



CHIEF NATIONAL GUARD BUREAU MANUAL

JACO
DISTRIBUTION: A

CNGBM 5051.01
16 May 2013

NATIONAL GUARD BUREAU EDITORIAL GUIDANCE FOR STAFF ACTIONS

References: See Enclosure E.

1. Purpose. This manual provides editorial guidance on document preparation for staff actions to be signed by the Chief of the National Guard Bureau (CNGB), the Vice Chief of the National Guard Bureau (VCNGB), any other National Guard Bureau (NGB) General Officer assigned to the Pentagon, staff members of the Office of the Chief of the National Guard Bureau (OCNGB), and the National Guard Joint Staff (NGJS), coordinated through the Joint Applications Staff Management System (JASMS).

2. Cancellation. None.

3. Applicability. This manual applies to all elements of the NGB.

4. Procedures. All action officers (AO) preparing a memorandum, letter, or Staff Summary Sheet (SSS) for CNGB, VCNGB, any other NGB General Officer assigned to the Pentagon, and staff members of the OCNGB or NGJS signature must follow the standards established in this manual and in references a and b.

a. NGB Publications. All AOs must prepare NGB publications in accordance with (IAW) references c and d for CNGB Issuances, reference e for Army National Guard publications, and reference f for Air National Guard publications.

b. The CNGB may revise these procedures at any time.

5. Summary of Changes. This is the first issuance of CNGBM 5051.01.

6. Releasability. This manual is approved for public release; distribution is unlimited. NGB directorates, The Adjutants General, the Commanding General

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of the District of Columbia, and Joint Force Headquarters-State may obtain copies of this manual through <<http://www.ngbpdc.ngb.army.mil>>.

7. Effective Date. This manual is effective upon publication.



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Enclosures:

- A -- General Writing Guidance
- B -- Final Staff Summary Sheet Summary Section
- C -- Standard Memorandums, Action Memorandums, and Memorandums of Agreement/Understanding
- D -- Official and Personal Letters
- E -- References
- GL -- Glossary

ENCLOSURE A

GENERAL WRITING GUIDANCE

1. General. All documents must be of the highest quality, regardless of the routine nature of the correspondence. To achieve the goal of writing professionally, clearly, and concisely, writers may begin by answering three questions (see Table 1).

Who?	Identifying the <i>target audience</i> helps to decide which document type to use and which writing style to use.
What?	Identifying the <i>valuable pieces of information</i> helps to decide what content to include and how to logically organize the content.
Why?	Identifying the <i>purpose</i> helps to compose an informative subject line and the Bottom Line Up Front.

Table 1. Three Questions

2. Writing styles. Writers use either a directive style or an informational style when preparing correspondence.

- a. Directive style. The writer commands the reader to do something.
- b. Informational style. The writer provides knowledge to the reader.

3. Bottom Line Up Front. Writers must use a Bottom Line Up Front (BLUF) in all memorandums and letters. BLUF is a one-sentence summary of a document's main conclusion or recommendation. A well-written BLUF tells readers everything they need to know, if they only have time to read just one sentence. In a memorandum, the BLUF must be stated in the first sentence. In a letter, the BLUF must be stated in the first paragraph.

4. Plain Language. Limit the use of jargon. If military, civilians, or the general audience can understand a term or it describes a function that no other word describes as well, then its use is acceptable. Newly coined words, terminology borrowed from other specialized fields, and parts of speech used abnormally can interrupt the flow of information by forcing readers to pause to consider the meaning (see reference g).

5. Weak Writing. Avoid words and phrases that weaken writing. These include clichés, unnecessarily complicated words, and phrases that may be patronizing to the reader. Unnecessarily complicated words can often be replaced with simpler words without losing meaning (see Table 2). Phrases that might sound arrogant or patronizing can often be cut altogether, or replaced with more appropriate phrases (see Table 3).

Incorrect	Correct
utilize	use
in concert	together

Table 2. Unnecessarily Complicated Words

What is written	What it means
“It is obvious that”	“You are stupid if you do not know”
“It is well-known that”	“You are ignorant if you do not know”
“Although it is well-known”	“I am about to waste your time by restating something that you know or are too ignorant to know”

Table 3. Patronizing Phrases

a. Wordiness. Always write succinctly and get to the point quickly. If the following phrases and sentences appear, then eliminate the wordiness (see Table 4).

Incorrect	Correct
in order to	to
is able to	can
previously has been	was
would like to	want
There are five captains in the office.	Five captains are in the office.
There may be clothes in the gym lockers.	Clothes may be in the gym lockers.
As a matter of fact, the car is parked properly.	The car is parked properly.
The orders are in fact ready for signature.	The orders are ready for signature.

Table 4. Wordy vs. Concise

b. Active Voice vs. Passive Voice. Passive voice does not say who performs an action. Active voice uses declarative sentences that specify who does what.

Incorrect	Correct
Edward will be seen.	The general will see Edward.
Orders will be processed for new supplies.	The procurement office will process orders for new supplies.

Table 5. Declarative Sentences

6. Parallel structure. Use parallel structure in series and lists. If a sentence tells the reader that specific items are about to follow, then the list should be composed of those items. For example, if listing positions, then list the positions and not what the positions do (see Table 6).

Incorrect	Correct
<p>1. The following priority positions will remain:</p> <ul style="list-style-type: none"> a. Maintenance Technicians; b. Workflow Managers; c. Dental Hygienists; d. Contract Representatives; and e. Training for Military Technicians and Civilian employees. 	<p>1. The following priority positions will remain:</p> <ul style="list-style-type: none"> a. Maintenance Technicians. b. Workflow Managers. c. Dental Hygienists. d. Contract Representatives. e. Trainers.

