINT	Medical Intelligence
METL	Mission Essential Task List
METOC	Meteorological And Oceanographic
METT-T	Mission, Enemy, Terrain And Weather, Troops And Support Available-Time Available
MEU(SOC)	Marine Expeditionary Unit (Special Operations Capable)
MEVA	Mission Essential Vulnerability Analysis

MEWSC	Missile Early Warning & Strategic Communications
MFC	Meteorological Forecast Centers
MFO	Multinational Force & Observers
MGB	Medium Girder Bridge
MHE	Material Handling Equipment
MIA	Missing In Action
MILGP	Military Group
MILCON	Military Construction
MIO	Maritime Intercept Operations
MIPR	Military Interdepartmental Purchase Request
MLRS	Multiple Launch Rocket System
MLT	Military Liaison Team
MND	Multi-National Division
MOA	Memorandum Of Agreement
MOB	Main Operating Base
MOBSTR	Mobile Stretch (CARS)
MOD	Minister Of Defense
MOE	Measure Of Effectiveness
MOG	Maximum (Aircraft) On The Ground
MOOTW	Military Operations Other Than War
MOP	Memorandum Of Policy
MOPP	Mission Oriented Protective Posture
MOT&E	Multiservice Operational Test And Evaluation
MOU	Memorandum Of Understanding
MPF	Maritime Prepositioning Force
MPS	Maritime Prepositioning Ships; Maritime Prepositioning Squadron
MPSA	Military Postal Service Agency
MRC	Major Regional Conflict
MRE	Meal Ready To Eat
MSC	Military Sealift Command
MSE	Mobile Subscriber Equipment
MSEL	Master Scenario Events List
MSM	Morning Staff Meeting
MSR	Mission Support Request; Main Supply Route
MTF	Message Text Formats; Medical Treatment Facility
MTMC	Military Traffic Management Command
MTON	Measurement Ton
MTT	Mobile Training Team
MTWS	Marine Tactical Warfare System
MUNSS	Munitions Support Squadron
MWR	Morale, Welfare, And Recreation

N

NABS	NATO Air Base System
NAC	North Atlantic Council

NAEW	NATO Airborne Early Warning
NAF	Nonappropriated Funds
NAI	Named Area Of Interest
NALMEB	Norway Airlanded Marine Expeditionary Brigade
NAMSA	NATO Maintenance And Supply Activity
NATO	North Atlantic Treaty Organization
NAVAIDS	Navigational Aids
NAVATAC	Navy Antiterrorism Analysis Center
NAVFOR	Navy Forces
NBC	Nuclear, Biological, And Chemical
NCA	National Command Authorities
NCO	Noncommissioned Officer
NCS	National Communications System; Net Control Station
NCSC	National Computer Security Center
NDCS	National Drug Control Strategy
NEO	Noncombatant Evacuation Operation
NFA	No-Fire Area
NGFS	Naval Gunfire Support
NGO	Non-Governmental Organization
NIC	National Intelligence Cell
NIS	Newly Independent States
NIST	National Intelligence Support Team
NLT	Not Later Than
NMA	NATO Military Authorities
NMIST	National Military Intelligence Support Team
NOK	Next Of Kin
NPT	Non Proliferation Treaty
NRAMS	Naval Reserve Advanced Management Seminar
NRO	National Reconnaissance Office
NRRC	Nuclear Risk Reduction Center
NSA	National Security Agency
NSC	National Security Council
NSE	National Support Element
NSFS	Naval Surface Fire Support
NSJTF	National Support Joint Task Force
NSTR	Nothing Significant To Report
NTACS	Navy Tactical Air Control System
NTCS-A	Naval Tactical Command System - Afloat
NWP	Naval Warfare Publication
NWS	National Weather Service

O

OAU	Organization for African Unity
OCA	Offensive Counter Air
OCONUS	Outside The Continental United States

