This Headquarters Operating Instruction (HOI) implements Air Force Policy Directive (AFPD) 33-3, Information Management. It applies to all Headquarters Air Force (HAF) military, civilian and contractor personnel. This HOI provides HAF procedures for preparing HAF correspondence. It includes procedures the Secretariat and the Air Staff shall follow for preparation of official communication between and through Secretariat of the Air Force (SAF), Air Staff and the Air Force leadership: Secretary of the Air Force (SecAF); Under Secretary of the Air Force (USecAF); Chief of Staff of the Air Force (CSAF); Vice Chief of Staff of the Air Force (VCSAF); Assistant Vice Chief of Staff of the Air Force (AVCSAF); and the Chief Master Sergeant of the Air Force (CMSAF). Use this HOI along with Air Force Manual (AFMAN) 33-326, Preparing Official Communications, Department of Defense (DoD) 5110.4-M-Vol I, Correspondence Management, DoD 5110.4-M-Vol II, Examples and Reference Material, and Air Force Handbook (AFH) 33-337, The Tongue and Quill, to prepare correspondence. In cases where there is conflicting guidance, follow this HOI. Refer recommended changes and questions about this publication to the office of primary responsibility (OPR) via email to USAF Pentagon HAF-ES Mailbox ES Workflow (usaf.pentagon.haf-es.mbx.es-workflow@mail.mil) using the AF Form 847, Recommendation for Change of Publication. Protect and mark any classified information in your correspondence according to DoD 5200.1, Vol 1, Marking Classified Information, and Air Force Instruction (AFI) 31-401, Information Security Program Management. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with (IAW) AFMAN 33-363, Management of Records, and disposed of IAW the Air Force Records Disposition Schedule in the Air Force Records Information Management System (AFRIMS). The use of the name or mark of any specific
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SUMMARY OF CHANGES

This document has been substantially revised and must be completely reviewed.

CHAPTER 1—RESPONSIBILITIES

1.1. Headquarters Air Force Executive Secretariat (HAF/ES) .................................................. 4
1.2. Headquarters Air Force Directorates (HAF 2-Letters) .................................................... 4
1.3. Action Officer (AO) ......................................................................................................... 5
1.4. The Legislative Liaison Office (SAF/LL) ........................................................................ 5

CHAPTER 2—STAFFING PROCESS

2.1. Taskings ......................................................................................................................... 6
2.2. Task Acceptance, Rejection or Transfer ........................................................................ 8
2.3. Suspense Extension Requests ....................................................................................... 9
2.4. Response Development ............................................................................................... 9
2.5. Coordination .................................................................................................................. 9
2.6. Package Routing (Electronic versus Hard Copy) ........................................................ 11
2.7. Completing a Task ....................................................................................................... 12
2.8. HAF Staffing NOTAMs (Notices to Airmen) .............................................................. 12

CHAPTER 3—THE STAFF SUMMARY SHEET (SSS)

3.1. Overview of the SSS ...................................................................................................... 13
Figure 3.1. The SSS Template and Guidelines .................................................................... 13
3.2. General Information for the SSS ................................................................................ 14

CHAPTER 4—THE PERSONALIZED LETTER

4.1. Overview of the Personalized Letter ............................................................................ 15
Figure 4.1. The Personalized Letter Template and Guidelines ........................................... 15
Table 4.1. General Information for the Personalized Letter2 returns and typed on 2nd line . 16
Figure 4.2. Sample of Personalized Letter Signed by SecAF on 8½ x 11-inch Letterhead. ... 21
Figure 4.3. Sample of Personalized Letter Signed by CSAF on 8½ x 11-inch Letterhead. .... 22
Figure 4.4. Sample of Personalized Letter Signed by SecAF on 7 x 9-inch Flag Letterhead. . 23
Figure 4.5. Sample of Personalized Letter Signed by CSAF on 7 x 9-inch Flag Letterhead. . 24
Figure 4.6. Sample of Dual-/Tri-Signature Letter on 8½ x 11-inch Flag Letterhead ........... 25
CHAPTER 5—THE OFFICIAL MEMORANDUM

5.1. Overview of the Official Memorandum. ............................................................... 26

Figure 5.1. The Official Memorandum Template and Guidelines. ................................. 26

Figure 5.2. Instructions for Paragraphing Memorandum. .............................................. 32

Figure 5.3. Sample of Unclassified Memorandum, Multiple References – Snapshot. ....... 33

Figure 5.4. Sample of Classified Memorandum. ............................................................. 34

Figure 5.5. Sample of Dual-/Tri-Signature Memorandum on 8 ½ x 11-inch Flag Letterhead (signed by SecAF and CSAF or SecAF, CSAF and CMSAF). .............................. 35