Table 6. Parallel Structure

7. Capitalization, Abbreviations and Acronyms, and Shortened Words.

a. Capitalization. Use words correctly, as defined in the document or in the dictionary. Always capitalize first and all principal words. Capitalize all words in titles of publications and documents, except articles, conjunctions, and prepositions of four or fewer letters (for example, *a, an, the, at, by, for, in, of, on, to, up, and, as, but, if, or, and nor*). Capitalize “the” as part of the title for The Adjutants General (see Table 7).

Incorrect	Correct
Service Member	Service member
Service Members and their Families	Service members and their families

Table 7. Capitalization

b. Abbreviations and Acronyms. The first time a word is abbreviated or an acronym is used in the text, enclose it in parentheses and then use it throughout the remainder of the document. Do not use an acronym, brevity code, or abbreviation to represent more than one term in a single document. For example, if the abbreviation “AR” is used in a document to represent “Army Regulation,” then it cannot also represent Army Reserve. Use a period after each element of an abbreviation unless the period is commonly omitted.

c. Shortened Words. Never use shortened versions of words. For example, do not use “thru” or “asap.” Instead, spell out as “through” or “as soon as possible.”

8. Number Rules. See Table 8.

a. Using Numerals. Spell out single-digit whole numbers. Use numerals for numbers greater than *nine*. Write out a number if it begins a sentence.

b. Consistent Use. Be consistent within a category. For example, if using numerals because one of the numbers is greater than *nine*, then use numerals for all numbers in that category. If spelling out numbers because one of the numbers is a single digit, then spell out all numbers in that category. If numbers have different categories, then use numerals for one category and spell out the other.

c. Fractions. Always spell out simple fractions and use hyphens with them. A mixed fraction (that is, a whole number and a proper fraction combined) can be expressed in figures unless it is the first word of a sentence.

d. Decimals. Write decimals in figures. Put a zero in front of a decimal unless the decimal itself begins with a zero.

e. Commas. With numbers of four or more digits, use commas.

f. Dates. For memorandums, dates are written as Day Month Year, have two digits for the day, and use a zero in front of single-digit dates. For letters, dates are written as Month Day Year and single-digit dates do not have a zero.

Incorrect	Correct
I want 5 copies.	I want <i>five</i> copies.
I want <i>ten</i> copies.	I want 10 copies.
My 10 cats fought with the neighbor's <i>two</i> cats.	My 10 cats fought with the neighbor's 2 cats.
Given the budget constraints, if all 30 history students attend the four plays, then the <i>seven</i> math students can attend only two plays.	Given the budget constraints, if all 30 history students attend the four plays, then the 7 math students can attend only two plays.
I asked for <i>five</i> pencils, not 50.	I asked for 5 pencils, not 50.
One 1/2 of the pies have been eaten.	<i>One-half</i> of the pies have been eaten.
A 2/3 majority is required for that bill to pass in Congress.	A <i>two-thirds</i> majority is required for that bill to pass in Congress.
We expect a 25% wage increase.	We expect a 25 <i>percent</i> wage increase.
The plant grew .79 feet in one year.	The plant grew 0.79 feet in one year.
1 June 1906	01 June 1906
5000	5,000

Table 8. Number Rules

ENCLOSURE B

FINAL STAFF SUMMARY SHEET SUMMARY SECTION

1. The Final SSS summary section provides coordinating offices with critical information about the purpose of the action, essential background information, a brief discussion of the key issues, and a recommendation. Figure 1 shows a sample Final SSS summary section generated in JASMS IAW references a and b.
2. The summary section has three subsections that briefly and clearly summarize the action with only information the signatory needs to know. After generation the SSS in JASMS, manually update it and keep the SSS to one page with the Summary section remaining in Arial 12-point font.

Summary	
1. Purpose.	
2. Background.	
3. Discussion.	
4. Recommendation.	
[first name] [last name]	TABs
[rank], [USA,USAF,DAC, or DAFC]	A.
[title]	B.
[office symbol]	C.

Figure 1. Sample Final SSS Summary Section

3. Paragraphs. These four paragraphs are located above the signature block and the TABs. The paragraph titles and their order remain the same for all actions.

a. “Purpose” paragraph. Begin with a brief but clear statement of the purpose that the activity will accomplish. The purpose always begins with “To” and describes what the action is designed to accomplish, not what the signatory will do. In other words, the purpose is not to have the signatory “sign a memorandum.” Rather, the purpose is “to respond to a request from...” or “To establish a position on...”

b. “Background” paragraph. Use this paragraph to briefly summarize the action’s key facts and important implications supporting the recommendation.

c. “Discussion” paragraph. Use this paragraph to explain the issues that require a decision or why leadership needs information about an issue. Provide main points and avoid expanded discussion of the subject. Concentrate on the important implications of this action to keep the reader focused on the subject.

d. “Recommendation” paragraph. Use this paragraph to briefly state how the signatory should approve or disapprove the action. For example, “CNGB approve by signing memorandum at TAB A,” or “JACO Planner concur with comment by signing JS 136 at TAB A.” Generally, the recommendation paragraph is no longer than one sentence.

4. Signature block. The signature block is located at the bottom left corner of the SSS and signed by the office of primary responsibility. Authorized SSS signatories are military or civilian. The minimum signature level required is an AO’s division chief.

5. TABs. TABs are located at the bottom right corner of the SSS and list the documents that support the action. TABs are listed by order of importance with an alphabetical list format.

a. TAB A. TAB A is reserved for the document to be signed or reviewed.

b. TAB B. If necessary, TAB B is reserved for the NGB-JA legal sufficiency review. If the action does not require a legal review, do not skip the letter “B.” The document that would have been TAB C becomes TAB B.

c. TAB C. If necessary, TAB C is reserved for the CRM. If the action does not include a CRM, do not skip the letter “C.” The document that would have been TAB D becomes TAB C.