ODC	Office Of Defense Cooperation
OEG	Operational Exposure Guide
OFDA	Office Of Foreign Disaster Assistance
OIC	Officer In Charge
OIR	Other Intelligence Requirements; Operational Intelligence Requirements
OMA	Operation & Maintenance, Army
OOB	Order Of Battle
OP	Operation
OPC	Operation Provide Comfort
OPCON	Operational Control
OPDS	Offshore Petroleum Discharge System
OPFOR	Opposing Forces
OPG	Operations Planning Group
OPLAN	Operation Plan
OPLAW	Operational Law
OPORD	Operation Order
OPR	Office Of Primary Responsibility
OPREP	Operational Report
OPSEC	Operations Security
OPTASK	Operational Task
OPINT	Optical Intelligence
OSA	Operational Support Aircraft
OSCE	Organization For Security And Cooperation In Europe
OSD	Office Of The Secretary Of Defense
OSINT	Open-Source Intelligence
OSIA	On Site Inspection Agency
OSR	Office Of Secondary Responsibility
OT, O/T	Observer/Trainer
OPRR	Office Of Primary Responsibility

P

P&A	Price And Availability
PA	Public Affairs
PAG	Public Affairs Guidance
PAKBAT	Pakistani Battalion
PAO	Public Affairs Office/Officer
PAR	Precision Approach Radar
PARRTS	Patient Administration Realtime Reporting Tracking System
PASSEX	Passing Exercise
PB	President's Budget
PBAC	Program Budget Advisory Committee
PBD	Program Budget Decision
PC	Principals Committee
PCH&T	Packaging, Crating Handling & Transportation

PEO	Peace Enforcement Operations
PFP	Partnership For Peace
PGM	Precision-Guided Munitions
PHIBGRU	Amphibious Group
PHIBRON	Amphibious Squadron
PHOTINT	Photographic Intelligence
PHSD	Port Harbor And Security Defense
PIK	Payment In Kind
PIM	Progress In Movement
PIMS	Partnership For Peace Information Management System
PIR	Priority Intelligence Requirements
PIREP	Pilot Report
PKK	Kurdistan Workers Party
PKO	Peacekeeping Operations
PLL/ASL	Prescribed Load List/Authorized Stock Level
PLRS	Positioning Location Reporting System
PM	Provost Marshall
PMO	Provost Marshal Office, Program Management Office
POADS	Psychological Operations Automated Data System
POAS	Psychological Operations Automated System
POC	Point Of Contact
POD	Port Of Debarkation
POE	Port Of Embarkation
POGT	Psychological Operations Task Group
POL	Petroleum, Oils And Lubricants
POLAD	Political Advisor
POM	Program Objective Memorandum
POMCUS	Pre-Positioning Of Material Configured To Unit Sets
POPEX	Proof of Principle Exercise
POTF	Psychological Operations Task Force
POTUS	President Of The United States
POV	Privately Owned Vehicle
POW	Prisoner Of War
PPBS	Planning, Programming And Budgeting System
PSA	Port Support Activity
PSC	Provisional Support Company
PSN	Switching Note
PSRC	Presidential Selected Reserve Call-up
PSYOP	Psychological Operations
PSYWAR	Psychological Warfare
PUK	Patriotic Union Of Kurdistan
PVO	Private Voluntary Organization
PWRS	Pre-Positioned War Reserve Stocks
PZ	Pickup Zone

Q

QIA	Quarterly Issues And Activities
QRE	Quick Reaction Element
QRO	Quick Response Options
QTY	Quantity