Figure 5.6. Sample of Dual Signature Memorandum (USecAF and VCSAF). .................. 36

Figure 5.7. Sample of Tri-Service Signature Memorandum. ........................................... 37

Figure 5.8. Sample of The Personal Memo. ..................................................................... 38

ATTACHMENT 1—GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION 39

ATTACHMENT 2—TIPS FOR PREPARING CORRESPONDENCE 42

ATTACHMENT 3—DISTRIBUTION AND ORGANIZATIONAL CODES 43

ATTACHMENT 4—ENVELOPE RULES 44

ATTACHMENT 5—STAFFING CHECKLIST 45

ATTACHMENT 6—TASK MANAGEMENT TOOL BUSINESS RULES 46
Chapter 1

RESPONSIBILITIES


1.1.1. Has overall responsibility for correspondence management and preparation within the HAF.

1.1.2. Provides guidance and assistance on correspondence preparation.

1.1.3. Receives, controls and distributes correspondence, as appropriate to the SecAF; USecAF; CSAF; VCSAF; AVCSAF; and the CMSAF (referred to henceforth as ‘Glass Doors’).

1.1.4. Serves as correspondence control and task liaison between HAF and external agencies to include Office of the Secretary of Defense (OSD) Correspondence Management Office (CMO), the Secretary of Defense Executive Secretariat (ES), Joint Staff, and MAJCOMs.

1.1.5. Assigns tasks to a single, Primary OPR in the HAF Task Management Tool (TMT) system on behalf of the Glass Doors.

1.1.6. Monitors the status of task actions, provide assistance on due date extensions, assists with retrieving packages held up in coordinating offices, and assists OPRs in reassignment of erroneously assigned actions.

1.1.7. Reviews for quality and completeness, ensuring correspondence meets requirements and the tasking.

1.1.8. Compiles and provides monthly HAF staffing metrics as directed by the Director of Staff (AF/CVA). Metrics are intended to track timeliness, quality of staffing actions and trends.

1.1.9. Manages and conducts Action Officer training.


1.2.1. Ensure all newly assigned personnel attend mandatory HAF AO training.

1.2.2. Develop consistent, coherent, well organized staff packages that are fully coordinated.

1.2.3. Meet required suspenses.

1.2.4. Ensure quality control of written correspondence (spelling, grammar and format).

1.2.5. Insure principal, deputy or designated 2-Letter representative (e.g., Assistant Director) review of and signature on all packages staffed to the Glass Doors.

1.2.6. Process all Glass Door staff packages using TMT. Hard copy packages are allowed only by exception (e.g., sensitive, legal or senior personnel matters). Refer to section 2.6.

1.2.7. Control and mark each staff package IAW AFI 31-401, Information Security Program Management, as applicable.

1.2.8. Resubmit staff packages within 1 duty day when returned by the Glass Doors for corrections or questions.
1.3. **Action Officer (AO).**

1.3.1. Attend mandatory HAF AO training.

1.3.2. Coordinate actions thoroughly without permitting the coordination process to cause the action to miss the established suspense. Through the coordination process, critical issues may be identified and presented to the AO’s leadership for decision.

1.3.3. Balance the objective of producing "the perfect action/response" against the need to complete work in accordance with the established timeline.

1.3.4. Maintain situational awareness of staff package’s location and status.

1.3.5. Ensure actions are complete. This includes tracking an action and insuring the final response has been dispatched to the requesting or directed agency.

1.4. **The Legislative Liaison Office (SAF/LL).**

1.4.1. Manage all congressional correspondence IAW Congressional Response Cell (CRC) Business Rules. The CRC is managed by SAF/LL and is comprised of 2-Letter Congressional Cell members and SAF Financial Management and Budget Legislative and Budget Legislative Liaison (SAF/FMLB).

1.4.2. Standardizes and expedites official Air Force responses to Congress.

1.4.3. For constituent inquiries, responsible for tasking appropriate 2-Letters.
Chapter 2

STAFFING PROCESS

2.1. Taskings.

2.1.1. Actions originate both external (such as, from the President, members of Congress, and the Secretary of Defense) and internal to the HAF (generated by the Glass Doors, preparatory sessions, or policy update/review).

2.1.1.1. All tasks requiring response to the Glass Doors must be tracked in TMT for awareness.

2.1.1.2. If a 2-Letter receives a task from outside HAF/ES requiring Glass Door coordination or response, begin working the task, but provide a copy to HAF/ES to properly task and track.

2.1.1.3. All correspondence directed to, or originated by, the Glass Doors is tasked in TMT to the appropriate OPR by HAF/ES.