ENCLOSURE C

STANDARD MEMORANDUMS, ACTION MEMORANDUMS, AND
MEMORANDUMS OF AGREEMENT/UNDERSTANDING

1. When to use a memorandum.

a. Use a standard memorandum when:

- (1) Replying to a standard memorandum.
- (2) Routinely corresponding within the Department of Defense (DoD).

b. Use an action memorandum when:

- (1) Requesting approval.
- (2) The approval authority's signature on the SSS is insufficient.

c. Use a memorandum of agreement (MOA) or understanding (MOU) when:

- (1) Documenting a formal interagency agreement.
- (2) NGB is the preparing agency.

2. Memorandum writing style. Use the directive writing style when writing memorandums. In a memorandum, the BLUF must be stated in the first sentence (see Enclosure A).

a. Use command language, stating "do," "will," and "must" to indicate that actions are mandatory. When actions are optional, use "may" and "can" to recommend choices.

b. Use the personal pronouns "he," "she," or "they" in all memorandums. The personal pronoun "you" may be used only in memorandums that formalize appointments or terminations. Do not use the personal pronouns "I," "we," and "our" in memorandums because working relationships between sender and recipient are already emphasized by the use of intradepartmental correspondence.

3. Preparing standard memorandums.

a. Letterhead. Only two separate letterheads are approved for use. One features a Pentagon address; the other features an Arlington Hall Station address. Do not alter the letterheads by replacing the logo, editing the addresses, or changing the font size or color.

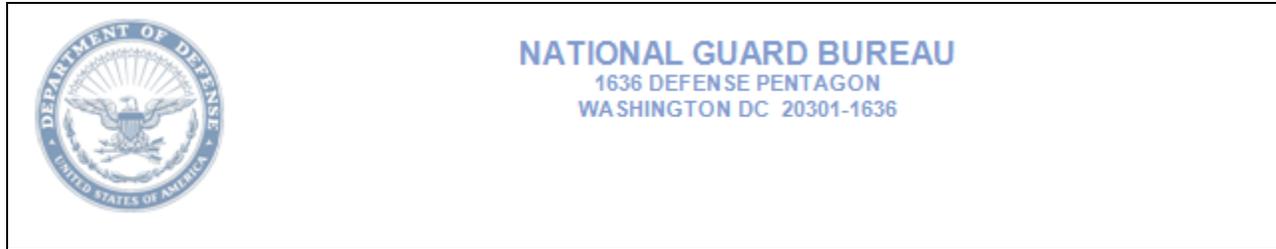


Figure 2. NGB Pentagon Letterhead

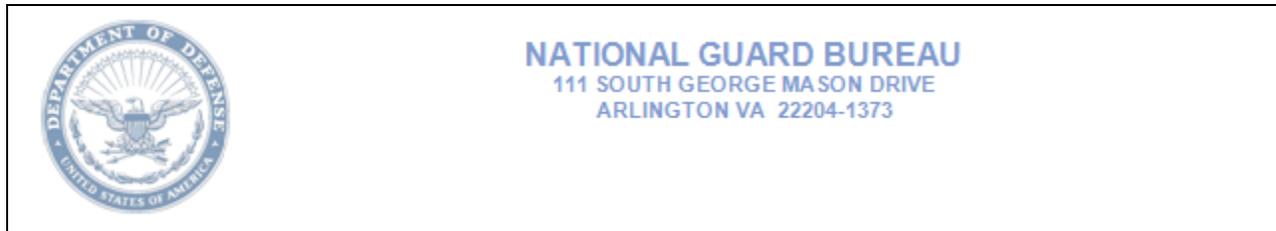


Figure 3. NGB Arlington Hall Station Letterhead

b. When preparing a memorandum for signature by:

(1) CNGB, VCNGB, or any other NGB General Officer assigned to the Pentagon, use NGB Pentagon letterhead (see Figure 2).

(2) OCNGB or NGJS signatories physically stationed at the Pentagon, use NGB Pentagon letterhead (see Figure 2).

(3) OCNGB or NGJS signatories physically stationed at Arlington Hall Station, use NGB Arlington Hall Station letterhead (see Figure 3).

c. Margins. On the first page, use a 1.75-inch top margin and 1-inch side and bottom margins. For succeeding pages, use 1-inch margins on all sides. Text must be aligned to the left.

d. Font. Use Bookman Old Style, 12-point font.

e. Spacing.

(1) Line spacing. Use single-line spacing.

(2) Punctuation spacing. Use two spaces after the end of every sentence.

f. Indentation. Paragraphs are not indented. Subparagraphs are indented 0.25 inches from the left margin.

g. Paragraphing. Number paragraphs. Use lowercase letters for subparagraphs.

h. Page numbering. The first page is not numbered. For succeeding pages, place the page number in the page footer, centered, 0.5 inches from the bottom of the page. Use Bookman Old Style, 12-point font.

i. Date line. Do not type a date on memorandums for General Officer (GO) signature. For all other signatories, insert the date inside the header, at the right margin, in Day Month Year format (see Figure 4).

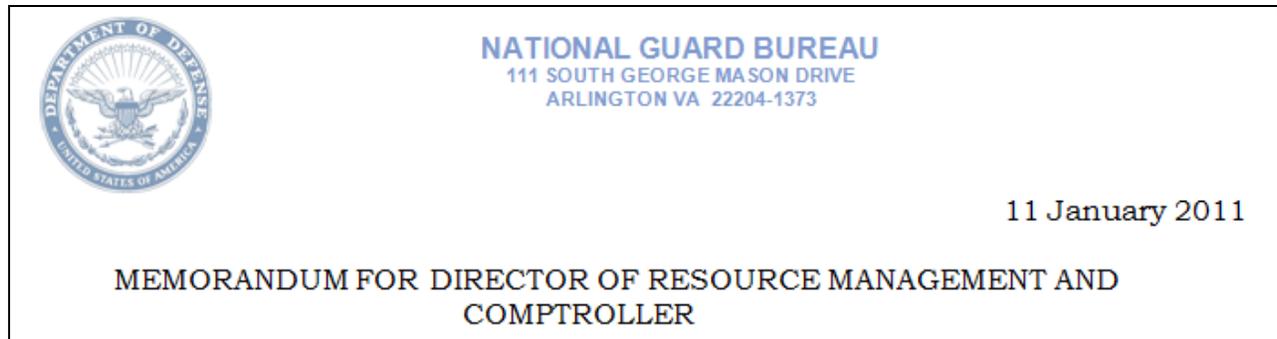


Figure 4. Dates for Non-GO Signatories

j. Addressee line. The addressee line is the first line of text on all memorandums. Use ALL CAPS and type “MEMORANDUM FOR” followed by the full spelling of the addressee’s title. Do not use office symbols. If an addressee’s title is longer than one line, then indent the second line so that the first character of the indented line is below the third character of the addressee title immediately above it. A memorandum without an addressee is formatted as “MEMORANDUM FOR RECORD.”

