OFFICE OF THE SECRETARY OF DEFENSE

WASHINGTON, DC 20301

MAY -3 2001

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
UNDER SECRETARIES OF DEFENSE
DIRECTOR, DEFENSE RESEARCH AND ENGINEERING
ASSISTANT SECRETARIES OF DEFENSE
GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE
INSPECTOR GENERAL OF THE DEPARTMENT OF DEFENSE
DIRECTOR, OPERATIONAL TEST AND EVALUATION
ASSISTANTS TO THE SECRETARY OF DEFENSE
DIRECTOR, ADMINISTRATION AND MANAGEMENT
DIRECTOR, NET ASSESSMENT
DIRECTORS OF THE DEFENSE AGENCIES
DIRECTORS OF THE DOD FIELD ACTIVITIES
(ATTN: MILITARY AND EXECUTIVE ASSISTANTS)

SUBJECT: Revision of Formats for Secretary and Deputy Secretary of Defense Action and Information Memoranda

Effective upon receipt, "Action" and "Information" memoranda submitted to the Secretary or Deputy Secretary of Defense will be prepared in accordance with the attached guidance. This directive reflects the preferred style of the Secretary and Deputy Secretary. Correspondence must be concise, direct and formatted in such a way that it can be easily read and understood.

This amends the guidance for preparation of these documents contained in Administrative Instruction No.7, *Guide to Written Material,* dated March 1996, and the *Military Assistant/Executive Officer Handbook* published in September 2000. These changes will be reflected in the next revision of these publications.

U08639 /01

If there are questions regarding these procedures, please contact the Communications and Directives Directorate at 703-697-8261.

Please ensure the widest dissemination of this guidance.

Maria I. Cribbs
Colonel, USAF
Executive Secretary

Attachments:
1. General Guidelines for ACTION and INFO MEMOs
2. Sample format for ACTION MEMO
3. ACTION MEMO - Notes for Preparation
4. Sample format for INFO MEMO
5. INFO MEMO - Notes for Preparation
6. Sample Coordination Page

GENERAL GUIDELINES FOR ACTION AND INFO MEMOs (continued)

- Prepare memos as follows:
  - ACTION or INFO MEMO will be the cover/forwarding document.
  - TAB A: for an ACTION MEMO, the action item (e.g. item for signature or approval). If a similar letter is going to multiple addressees, then all letters can go at TAB A. If there are different items for signature or approval, then they will be separated at TAB A-1, A-2, etc.
  - TAB B: incoming correspondence (if applicable).
  - TAB C: any background material (if more than one tab needed, tab accordingly).
  - TAB D (or last tab in package): list of coordinating offices/activities (see coordination section below).

- If substantive or lengthy background information is forwarded, provide a one page executive summary of the information at the background tab.

- If the document is classified, annotate the appropriate security classification markings, with classification/declassification instructions, at the top and bottom of the document.

- Coordination
  - all coordination will be provided/listed on one page and should be located at the last tab.
  - include name, organization, position and date coordinated. Concurrences must be obtained from the Head of the OSD Component involved, or, in their absence, the Principal Deputy.
  - list "nonconcurs", and include nonconcurrence comments as part of the coordination tab (see sample at Attachment 6).
  - if coordination was attempted but not accomplished, then it should be stated on the coordination sheet; provide the amount of time allotted (see Attachment 6).
  - if the memo does not require coordination, state "NONE" on the memo (see Attachments 3 and 5).
  - **do not provide documentation with the actual signatures of each coordinating official – it is the responsibility of the originating office to maintain documentation as part of the file for the action. The originating office will retain and dispose of the file in accordance with applicable records management disposition instructions.**

GENERAL GUIDELINES FOR ACTION AND INFO MEMOs

- Format
  - Submit on letterhead.
  - Limit to 1 page, unless issue is complex and requires greater explanation.
  - Use short, concise and clear bullet statements (black dot bullet preferred).
  - Font: Times New Roman, 13 point.
  - Page Set up: 1 inch margins, top and bottom, right and left.
  - Double space between headings.
  - Use 1.5 spaces between bullets.
  - Number pages bottom center.
  - Do not staple or use clam clips to assemble.