2.1.1.4. Before task assignment, conducts research to preclude task duplication and to locate and reference past or related work.

2.1.1.5. As a general rule, task assignment will occur within 1 duty day of receipt of task instructions.

2.1.2. There is only one OPR assigned and identified in TMT as the ‘Primary OPR.’

2.1.3. The task originator or Primary OPR is responsible for assigning office of coordinating responsibility (OCR(s)).

2.1.4. TMT is the primary tasking and tracking tool for the HAF.

2.1.5. All tasks will include the following instructions:

2.1.5.1. Task Summary
2.1.5.2. Deliverable
2.1.5.3. Minimum required OCRs
2.1.5.4. Suspense date IAW section 2.1.8.

2.1.6. The following task actions are most common:

2.1.6.1. Secretary of Defense (SecDef) or Deputy Secretary of Defense (DepSecDef) Action or Information. Actions requiring preparation of correspondence for SecDef or DepSecDef signature are tasked to SecAF from OSD Executive Secretariat Correspondence Management Office (OSD(CMO)).

2.1.6.1.1. Each staff package is processed through HAF/ES after coordination through designated OSD action offices and must contain an ACTION MEMO or INFO MEMO for SecAF signature prepared IAW OSD guidance (DoD 5110.4-M-Vol I and II).
2.1.6.1.2. Requests for extension or transfer to another OSD organization/agency must be accomplished via SD Form 391, *Secretary of Defense Correspondence Action Report*, with justification. Secretary of Defense (SD) Form 391 will be submitted to HAF/ES for approval, signature, and forwarding to OSD(CMO).

2.1.6.2. Other OSD Agency Actions. Unless otherwise directed, HAF OPRs will respond directly to the OSD action office/point of contact (POC). Requests for due date extension or external transfer by the OPR must be negotiated with and approved by the OSD POC. It is the OPR’s responsibility to notify HAF/ES of approved requests. Additionally, it is the OPR’s responsibility to determine if Glass Door involvement is required, whether for action or information.

2.1.6.3. Glass Door Action. These actions require preparation of correspondence for Glass Door signature, approval, or information, and can be self-generated or in response to a tasking. Unless otherwise directed, responses for these actions must be forwarded to HAF/ES for further processing.

2.1.6.4. Direct Reply. The OPR responds directly to the writer without approval or signature of a higher echelon. The OPR determines the level of response within their organization.

2.1.6.4.1. The signature should be of at least equal rank or organizational level as the writer of the incoming correspondence, if applicable and appropriate.

2.1.6.4.2. When the action has been tasked by HAF/ES, an electronic copy of the reply will be loaded into TMT Tabs folder.

2.1.6.4.3. The OPR is responsible for retaining a copy of all direct reply responses IAW AFMAN 33-363, *Management of Records*.

2.1.6.4.4. Should the OPR determine Glass Door response is more appropriate, process accordingly through HAF/ES.

2.1.6.4.5. Direct Reply responses should begin with a reference to the constituent’s correspondence and who the response is “on behalf of.”

2.1.7. Task Control Numbers. A unique identifying number is assigned to each task created using TMT. For tracking purposes, OPRs will ensure staff packages and task-related correspondence (i.e. email) make reference to, at a minimum, the last five numbers of the task control numbers (e.g., TMT 12345).

2.1.8. Suspenses

2.1.8.1. Task Suspense: Date an action or coordination must be completed.

2.1.8.2. OPR Suspense: Date an action or coordination is due to the task initiator.

2.1.8.2.1. Packages for Glass Door processing are due to HAF/ES five duty days prior to Task Suspense. HAF/ES will adjust this date accordingly for short suspenses or at the direction of the Director of Staff.

2.1.8.2.2. Congressional Reports are due to HAF/ES 30 calendar days prior to congressionally mandated suspense.
2.1.8.2.3. Congressional correspondence is due from CRC no later than three

calendar days prior to date due to Congress. Note: If CRC sends an interim reply,
package is due to HAF/ES five duty days prior to the updated Task Suspense.

2.1.8.2.4. Top-4 correspondence (invites, replies to letters, etc) is due to HAF/ES 14
calendar days from tasking.

2.1.8.2.5. Direct reply OSD packages are due to HAF/ES one duty day prior to OSD
suspend.

2.1.8.2.6. General Glass Door taskings are due to HAF/ES as directed.

2.1.8.2.7. Responses to Public Bulk mail are due to HAF/ES 30 calendar days from
tasking.

2.1.8.3. OCR Suspense: Date that OCR action is due to the OPR.

2.1.9. HOT Packages. A ‘HOT package’ requires immediate senior leader attention. The
use of ‘HOT’ as an identifier will be used when the issue affects the immediate safety and
security of personnel, is required for ongoing contingencies, war efforts, or when the SecDef,
DepSecDef, SecAF or CSAF have asked for immediate response.