k. Multiple addressees. Multiple addressees are listed on separate succeeding lines. If a memorandum has 15 or more addressees, then use ALL CAPS and type “MEMORANDUM FOR SEE DISTRIBUTION.” On a separate page, use ALL CAPS and type a list of recipients, starting with “DISTRIBUTION:” and followed by the full spelling of the addressees’ titles. If an addressee’s title is longer than one line, then indent the second line so that the first character of the indented line is below the third character of the addressee title immediately above it.

l. “THROUGH” line.

(1) If necessary, use ALL CAPS and type “THROUGH” below one blank line after the addressee line, and then the full spelling of the official’s title. Do not use office symbols. If the official’s title is longer than one line, then indent the second line so that the first character of the indented line is below the third character of the addressee title immediately above it.

(2) If multiple officials are necessary, then use multiple “THROUGH” lines, separated by one blank line, for each individual official.

m. “Subject:” line. Type “Subject:” below one blank line after the addressee line or, if necessary, the “THROUGH” line. Two spaces after the colon, type a title for the memorandum. Capitalize the first word and all nouns, pronouns, and verbs, as well as all other words of five or more letters. If the subject line is longer than one line, then indent the second line so that the first character of the second line is below the first character of the first word after the colon. The subject line must be no longer than two lines.

n. References. If necessary, type “Reference:” or “References:” below one blank line after the subject line, followed by the document’s originating office and type, its title, and its date (see Figures 5 and 6). Multiple references are identified as “(a),” “(b),” and so on.

Subject: How to Format a Single Reference

Reference: CNGB Instruction 5050.01, “National Guard Bureau Staff Actions,”
19 March 2012

Figure 5. Single Reference Format

Subject: How to Format Multiple References

References: (a) CNGB Instruction 0000.00, “This is a Sample Instruction Title,”
01 January 2011
(b) DoD Secretary of Defense Memorandum, “This is a Sample
Memorandum Title,” 01 January 2011

Figure 6. Multiple References Format

o. Body. Begin the body text below one blank line after the subject line or, if necessary, after the references. If necessary, the final paragraph is reserved for the point of contact, typed in the following order: first and last name, office symbol, and phone number (see Figure 7). For military personnel, include the rank and use the full spelling. For civilians, use the “Mr.,” “Ms.,” or “Dr.” honorifics.

Point of contact is Mr. John Smith; NGB-ES; 555-555-555.

Figure 7. Points of Contact

p. Signature block. There are two types of signature blocks; one for military signatories, the other for civilian signatories. Both signature blocks are typed below four blank lines after the last line of the body text, at the center of the page and aligned left.

(1) Military signatures. Military signatures use three lines of text.

(a) First line. Type the signatory's preferred personal name, using ALL CAPS.

(b) Second line. Type the signatory's rank, using upper- and lowercase and the full spelling, and then type the signatory's Service, using ALL CAPS and the abbreviation. The rank and Service are divided by a comma.

(c) Third line. Type the signatory's title, using upper- and lowercase and the full spelling. Do not use office symbols. Include "National Guard Bureau" only if it is part of the signatory's title. If the signatory's title is longer than one line, then indent the next line so that the first character of the next line is below the third character of the line immediately above it.

(2) Civilian signatures. Civilian signatures use two lines of text.

(a) First line. Type the signatory's preferred personal name, using ALL CAPS.

(b) Second line. Type the signatory's title, using upper- and lowercase and the full spelling. Do not use office symbols, General Schedule grades, or military affiliations. Include "National Guard Bureau" only if it is part of the signatory's title. If the signatory's title is longer than one line, then indent the next line so that the first character of the next line is below the third character of the line immediately above it.

q. Attachments. If necessary, type "Attachment:" or "Attachments:" below one blank line after the signature block, at the left margin. Attachments are listed on separate succeeding lines. When attachments are identified in the text, type "As stated" on a separate, succeeding line. When attachments are not identified in the text, type each attachment's title on separate, succeeding lines and number 1, 2, and so on.

r. Courtesy copies. If necessary, type "cc:" below one blank line after the signature block or, if necessary, after the attachments, at the left margin. Official titles are listed on separate, succeeding lines. Use abbreviations where possible. Do not use personal names. Do not courtesy copy addressees.

s. Overall security classification markings.

(1) Header. Type the highest level of classification in Arial, 18-point, boldface font, at the center margin. Use a 0.5-point margin from the top of the page. This requires altering letterhead (see Figure 8).

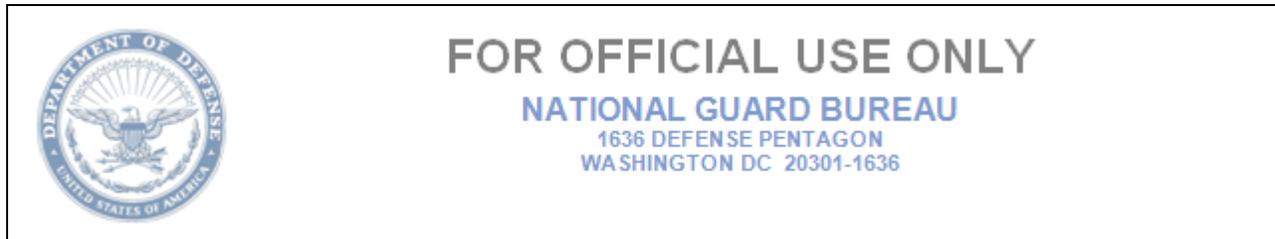


Figure 8. Altered Letterhead for Classification Purposes (Unclassified Sample)

(2) Footer. Type the highest level of classification in Arial, 18-point, boldface font, at the center margin. Use a 0.5-point margin from the bottom of the page.