R

R&D	Research And Development
RAOC	Rear Area Operations Center
RADINT	Radar Intelligence
RAI	Regional Airspace Initiative
RAMBS	Rapid Anti-Personnel Minefield Breaching System
RC	Reserve Component
RCA	Riot Control Agent
RCC	Rescue Coordination Center
RDD	Required Delivery Data
RDT&E	Research, Development, Test & Evaluation
RECCE	Reconnaissance
RECON	Reconnaissance
RED HORSE	Rapid Engineer Deployable Heavy Ops Repair Squadron Engineer
RESA	Research, Evaluation, And Systems Analysis (Simulation Model)
RF	Radio Frequency; Response Force
RFA	Restricted Fire Area
RFI	Request For Information; Ready For Issue
RFL	Restricted Fire Line
RM	Rhein Main
RMS	Requirements Management System
ROA	Restricted Operations Area
ROE	Rules Of Engagement
ROWPU	Reverse Osmosis Water Purification Unit
ROZ	Restricted Operating Zone
RP	Release Point
RPG	Rocket Propelled Grenade
RPV	Remotely Piloted Vehicle
RQMT	Requirement
RSOI	Reception, Staging, Onward Movement, & Integration
RSSC	Regional Space Support Center; Regional Satellite Support Cell; Regional Signals Intelligence Support Center (NSA)
RSTA	Reconnaissance, Surveillance, And Target Acquisition
RUSBAT	Russian Battalion
RWG	Regional Working Group
RZ	Recovery Zone

S

SA	Security Assistance; Staging Area
SAAF	Stuttgart Army Airfield
SACC	Supporting Arms Coordination Center
SAFE	Selected Area For Evasion
SAGRO	Subarea Graves Registration Office
SALT	Supporting Arms Liaison Team; Strategic Arms Limitation Talks
SAO	Security Assistance Organization
SAP	Special Access Program
SAPO	Subarea Petroleum Office
SAR	Search And Rescue
SAT	Satellite
SATCOM	Satellite Communications
SCI	Sensitive Compartmented Information
SCIF	Sensitive Compartmented Information Facility
SDC	Senior Decision Cell
SDI	Strategic Defense Initiative
SEAD	Suppression Of Enemy Air Defenses
SECDEF	Secretary Of Defense
SERE	Survival, Evasion, Resistance, Escape Special Forces
SETAF	Southern European Task Force
SEW	Shared Early Warning
SHF	Super-High Frequency
SG	Supplemental Guidance
SHAPE	Supreme Headquarters Allied Powers Europe
SHFT	Shift
SHF	Super High Frequency
SHOC	SHAPE Headquarters Operations Center
SI	Serious Injury; Special Intelligence
SIAP	Stuttgart International Airport
SIF	Selective Identification Feature
SIG	Signal
SIGINT	Signal Intelligence
SIGSEC	Signals Security
SINCGARS	Single-Channel And Airborne Radio System
SIR	Serious Incident Report
SITREP	Situation Report
SJA	Staff Judge Advocate
SLC	Satellite Laser Communications
SLAM	Standoff Land Attack Missile
SLAN	Secret Local Area Network
SLOC	Sea Line Of Communication
SME	Subject Matter Expert
SMEB	Significant Military Exercise Brief
SMOQ	Service Member Of The Quarter

SNFL	Standing Naval Forces Atlantic
SNFM	Standing Naval Forces Mediterranean
SOC	Special Operations Command
SOCCE	Special Operations Command And Control Element
SOCRATES	Special Operations Command, Research, Analysis, And Threat Evaluation System
SOE	Schedule Of Events
SOF	Special Operations Forces
SOLE	Special Operations Liaison Element
SOFA	Status Of Forces Agreement
SOLE	Special Operations Liaison Element
SOP	Standard Operating Procedures
SOSE	Special Operations Staff Element
SP	Security Police
SC	Special Category
SPC(R)	Senior Political Committee (Reinforced)
SPECAT	Special Categories
SPECOPS	Special Operations
SPINS	Special Instructions
SPOD	Seaport Of Debarkation
SPOE	Seaport Of Embarkation
SPRINTCOM	Special Intelligence Communication Handling System
SR	Special Reconnaissance
SSO	Special Security Office(r)
SSDP	Ship Self Defense Program
SSRS	Staff Summary Routing Sheet
SSG	Synchronization Steering Group
SST	Space Support Team
STW	Strike Warfare
SSWOG	Sovereignty/Stationing Working Group
STANAG	Standardization Agreement
START	Strategic Arms Reduction Talks
STC	Senior Tactical Commander
STEP	Standardized Tactical Entry Point
STROG	Straits Of Gibraltar
SURG	Surgeon
SVC	Service(s)
SVAS	San Vito Air Station
SVS	Secure Voice System
SWO	Staff Weather Officer; Surface Warfare Officer
SYS	System
SYSCON	Systems Control