2.1.9.1. Justification for the HOT package will be provided in the “Purpose” section of
the SSS, explaining why the package is HOT and must be completed by a specific
date/time.

2.1.9.2. Communication between the OPR, HAF/ES, and the HAF Director of Staff is
crucial to assuring timely processing of a HOT package.

2.1.9.3. A package is not HOT simply because it is late meeting a suspense.

2.2. Task Acceptance, Rejection or Transfer.

2.2.1. HAF 2-Letters accept or reject tasks within 1 duty day for tasks with suspense dates of
2 weeks or less; within 2 duty days for tasks with suspense dates of 2 weeks or more.

2.2.2. After the task acceptance or rejection window has closed, the tasked OPR is
responsible for the task. The tasked OPR may coordinate assignment transfers.

2.2.2.1. If seeking transfer, ensure the accepting official has the authority to accept and
the capability to complete the action.

2.2.2.2. Annotate in TMT the transfer request, name, office, and telephone number of the
accepting official and reject the TMT or complete the action to return the task to
HAF/ES. HAF/ES will then forward the task to the new responsible office.

2.2.2.3. If the task is accepted, the task is forwarded to the AO in a timely manner. The
OPR of the task is responsible for adding or clarifying task instructions and guidance
before assignment.

2.2.3. If rejected, justification and recommended action office must be submitted to HAF/ES
using TMT. If returned within the prescribed time-limits with reasonable rationale for
reassignment, HAF/ES shall accept the action for transfer without further coordination. The
Director of Staff is the final arbitrator if a rejection of a tasking cannot be resolved.
2.3. Suspense Extension Requests.

2.3.1. HAF extension requests will be made within the task using TMT.
2.3.2. Justification must be provided for extensions.
2.3.3. The OPR will make proactive requests to adjust established suspenses.
2.3.4. Extensions that cannot be granted by HAF/ES will be forwarded to the Director of Staff for consideration.
2.3.5. HAF/ES will indicate in the task instructions if an external agency is the final approval authority and if requesting extensions directly through that agency is appropriate.
2.3.6. For SecDef/DepSecDef tasked items, these actions MUST be fully justified on the SD Form 391 and processed through the OPR chain to HAF/ES.
2.3.7. For other OSD Agency Actions/Request for Coordination. Requests for due date extension must be negotiated by the OPR with the OSD POC.

2.4. Response Development.

2.4.1. When we as Airmen develop a consistent, coherent, and coordinated position, we speak with one voice and we are best able to articulate our Service preferences.
2.4.2. The OPR is responsible for collecting information, presenting all sides of an issue and making a recommendation.
2.4.3. Responses are coordinated via HAF TMT.
2.4.4. All staff actions for Glass Door processing require an SSS.
2.4.5. When preparing HAF correspondence, reference Chapters 4 - 5 for specific templates. HAF approved templates are provided in TMT under ‘HAF Templates.’
2.4.6. When preparing OSD correspondence, follow DoD Manual (DoDM) 5110.04-M, Manual For Written Material, Volumes 1 & 2. OSD templates are provided in TMT under ‘HAF Templates.’

2.5. Coordination.

2.5.1. Complete HAF coordination gives affected organizations an opportunity to contribute to and comment on actions. Early involvement of all concerned organizations is crucial to full development of an issue/response.
   2.5.1.1. All requests, at any level, for coordination must be through TMT.
   2.5.1.2. Be aware not all 2-Letters are of equal size. Coordinate at a higher level within a 2-Letter on how to properly coordinate with their office when required.
   2.5.1.3. A properly coordinated action considers the full range of options on the issue and presents all relevant facts. The extent of coordination depends on the nature of the action.
2.5.2. All tasks requiring SecAF/USecAF or CSAF/VCSAF action require a legal review. Contact the Office of the Air Force General Counsel (SAF/GC) or the Air Force Judge Advocate General’s (AF/JA) office early so they can assign a project officer and provide an OCR for TMT tasking.
2.5.2.1. As a rule, SAF 2-Letters contact SAF/GC and Air Staff 2-Letters contact AF/JA.

2.5.2.2. SAF/GC and AF/JA will coordinate with the other office or advise requesting 2-Letter on how to proceed.

2.5.2.3. SAF/GC and/or AF/JA will review the final product before the package is moved to the Glass Doors.

2.5.3. All correspondence staffed to the Glass Doors requires appropriate 2-Letter coordination.

2.5.3.1. 2-Letter coordination will be annotated at the bottom of the SSS.