4. Preparing action memorandums.

a. Follow instructions for standard memorandums with the following exceptions:

(1) Indentation. Action memorandums do not use subparagraphs.

(2) Page numbering. Action memorandums are no longer than one page. If necessary, include additional information as an attachment.

(4) Multiple addressees. Action memorandums have only one addressee. If additional approval is necessary, then include subordinate approval authorities in “THROUGH” lines.

(5) “FROM:” line. Insert the line below one blank line after the addressee line or, if necessary, the “THROUGH” line. Use ALL CAPS and type “FROM:” followed by the full spelling of the sender’s title. Do not use office symbols. If the sender’s title is longer than one line, then indent the second line so that the first character of the indented line is below the third character of the sender’s title immediately above it.

(6) “Subject:” line. Type “Subject:” below one blank line after the “FROM:” line.

(7) References. References are not formatted in a list in the beginning of the document. If necessary, include references inside body paragraphs.

(8) Body. Begin the body text below one blank line after the “Subject:” line.

(a) The final paragraph is reserved for the point of contact, typed in the following order: first and last name, office symbol, and phone number (see Figure 7). For military personnel, include the rank, using the full spelling. For civilians, use the “Mr.,” “Ms.,” or “Dr.” honorifics.

(b) Conference approval requests are no more than five paragraphs long and follow a specific order.

1. Paragraph 1 begins with, “Request [addressee] approve” and lists the conference name, the host offices, the locations, and the dates.

2. Paragraph 2 explains the agenda, attendees, and why the conference goals cannot be achieved by other means.

3. Paragraph 3 explains total estimated costs and cost savings.

4. Paragraph 4 states, “By this request, the [host office] certifies that it is in compliance with all conference policy requirements.”

5. Paragraph 5 lists the point of contact (see Figure 7).

(9) Recommendation line. Insert the line below one blank line after the last line of the body text. Use ALL CAPS and type “RECOMMENDATION:” followed by, in upper- and lowercase, the recommendation (see Figure 9).

RECOMMENDATION: CNGB approve the conference.

Figure 9. Recommendation Line

(10) Signature block. Do not use a signature block.

(11) Approve/Disapprove/Comment lines. Insert the lines below two blank lines after the recommendation line (see Figure 10).

APPROVE: _____

DISAPPROVE: _____

COMMENT: _____

Figure 10. Approve/Disapprove/Comment Lines

(12) Attachments. Do not list attachments on the action memorandum itself. Use the SSS TABs section to list attachments.

(13) Courtesy copies. Action memorandums are not courtesy copied.

5. Preparing MOAs or MOUs.

a. Follow instructions for standard memorandums with the following exceptions:

(1) Addressee line. Do not use an addressee line.

(2) “THROUGH” line. Do not use a “THROUGH” line.

(3) “Subject:” line. Do not use a “Subject:” line.

(4) Title. Use ALL CAPS and center the text (see Figure 11).

(a) First line. Type, “MEMORANDUM OF AGREEMENT” or “MEMORANDUM OF UNDERSTANDING.”

(b) Second line. Type “BETWEEN.”

(c) Third line. Type the name of the preparing agency.

(d) Fourth line. Type “AND.”

(e) Fifth line. Type the name of the partner agency. For more than one partner, use separate lines for each name.

(f) Second-to-last line. Type “ON.”

(g) Last line. Type the subject of the MOA or MOU.

<p>MEMORANDUM OF AGREEMENT BETWEEN NATIONAL GUARD BUREAU AND UNITED STATES CENTRAL COMMAND ON JOINT TRAINING EXERCISES</p>
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Figure 11. MOA Title

(5) References. If necessary, place references in the body paragraphs. At first use, cite the document's originating office and type, its title, and its date. At second use, cite only the document's originating office. For example:

(a) At first use. "In accordance with (IAW) CNGB Instruction 5050.01, "National Guard Bureau Staff Actions," 19 March 2012..."

(b) At second use. "IAW CNGBI 5050.01..."

(6) Body. Begin the body text below two blank lines after the title. Use no more than five paragraphs, with specific titles and a specific order.

1. <u>Purpose</u>

Figure 12. MOA or MOU Paragraph Title

(a) "Purpose" paragraph. Underline the title (see Figure 12). This one-sentence paragraph follows a standard format, as follows: "The [insert name of preparing agency] and [insert name of partner agency] establish this Memorandum of Agreement (MOA) to outline each Party's responsibilities regarding [insert subject]."

(b) "Scope" paragraph. Underline the title (see Figure 12). Use this paragraph to describe the subject. Do not use subparagraphs.

(c) "Applicability" paragraph. Underline the title (see Figure 12). Use this paragraph to describe each partner agency. Use separate subparagraphs for each partner agency.

(d) "Responsibilities" paragraph. Underline the title (see Figure 12). Use this paragraph to describe each partner agency's responsibilities. Use separate subparagraphs for each responsibility. If necessary, use the final subparagraph to list the points of contact.

(e) "Effective Date" paragraph. Underline the title (see Figure 12). Use this paragraph to describe the effective date.

(7) Signature blocks. Insert the signature blocks below five blank lines after the last line of the body text (see Figure 13). The fifth blank line is underlined. The signature blocks are aligned side-by-side with the senior official's signature block on the right-hand side.