- Address memos to either the Secretary or Deputy Secretary; do not route through the Deputy to the Secretary.

- If an ACTION MEMO is addressed to the Secretary, the Executive Secretary will determine whether it will be provided to the Deputy Secretary by initialling the appropriate block on the memo (see sample and notes).

- A copy of an INFO MEMO addressed to the Secretary will be furnished to the Deputy Secretary by Communications and Directives (C&D).

- Provide the essential elements of information in bullet statements.

- Be brief and to the point, but not overly cryptic, in conveying what the Secretary or Deputy is being asked to do or know. If action is required, explain why it is OK for him to take that action.

- An acronym may be used after it is spelled out.

Attachment 1

GENERAL GUIDELINES FOR ACTION AND INFO MEMOs (continued)

- ACTION and INFO MEMOs are to be submitted to the Correspondence Control Division (CCD) of the Communications and Directives (C&D), Room 3A948, for control and forwarding through the Executive Secretary to either the Secretary or Deputy Secretary as follows:

  - for ACTION MEMOs:
    - provide an original plus one complete copy (copy held in C&D until decision by the Secretary or Deputy Secretary).
    - if items are to be mailed after approval, provide the appropriate number of copies of enclosures as well as the mailing envelopes (if unclassified) or address labels (if classified).
    - if the action includes a message and letter (usually applicable when item is going to an official of a foreign government), provide a hard copy and the Sara-lite disk for the message and the disk for the letter.
    - once action is completed and returned to C&D for disposition, C&D will provide a copy of the completed action to the originating office and all coordinating offices/activities. Disks will be returned to the originating office once the letter and message are approved and dispatched.

  - for INFO MEMOs: provide an original plus two complete copies (one copy filed in C&D and the other copy either furnished to the Deputy (if addressed to the Secretary) or the to Executive Secretary (if addressed to the Deputy Secretary)).

- These changes revise specific provisions in Chapter 5, Administrative Instruction No. 7: rescission of figures 5-2 and 5-3, as referenced in para 5-1b.; revision of para 5-14, Memorandums Addressed to the Secretary and Deputy Secretary, and revision of para 5-19, Assembly for Signature. The other guidance in Chapter 5, Administrative Instruction No.7 remains applicable.

LETTERHEAD

CLASSIFICATION [10]

ACTION MEMO[1]

Month, Day, Year, Time[2]

FOR: SECRETARY OF DEFENSE[3] DepSec Action_____ [4]

FROM: Name, Position and Organization[5] (signature and date)

SUBJECT: Action Memo [6]

- What the Secretary should do.
- Due date for action.
- Why it is OK for the Secretary to take the recommended action.
- Additional key points/contentious issues/problem areas: incoming at TAB B; background information at TAB C.

RECOMMENDATION: SecDef .....(TAB A)[7]

COORDINATION: TAB D[8] (or NONE)

Attachments:
As stated

Classification/Declassification Authority and Instructions[10]

Prepared By: Name, Phone [9]

CLASSIFICATION[10]

Attachment 2

ACTION MEMOs - Notes for Preparation

Notes are keyed to the numbers on the sample format for the ACTION MEMO. Refer to the General Guidelines for additional details as appropriate.

1. Use ACTION MEMO; not Action Memorandum.

2. **Date/Time Prepared:** The standard format for date/time prepared is Month, Day, Year, Time. A sample entry is as shown:

   April 26, 2001, 3:30 PM

3. **For Addressee:** Address to either the Secretary of Defense or Deputy Secretary of Defense.

4. **DEPSEC Action:** This is applicable and only typed in for an ACTION MEMO addressed to the Secretary. Upon receipt, the Executive Secretary will determine, by affixing of initials, whether the memo will be provided to the Deputy Secretary for coordination or information.

5. **From:** This should reflect the originating office. In this line the information will be in this sequence: name of the person followed by their position and organization, signature and date. If the memo must be signed "For" the sender, then print the word "For" and the name of that person on the line below the typed information.