2.5.3.2. The Primary OPR’s 2-Letter Principal or Deputy must sign the SSS.

2.5.4. Package requesting 2-Letter (OCR) coordination should be properly staffed and coordinated through lower levels.

2.5.4.1. Lower level coordination will completely review the package for readability (grammar, spelling, format, etc) and content.

2.5.4.2. For short suspenses, 3-Letter coordination is the lowest starting point required for coordination. Because subject matter experts normally reside in a 3-Letter or below, 2-Letter coordination will be much quicker if a 3-Letter has provided coordination.

2.5.5. Coordination responses are provided in one of three ways:

2.5.5.1. **Concur:** Agree with the package, as written.

2.5.5.2. **Non-concur:** Disagree with the package, as written.

2.5.5.2.1. Must be accompanied by specific comments and/or recommended changes and supporting rationale.

2.5.5.2.2. An attempt must be made to resolve non-concur responses before moving forward for final approval/signature. If non-concur cannot be resolved, state the reason why in the “Views of Others” section of the SSS.

2.5.5.3. **Concur w/ comment(s):** Agree with the package; however, recommended changes or comments are provided.

2.5.6. Comments should be organized using a Comment Resolution Matrix (CRM) (HAF CRM template provided in TMT under ‘HAF Templates’ under ‘Staffing Items’) and are categorized in one of three ways:

2.5.6.1. **Critical:** Major deficiencies or disagreements with the intent or content that will result in a non-concur. Changes must be made or addressed in the staff package before moving forward.

2.5.6.2. **Major:** Incorrect material that may cause non-concurrence if not corrected.

2.5.6.3. **Substantive:** Proposed changes to the intent or content of the staff package that should be considered before the staff package is submitted for final action.

2.5.6.4. **Administrative:** Proposed changes to the format, grammar or language of the staff package.
2.5.7. Re-accomplishment of Coordination. If significant changes are made to a staff package, coordination must be re-accomplished. Any changes necessary to resolve a non-concurring view of one organization could be significant.

2.5.8. Each level (e.g., 4-letter, 3-Letter, 2-Letter, etc.) is allowed a minimum of 2 duty days to complete coordination.

2.5.8.1. Coordination timeline may be shortened only if the suspense will not allow 2 duty days for each level.

2.5.8.2. A staff package held up in the coordination process robs the action office of staffing time and reduces time the senior leadership has to review a package and make critical decisions.

2.5.8.3. OPRs and AOs should work with the appropriate 2-Letter executive officer to solve delays. If an appropriate resolution cannot be made at the lowest level, OPRs and AOs may forward staff packages on to the next coordinating office and the AO will place “Coordination Not Received” in the appropriate coordination block.

2.5.9. OSD coordination.

2.5.9.1. For packages requiring SecDef or DepSecDef action/info:

2.5.9.1.1. HAF/ES will provide instructions in the tasking when OSD coordination is required.

2.5.9.1.2. HAF/ES will enter the coordination package into OSD’s task management system.

2.5.9.2. For all other OSD coordination, coordinate directly with OSD agencies (most often via email).

2.6. Package Routing (Electronic versus Hard Copy).

2.6.1. Staffing packages will be routed throughout the HAF electronically using TMT.

2.6.2. Hard-copy packages are allowed by approved exception only.

2.6.2.1. Submit requests for exception to policy (ETP) by e-mailed to Director, HAF/ES, who will coordinate with the appropriate Glass Door office to obtain or verify a hard-copy package exception is approved, for individual tasks or by category.

2.6.2.2. HAF/ES will maintain a list of approved exceptions for categories or tasks.

2.6.3. Hard-copy packages will be delivered to HAF/ES with a TMT task number included on the SSS.

2.6.3.1. Hard-copy packages will not be dropped off at any Glass Door office.

2.6.3.2. A TMT task with an SSS showing required Glass Door routing will be used to track the hard-copy package.

2.6.3.2.1. Use the ‘Is Private’ setting on the TMT task, as required (ref para A6.4.4.10.1.) to restrict access and visibility to the TMT.

2.6.3.2.2. Use a descriptive subject to identify your TMT task without including sensitive information.
2.7. Completing a Task.

2.7.1. A task is not complete until the applicable correspondence has been transmitted to the intended recipient(s) (see para 1.3.5).

2.7.2. For Glass Door packages:

2.7.2.1. The Glass Door office will notify HAF/ES when a package is complete and ready for pickup.

2.7.2.2. HAF/ES will scan a copy of the completed package and upload it to TMT (in Tabs).

2.7.2.3. For task generated by 2-letters. HAF/ES will forward the TMT task to appropriate 2-letter generating a system email when the package is ready for pickup.