5. <u>Effective Date.</u> ...	
<hr/> JOHN E. SMITH General, USA Chief, National Guard Bureau	<hr/> JEN E. SMITH Administrator, Federal Emergency Management Agency

Figure 13. MOA or MOU Signature Block Formatting

- (8) Attachments. Do not use attachments.
- (9) Courtesy copies. MOA and MOUs are not courtesy copied.

ENCLOSURE D

OFFICIAL AND PERSONAL LETTERS

1. When to use a letter.

a. Write a letter for CNGB, VCNGB, or any other NGB General Officer assigned to the Pentagon signature when responding to a letter, communicating only information, or when leadership requests a letter.

b. Initiate a task for a CNGB, VCNGB, or any other NGB General Officer assigned to the Pentagon letter in JASMS only after reading the original document, when applicable, and staffing the task with the necessary Subject Matter Experts.

2. Letter writing style. Letters use the informational writing style. In a letter, the BLUF must be stated anywhere in the first paragraph (see Enclosure A).

a. Use command language, stating “do,” “will,” and “must” to indicate that actions are mandatory. When actions are optional, use “may” and “can” to recommend choices.

b. Use the personal pronouns “he,” “she,” or “they” in all letters. The personal pronouns “I,” “we,” “our,” and “you” may be used to emphasize a working or personal relationship between sender and recipient.

3. Types of letters.

a. Official letter. An official letter represents the sender’s office. It conveys policy, direction, or other official military matters.

b. Personal letter. A personal letter conveys one-on-one familiarity with the recipient and represents the sender. It does not convey policy-related matters. An AO can avoid rework by:

(1) Reading the original document, when applicable, to determine the relationship between the sender and the recipient. Some examples of personal relationships are:

- (a) Family relation.
- (b) Social acquaintance.
- (c) Former colleague.
- (d) Former mentor.

(2) Researching the recipient using a search engine to determine if relevant associations exist with the sender.

4. Preparing letters.

a. Letterhead. NGB uses three types of letterhead for letters.

(1) NGB Pentagon letterhead. Signatories physically stationed at the Pentagon use this letterhead (see Figure 2).

(2) NGB Arlington Hall Station letterhead. Signatories physically stationed at Arlington Hall Station use this letterhead (see Figure 3).

(3) Four-star letterhead. The CNGB uses four-star letterhead for some of his personal letters. The CNGB's staff prints hard copies onto this letterhead. Four-star letterhead is not distributed electronically. The Microsoft Word templates for personal letters will print correctly on four-star letterhead.

b. Margins. Page margins are 1.75 inches at the top and 1.0 inch at the bottom and on the sides. Templates for personal letters appear to have narrower margins because of the card stock size. The Paper tab in the document's Page Setup specifies the paper size (see Figure 14).

(1) Official letters print on standard 8.5 by 11 inch paper.

(2) Personal letters print on 7 by 8.5 inch card stock.

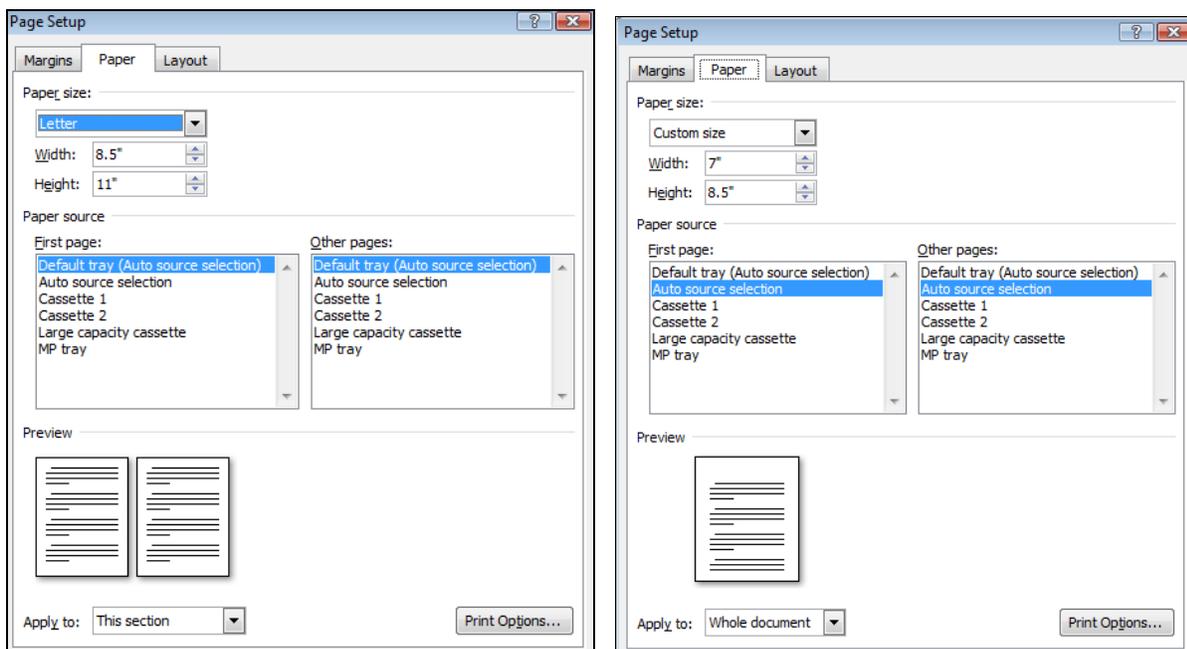


Figure 14. Page Setup for Official Letters (left) and Personal Letters (right)

c. Font.

(1) Official letters use Bookman Old Style, 12-point font.

(2) Personal letters use Arial, 12-point font.

d. Spacing.

(1) Line spacing. Use single-line spacing for all letters.

(a) Add one blank line of space after the address, after the greeting, between paragraphs, and after the last paragraph.

(b) Add four blank lines of space after the valediction.