T

TA	Transit Agreement
TAB	Target Acquisition Battery
TACAIR	Tactical Air
TACC	Tactical Air Command Center
TAL	Transoceanic Abort Landing
TALCE	Tanker Airlift Control Element
TAOR	Tactical Area Of Responsibility
TBMC	Turkish Base Maintenance Contract
TCN	Troop Contributing Nations
TCO	Transnational Criminal Organization
TELNET	Telecommunications Network
TENCAP	Tactical Exploitation Of National Capabilities Program
TF	Task Force
TFCICA	Task Force Counterintelligence Coordinating Authority
TGS	Turkish General Staff
THAAD	Theater High Altitude Air Defense
TLAM	Tomahawk Land Attack Missile
TM	Team Member; Tactical Missile; Technical Manual
TMD	Theater Missile Defense
TMIS	Theater Medical Information System
TNAPS	Tactical Network Analysis And Planning System
TOE	Table Of Organization And Equipment
TOA	Total Obligation Authority; Transfer Of Authority
TOR	Terms Of Reference
TPFDD	Time Phased Force Deployment Data
TPFDL	Time Phased Force Deployment List
TROPO	Tropospheric Scatter; Troposphere
TRAP	Tactical Recovery Aircraft & Personnel
TSPS	Theater Security Planning System

U

UAV	Unmanned Aerial Vehicle
UCMJ	Uniform Code Of Military Justice
UCP	Unified Command Plan
UEML	Unfunded Environmental and Morale Leave
UHF	Ultra High Frequency
UFR	Unfinanced Requirements
UJTL	Universal Joint Task List
UK	United Kingdom
UKRBAT	Ukrainian Battalion
ULN	Unit Line Number
UN	United Nations
UNAAF	United Action Armed Forces

UNHCR	United Nations High Commissioner For Refugees
UNPREDEP	United Nations Preventive Deployment Forces
UNPROFOR	United Nations Protection Forces
UNTAES	United Nations Transitional Administration For Eastern Slavonia
USA	United States Army
USACOM	United States Atlantic Command
USAF	United States Air Force
USAID	United States Agency For International Development
USCENTCOM	United States Central Command
USASAC	United States Army Security Assistance Command
USCG	United States Coast Guard
USEUCOM	United States European Command
USFORAZORES	United States Forces Azores
USG	United States Government
USIA	United States Information Agency
USMC	United States Marine Corps
USMILGP	United States Military Group
USN	United States Navy
USNMR	United States National Military Representative
USPACOM	United States Pacific Command
USSOCOM	United States Special Operations Command
USSOUTHCOM	United States Southern Command
USSPACECOM	United States Space Command
USTRANSCOM	United States Transportation Command

V

VBSS	Visit, Board, Search And Seizure
VDOC 94	Vienna Document 1994
VI	Visual Information
VFRD	Very Fast Response Direct
VTC	Video Teleconferencing
VIP	Very Important Person
VHF	Very High Frequency
VSI	Very Serious Injury

W - Z

WAN	Wide Area Network
WEU	Western European Union
WIA	Wounded In Action
WHNS	Wartime Host-Nation Support
WEU	Western European Union
WI	Warsaw Initiative
WCS	Weapons Control Status
WMD	Weapons Of Mass Destruction

WPC	Warrior Preparation Center
WRM	War Reserve Material
WSMR	White Sands Missile Range
WTCA	Water Terminal Clearance Authority
WWMCCS	Worldwide Military Command and Control System
WWW	World Wide Web
WX	Weather
YR	Year
Z	Zulu
ZOS	Zone of Separation
ZULU	Time Zone Indicator for Universal Time