2.7.2.4. For task generated by HAF/ES. HAF/ES will complete the task and notify the appropriate 2-letter via email when complete and ready for pickup.

2.7.3. Task OPR will transmit the correspondence directly or coordinate with HAF/ES to transmit on behalf of the Principal(s).

2.7.4. The task owner will close the task in TMT after the correspondence has been transmitted.

2.7.5. For OSD packages assigned by HAF/ES and/or signed by SecAF/USecAF, HAF/ES will complete the action in the OSD system to the responsible OSD agency.

2.7.6. For SecDef/DepSecDef action HAF/ES will assign in OSD system to DoD Executive Correspondence Division and deliver hardcopy package. If additional OSD coordination is needed, HAF/ES will assign to the appropriate OSD agency. OSD/GC is required for any SecDef/DepSecDef signed actions.

2.8. HAF Staffing NOTAMs (Notices to Airmen).

2.8.1. HAF Staffing NOTAMs are used to disseminate updated guidance on the staffing process.

2.8.2. HAF Staffing NOTAMs will be approved by AF/CVA and published by HAF/ES.

2.8.3. AF/CVA will send a notification to all 2-Letters for all new or revised NOTAMs.

2.8.4. Each NOTAM will have an end date, no later than 1 year from issuance, at which time it will be revisited for applicability or incorporated into an HOI rewrite (rescinded).

2.8.5. HAF Staffing NOTAMs are maintained in TMT.
Chapter 3

THE STAFF SUMMARY SHEET (SSS)

3.1. Overview of the SSS.

3.1.1. The purpose of a SSS is to provide information needed by the decision maker to complete an action in a brief, concise format. The SSS provides the framework for a decision to be made but in most cases is not the decision document.

3.1.2. The SSS template is available within TMT (‘HAF Templates’ under ‘Staffing Items’).

Figure 3.1. The SSS Template and Guidelines.

-------------COORD
AF/CVAT Coord -
AF/CVA Coord -
AF/CV Coord -
SAF/US Coord -
AF/CC Coord -
SAF/OS Sig -
-------------STAFF SUMMARY
AG: Rank Name Office Symbol, Phone # [e.g., Lt Col First Last, SAF/ACI, 703-697-1234]
SSS DATE: Date of SSS
SUSPENSE: Suspense Date [HAF/ES assigned suspense date if OPR assigned use required by date if neither, then N/A]
OUTSIDE AGENCY SUSPENSE: DD Mmm YY to ORG [ORG - OSD, Joint Staff or other agency, if none, then N/A]
SUBJECT: Same as the TMT Subject

1. PURPOSE: Obtain SecAF approval of Staff Summary Sheet (SSS) format [Be very clear and concise - what do you need the principal to do with this package? Spell out a “hard” suspense (i.e. Board meet 17 Jan 20xx); provide late explanation.] Note: In the SSS COORD Block, (AF/C CCC Coord -) should be added for tasks with an enlisted force impact.

2. BACKGROUND: The SSS was created many years ago to provide senior leaders a brief summary of a staff package. [Be concise. Provide relevant history on the subject.]

3. DISCUSSION: Prepare body in numbered paragraph format using a succinct, clear writing style. [At the beginning of the paragraph answer the following questions: Why is this about you trying to do? Why should the Principal sign? Is there an amplifying point that should be noted? What is relevant if anything about this package? Provide what the principal needs to know about this task.]

4. VIEWS OF OTHERS: [Use “N/A” if no comments from others. Has any other DoD component or Service non-concurred? Include short 1-2 lines of views of others if there are differing viewpoints so that the decision makers have all the information they need to make the right decisions. Address all SAF/GC or AFJA comments here. Indicate if comments have been adjudicated or incorporated.]

5. RECOMMENDATION: SecAF sign the coordination sheet at Tab 1. [Describe specifically what action is required by the principal. If for information only, use “None. For Information Only.”]

/signed_fnl_ddMmny/
FIRST M LAST, Maj Gen, USAF [If processing to the Glass Doors, must be signed by 2-Ltr principal/deputy/assistant] Director of Staff

Tabs [Do not include total number of Tabs here]
1. SSS Format
2. SSS Instructions

-------------2-LTR. COORD (Example of 2-Leters to coord when package going between Glass Doors)
SAF/GC Coord - Last Name, Rank dd Mm ny
SAF/MR Coord - Last Name, Rank, dd Mm ny, (w/ comments)
3.2. General Information for the SSS.

3.2.1. The SSS format provided in Figure 3.1. is the HAF standard. If a section is not required use ‘N/A’ (do not delete a heading).