(c) Add one blank line of space after the signature block if using enclosures or courtesy copies, and one blank line of space between the list of enclosures and the list of courtesy copies.

(2) Punctuation spacing. Use two spaces after the end of a sentence.

e. Indentation. Align text left without indents, except for the first line of paragraphs, the complimentary close, and signature block.

(1) Indent the first sentence of each paragraph by 0.5 inches.

(2) Indent the complementary close to the middle of the page, at 3.25 inches on the document ruler.

(3) Indent the signature block to the middle of the page, at 3.25 inches on the document ruler.

f. Recipient's name.

(1) Official letters. Type recipient names on two separate lines. Use the first line for the recipient's rank (if applicable) and his or her first and last name. Use the second line for the full spelling of the recipient's title. When applicable, use honorifics, such as, "The Honorable."

(2) Personal letters. Type recipient names on two separate lines. Use the first line for the recipient's abbreviated rank, if applicable, followed by the recipient's first and last name. If he or she is a member of the military, then add a comma and the acronym of the recipient's branch of Service after his or her name. Use the second line for the recipient's office or organization, if necessary.

g. Recipient's address. The address is formatted the same way on all letters.

(1) If the original document uses a generic address, such as "The Capitol," then find the street address. The street address is the mailing address the postal service will use to deliver the letter. For Government buildings, the street address may include an office or P.O. Box number.

(2) Spell out the city, followed by a comma and the two-letter state abbreviation. Type two spaces after the state abbreviation, followed by the ZIP+4 code, which is the five digit ZIP code, a hyphen, and four more postal digits.

h. Greeting. Begin the greeting with "Dear." For military recipients, type the recipient's rank using the full spelling. For civilian recipients, type "Mr.," "Ms.," or "Dr." Use titles, such as "Senator," "Congressman," or "Governor," when appropriate.

i. Body. Address the purpose of the letter in the first paragraph. Check that statements of fact are correct. When writing a reply to a document, use the first sentence to thank the recipient for the original document, and ensure that the rest of the letter appropriately addresses the questions or concerns of the original document.

j. Complimentary close. The standard complimentary close for an official or personal letter is "Sincerely," typed below one blank line after the body. It aligns left with the signature block at 3.25 inches on the document's horizontal ruler.

k. Signature block.

(1) First line. The sender's first and last name in upper- and lowercase is on the first line.

(2) Second line. Only military signatories use the second line. Spell out the sender's rank, followed by a comma and the military branch using the full spelling. For example, "General, U.S. Army." Civilian signatories do not write their General Schedule grade or military affiliation.

(3) Third line.

(a) Official letters. Type the sender's title, using the full spelling, on the third line.

(b) Personal letters. Do not include the sender's title.

1. Enclosures. If necessary, type “Enclosure:” or “Enclosures:” below one blank line after the signature block, at the left margin. List enclosures are separate succeeding lines. When enclosures are identified in the text, type “As stated” on a separate succeeding line. When enclosures are not identified in the text, type each enclosure’s title on separate succeeding lines and number 1, 2, and so forth.

m. Courtesy copies. Type “cc:” below one blank line after the signature block or, if necessary, after the list of enclosures, at the left margin. List official titles on separate succeeding lines. Use abbreviations where possible. Do not list addresses and personal names for courtesy copies.

The Honorable Mark E. Dailey
Governor of North Carolina
20301 Mail Service Center
Huntsville, NC 86753-0909

Dear Governor Dailey,

Thank you for your kind letter of introduction. Let me, in turn, extend my congratulations to you on your election as the 47th Governor of North Carolina.

Today, the National Guard is stronger than ever. As the Chief of the National Guard Bureau, I rely on the thoughts and concerns of governors like you regarding the National Guard's homeland missions. With its Soldiers and Airmen deployed worldwide, North Carolina exemplifies the tremendous contribution the Guard makes to our national security while continuing to respond to emergencies close to home and aiding other states in need.

I look forward to working with you and Major General Jervon Pace to ensure the National Guard is always there for our country.

Sincerely,

Merle K. Bell
General, U.S. Army

Figure 15. Example of a Personal Letter



NATIONAL GUARD BUREAU
1636 DEFENSE PENTAGON
WASHINGTON DC 20301-1636

**The Honorable Eve Jones
United States House of Representatives
Washington, DC 20515-0001**

Dear Representative Jones:

I am responding on behalf of Secretary of the Army Jeffrey G. Wallace to your June 12, 2013, letter regarding the replacement of the Montana Army National Guard's Sacramento Armory.

Your inquiry is currently under review by the Army National Guard's Installations Division to ensure you receive a thorough and complete response. Upon completion of our internal review process, we will provide a response by August 18, 2013, to address your interest in this matter.

We greatly regret the delay and appreciate your patience. Should you have any immediate questions, please contact Sergeant Major Mike House at 571-256-7332.

Sincerely,

**James Castro O'Neill
Lieutenant General, U.S. Air Force
Vice Chief, National Guard Bureau**

Figure 16. Example of an Official Letter

ENCLOSURE E

REFERENCES

PART I. REQUIRED

- a. CNGB Instruction 5050.01, 19 March 2012, “National Guard Bureau Staff Actions”
- b. CNGB Manual 5050.01A, 31 August 2012, “National Guard Bureau Staff Action Process and Procedures”
- c. CNGB Instruction 5000.01, 30 November 2011, “Chief National Guard Bureau Issuances and NGB Publications Guidance”
- d. CNGB Manual 5000.01, 06 April 2012, “Formats and Procedures for Development of CNGB Issuances”
- e. DA Pamphlet 25-40, 07 November 2006, “Army Publishing: Action Officers Guide”
- f. AF Handbook 33-337, 01 August 2004, “The Tongue and Quill”
- g. Federal Plain Language Guidelines, <www.plainlanguage.gov>, 12 February 2013