6. **Subject:** The subject should be brief and concise. Do not follow the subject with dashes (--) and the words ACTION MEMORANDUM. Below the subject, provide the essential elements of information, bulletized as shown on the sample format. Avoid redundancy.

7. **Recommendation:** State what should the Secretary (Deputy Secretary) do? For example:

   - SecDef sign letter at TAB A.
   - DepSecDef approve release of funds by initialling this page.

8. **Coordination:** If none then state: NONE. If coordinations were done, list them on one page, in accordance with instructions in the General Guidelines; **this list will be located at the last Tab** of the ACTION MEMO package. If the "FROM" addressee is not an OSD Component Head, then the internal routing and approval for forwarding will be reflected on the coordination list. See sample Coordination Page.

Attachment 3

9. **Prepared By:** Provide the name and phone number of the preparing/action officer. The phone number listed should be one that reaches the action officer and/or the organization directly (i.e. do not furnish a voice mail number) should revisions be needed. A sample entry is as shown:

   Prepared By: Joseph P.Preparer; XXX-XXX-XXXX

10. **Classification:** If the ACTION MEMO or attachments contain classified information, appropriate markings and instructions must be annotated.

LETTERHEAD

CLASSIFICATION [8]

INFO MEMO[1]

Month, Day, Year, Time[2]

FOR: SECRETARY OF DEFENSE[3]

FROM: Name, Position and Organization[4] (signature and date)

SUBJECT: Info Memo[5]

- What the Secretary needs to know.
- Additional key points, as required; background at TAB_.

COORDINATION: TAB _[6] (or NONE)

Attachments:
As stated

Classification/Declassification Authority and Instructions[8]

Prepared By: Name, Phone[7]

CLASSIFICATION[8]

Attachment 4

INFO MEMOs - Notes for Preparation

Notes are keyed to the numbers on the sample format for the INFO MEMO. Refer to the General Guidelines for additional details as appropriate.

1. Use **INFO MEMO**; not Information Memorandum.

2. **Date/Time Prepared:** The standard format for date prepared is Month, Day, Year, Time. A sample entry is as shown:

   Date Prepared: April 26, 2001, 3:30 PM

3. **For Addressee:** There will be only one, either the Secretary of Defense or Deputy Secretary of Defense.

4. **From:** Who is the INFO MEMO coming from? In this line the information will be in this sequence: name of the person followed by their position and organization then their signature and the date. If the memo must be signed "For" the sender, then print the word "For" and the name of that person on the line below the typed information.

5. **Subject:** The subject should be brief and concise. Do not follow the subject with dashes (--) and the words INFORMATION MEMORANDUM. Below the subject, provide the essential elements of information, bulletized as shown on the sample format. Avoid redundancy.

6. **Coordination:** If none then state: NONE. If coordinations were done, then list them on one page, in accordance with instructions in the General Guidelines; **this list will be located at the last Tab of the package.** If the "FROM" addressee is not an OSD Component Head, then the internal routing and approval for forwarding will be reflected on the coordination list. See sample Coordination Page at Attachment 6.

7. **Prepared By:** Provide the name and phone number of the preparing/action officer. The phone number should be one so that the action officer and/or the organization can be contacted directly (i.e. do not furnish a voice mail number) should revisions be needed. A sample entry is as shown:

   Prepared By: Joseph P.Preparer, XXX-XXX-XXXX

8. **Classification:** If the INFO MEMO or attachments contain classified information, then appropriate markings and instructions must be annotated.

Attachment 5

Sample Coordination Page

Acting Under Secretary of Defense (AT&L)	Mr. Oliver	March 10, 2001
General Counsel	Mr. Dell'Orto	April 22, 2001
Acting Assistant Secretary of Defense (LA)	Mr. Di Rita	April 20, 2001
Acting Under Secretary of Defense (P&R)	Mr. Cragin	April 18, 2001 NonConcur-See Attached
Acting Assistant Secretary of Defense (C3I)	None Obtained	delivered 1 April – no response as of 22 April

Attachment 6