3.2.2. The SSS is used to request coordination (Coord), approval (Appr), signature (Sig), or to forward information (Info).

3.2.3. The SSS should be no more than one page when printed. Provide detailed information in Tabs. All Tabs attached should be referenced in the SSS.

3.2.4. Include appropriate security classification markings (See AFI 31-401).

3.2.5. Strict adherence to file naming conventions is important. Electronic files should be named, "Tab 1 - File name", "Tab 2 - File name". Use this naming convention when saving your files. However, do not use this format when listing your attachments on the SSS. Use standard attachment format (1. File Name).

3.2.6. Documents that require action are placed at Tab 1. If multiple action documents, continue in successive Tabs.

   3.2.6.1. For OSD packages, include the original package as the primary Tab (e.g., Tab 2) and use that number plus the OSD attachment references (e.g., Tab 2A, 2B, 2C, etc.).

   3.2.6.2. If multiple memorandums or letters require Glass Door signature, include all applicable letters in a single file.

3.2.7. Hard-copy packages (refer to section 2.6.)

   3.2.7.1. Print the SSS and attachments.

   3.2.7.2. Use the SSS as a routing slip on the cover of the folder.

   3.2.7.3. Forward TMT and deliver package to HAF/ES.

   3.2.7.4. If returned for rewrite, re-coordinate, as necessary. Re-submit updated package with original (marked up) documents in the folder for reference.
Chapter 4

THE PERSONALIZED LETTER

4.1. Overview of the Personalized Letter.

4.1.1. The personalized letter is used to communicate with individuals outside DoD (except the U.S. President) on private/personal matters, communicate with private industry, respond to inquiries received from The White House, members of Congress, Cabinet officers, Ambassadors, heads of other U.S. government agencies, and individuals of similar stature, respond to inquiries requesting casualty, health, or welfare information and inside DoD when considered more appropriate than other correspondence formats.

4.1.2. Templates are available within TMT (‘HAF Templates’ under ‘Personalized Letters’).

Figure 4.1. The Personalized Letter Template and Guidelines.
Table 4.1. General Information for the Personalized Letter.