PART II. RELATED

- h. Guard Knowledge Online Joint Actions Control Office Executive Secretariat <[https://gkoportal.ng.mil/ngb/STAFF/D05/JACO ExecSec](https://gkoportal.ng.mil/ngb/STAFF/D05/JACO_ExecSec)>, 15 April 2013
- i. DoD 5200.1-PH, April 1997, “DoD Guide to Marking Classified Documents”
- j. DoD Manual 5110.04-M-V1, 26 October 2010, “DoD Manual for Written Material: Correspondence Management”
- k. JS Manual 5711.01D, 01 June 2008, “Joint Staff Correspondence Preparation”
- l. William Strunk and E.B. White, 2009, “The Elements of Style” (4th edition)
- m. U.S. Government Printing Office, 16 September 2008, “U.S. Government Printing Office Style Manual”

GLOSSARY

PART I. ABBREVIATIONS AND ACRONYMS

AO	Action Officer
BLUF	Bottom Line Up Front
CNGB	Chief of the National Guard Bureau
CRM	Comment Resolution Matrix
DoD	Department of Defense
GO	General Officer
IAW	In Accordance With
JACO	Joint Actions Control Office
JASMS	Joint Applications Staff Management System
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
NGB	National Guard Bureau
NGB-JA	Office of the National Guard Bureau Chief Counsel
NGJS	National Guard Joint Staff
OCNGB	Office of the Chief of the National Guard Bureau
SSS	Staff Summary Sheet
VCNGB	Vice Chief of the National Guard Bureau

PART II. DEFINITIONS

Action Memorandum -- A type of memorandum and the National Guard Bureau's primary method of requesting approval. Action memorandums are used when the approval authority's signature on the Staff Summary Sheet is insufficient. An action memorandum should always be used to request funds for a conference, unless another type of document is specifically requested.

Arlington Hall Station -- Headquarters of the Army National Guard and one of the office locations of the National Guard Bureau. Office of the Chief of the National Guard Bureau and National Guard Joint Staff signatories who are physically stationed at Arlington Hall Station are authorized to use Arlington Hall Station letterhead.

Chief of the National Guard Bureau -- Four-star General Officer with administrative responsibility for the National Guard Bureau and the Army and Air National Guard, who represents the National Guard on the Joint Chiefs of Staff.

Courtesy Copy -- Used when personnel must receive an information copy of a memorandum or letter. When sending an information copy to an office, list the highest-ranking official responsible for distributing the copy. Do not use personal names in standard or action memorandums.

Footer -- In Microsoft Word, the bottom part of a page that is separated electronically from the main body of the document. Page numbers and overall classification levels are placed in the footer.

General Officer -- Brigadier generals, major generals, lieutenant generals, and generals in the Army and Air Force. Memorandums and letters signed by General Officers are date stamped and do not require a date line.

Header -- In Microsoft Word, the top part of a page that is separated electronically from the main body of the document. Letterhead, date lines, and overall classification levels are placed in the header.

Jargon -- The technical terminology or characteristic idiom of a special activity, group, profession, or field of study.

Joint Application Staff Management System -- The electronic tasking system used by the National Guard Bureau.

Memorandum -- A type of document used for internal communication within the Department of Defense. The National Guard Bureau uses three types of memorandums: standard memorandums, action memorandums, and memorandums of agreement or understanding. Memorandums differ from letters in style, content, and purpose.

Memorandum of Agreement/Understanding -- A type of memorandum, and the National Guard Bureau's primary form of documenting formal interagency agreements. If the National Guard Bureau prepares the document, National Guard Bureau style is used. If the partner agency prepares the document, then the partner agency uses its own formatting style. A memorandum of agreement defines the general areas of conditional agreement between two or more parties. For example, one party agrees to provide support if the other party provides the materials. A memorandum of understanding defines the general areas of what each party plans to do, and what one party does may not depend on what the other party does.

National Guard Bureau Staff Elements -- Includes the Army and Air National Guard, and the National Guard Joint Staff.

National Guard Joint Staff -- Composed of the Joint Actions Control Office and the Directorates of Manpower and Personnel; Intelligence; Domestic Operations and Force Development; Logistics; Strategic Plans and Policy, and International Affairs; Information Systems; Force Structure, Resources, and Assessment.

Official Letter -- An official letter represents the sender's office. It communicates policy, direction, or other official military matters.

Pentagon -- Headquarters of the Department of Defense, and one of the office locations of the National Guard Bureau. Office of the Chief of the National Guard Bureau and National Guard Joint Staff signatories who are physically stationed at the Pentagon are authorized to use Pentagon letterhead.

Personal Letter -- A personal letter conveys one-on-one familiarity with the recipient and represents the sender. It does not communicate policy.

Personal Name -- A proper name that identifies a person without the use of a rank, office position, or location.

Point of Contact -- Person identified in the document to whom the document sender directs questions regarding the subject matter.

Security Classification -- Overall classification levels, as required, typed in a document's header and footer in Arial, 18-point, boldface font.

Staff Summary Sheet -- The official transmittal document for all staffing actions within the National Guard Bureau. The Staff Summary Sheet provides the purpose of the action, essential background information, bottom-line facts, and a recommendation.

Standard Memorandum -- A type of memorandum, and the National Guard Bureau's primary form of internal communication. Standard memorandums are used for routine correspondence within the Department of Defense. A standard memorandum should always be used to reply to another standard memorandum unless another type of document is specifically requested.

Tasker/Task -- Any action assigned to an office of primary responsibility or action officer for completion.

"THROUGH" Line -- Used on a standard or action memorandum to record the listed official's approval when documentation is required in addition to the intra-agency Staff Summary Sheet. The "THROUGH" line must be initialed by the listed official before the memorandum can be submitted to the addressee.

Vice Chief of the National Guard Bureau -- Three-star General Officer who reports directly to the Chief of the National Guard Bureau. The second officer in command of the National Guard Bureau with the delegated responsibility for managing the bulk of administrative duties assigned to the Chief of the National Guard Bureau.