<table>
<thead>
<tr>
<th>Item</th>
<th>Type</th>
<th>Remarks</th>
<th>Format</th>
<th>Example</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>When to use</td>
<td>Communicate with:</td>
<td>Keep brief, preferably no longer than one page. Avoid abbreviations and symbols.</td>
<td>See Figure 4.1.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Individuals outside DoD (except the U.S. President) on private or personal matters.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Respond to inquiries received from The White House, members of Congress, Cabinet officers, Ambassadors, heads of other U.S. government agencies, and individuals of similar stature.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Communicate with private industry.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Inside DoD when considered more appropriate than other correspondence format.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Letterhead</td>
<td>If OSD, SecAF, USecAF, CSAF, VCASAF, or AVCSAF</td>
<td>Use appropriate preprinted letterhead for first page, plain bond for continuation pages.</td>
<td>See examples below.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>If Secretary of Defense signs</td>
<td>Use “The Secretary of Defense” preprinted letterhead.</td>
<td>SECRETARY OF DEFENSE 1000 DEFENSE PENTAGON WASHINGTON, DC 20301-1000</td>
</tr>
<tr>
<td></td>
<td></td>
<td>If Deputy Secretary of Defense signs</td>
<td>Use “The Deputy Secretary of Defense” preprinted letterhead.</td>
<td>DEPUTY SECRETARY OF DEFENSE 1010 DEFENSE PENTAGON WASHINGTON, DC 20301-1010</td>
</tr>
<tr>
<td></td>
<td></td>
<td>If Secretary of the Air Force signs or Under Secretary signs as Acting Secretary</td>
<td>Use “Secretary of the Air Force” preprinted letterhead.</td>
<td>SECRETARY OF THE AIR FORCE WASHINGTON</td>
</tr>
<tr>
<td></td>
<td></td>
<td>If SecAF flag letterhead required</td>
<td>Use “The Secretary of the Air Force” flag pre-printed letterhead.</td>
<td>SECRETARY OF THE AIR FORCE WASHINGTON</td>
</tr>
<tr>
<td></td>
<td></td>
<td>If Under Secretary of the Air Force signs</td>
<td>Use “Under Secretary of the Air Force” preprinted letterhead.</td>
<td>UNDER SECRETARY OF THE AIR FORCE WASHINGTON</td>
</tr>
<tr>
<td></td>
<td></td>
<td>If SecAF and CSAF dual signatures</td>
<td>Use “The Secretary of the Air Force/Chief of Staff” preprinted letterhead.</td>
<td>THE SECRETARY OF THE AIR FORCE CHIEF OF STAFF, UNITED STATES AIR FORCE WASHINGTON DC</td>
</tr>
<tr>
<td></td>
<td></td>
<td>If SecAF, CSAF, CMSAF tri signature</td>
<td>Use “The Secretary of the Air Force/Chief of Staff” preprinted letterhead.</td>
<td>THE SECRETARY OF THE AIR FORCE CHIEF OF STAFF, UNITED STATES AIR FORCE WASHINGTON DC</td>
</tr>
<tr>
<td>Item</td>
<td>Name</td>
<td>Remarks</td>
<td>Format</td>
<td>Example</td>
</tr>
<tr>
<td>--------------</td>
<td>-----------------------------------------------</td>
<td>---------------------------------------------------</td>
<td>------------------------------------------------------------------------</td>
<td>-------------------------------------------------------------------------</td>
</tr>
<tr>
<td>3</td>
<td>Font Size/Styles</td>
<td>All</td>
<td>Use 12-point Times New Roman.</td>
<td></td>
</tr>
<tr>
<td>Letterhead (cont’d)</td>
<td>Item USecAF and VCSAF dual signature</td>
<td>Use “Department of the Air Force, Headquarters United States Air Force” preprinted letterhead.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>All other dual signatures</td>
<td>Use originator’s letterhead</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SAF/IA, SAF/SP, US(M), SAF/SB, or SAF/US’s direct staff signs</td>
<td>Use “Office of the Under Secretary” preprinted or computer-generated letterhead.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SAF/AA, SAF/AG, SAF/IG, SAF/LL, SAF/CIO-A6, SAF/PA, or SAF/OS’s direct staff signs</td>
<td>Use “Office of the Secretary” preprinted or computer-generated letterhead.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SAF/AQ, SAF/FM, SAF/MR, or SAF/IE signs</td>
<td>Use “Office of the Assistant Secretary” preprinted or computer-generated letterhead.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SAF/GC signs</td>
<td>Use “Office of the General Counsel” preprinted or computer-generated letterhead.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CSAF, VCSAF, AVCSAF or CMSAF signs (except CSAF or flag letterhead)</td>
<td>Use “Office of the Chief of Staff” preprinted letterhead.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Command Section signs</td>
<td>Use “Office of the Chief of Staff” preprinted or computer-generated letterhead.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CSAF, VCSAF or CMSAF flag letterhead required</td>
<td>Use “Chief of Staff,” “Vice Chief of Staff,” or “Chief Master Sergeant of the Air Force” flag pre-printed letterhead, as applicable.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Air Staff signs</td>
<td>Use “Headquarters United States Air Force” preprinted or computer-generated letterhead.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Item</td>
<td>Name</td>
<td>Remarks</td>
<td>Format</td>
<td>Example</td>
</tr>
<tr>
<td>------</td>
<td>---------------------------</td>
<td>-------------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------</td>
<td>-------------------------------------------------------------------------</td>
</tr>
<tr>
<td>4</td>
<td>Margins</td>
<td>Top margin is 2&quot; for address element or 1.7&quot; if date element used. Margins are 1&quot; left, right, and bottom on first page. Continuation pages begin at 1&quot; from top of page.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Date</td>
<td>If OSD, OSD staff, SecAF, CSAF, USecAF, VCASF, AVCSAF or CMSAF signs</td>
<td>Leave blank. (Office of signature fills in.)</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>If Secretariat signs</td>
<td>Type or stamp the date 2 lines below letterhead at right margin.</td>
<td>Or March 8, 2015</td>
</tr>
<tr>
<td></td>
<td></td>
<td>If Air Staff or Command Section signs</td>
<td>Type or stamp the date 2 lines below letterhead at right margin.</td>
<td>Or 8 March 2015</td>
</tr>
<tr>
<td>6</td>
<td>Address Element</td>
<td>If OSD, OSD staff, SecAF, or USecAF signs (To include SecAF flag letterhead)</td>
<td>Type “To” address at left margin 3 lines below date or 2 inches from top of page. <em>(Use comma between city &amp; state, 2 spaces between state and zip code)</em> “From” address NOT used.</td>
<td>March 8, 2015</td>
</tr>
<tr>
<td></td>
<td></td>
<td>If CSAF, VCASF or CMSAF flag letterhead used</td>
<td>Type “To” address at left margin 2 returns below signature element (or subsequent elements). <em>(Use comma between city &amp; state, 2 spaces between state and zip code)</em>. “From” address NOT used.</td>
<td>NAME IN CAPS General, USAF Chief of Staff</td>
</tr>
<tr>
<td></td>
<td></td>
<td>If Command Section, Secretariat, or Air Staff signs</td>
<td>Type “From” address at left margin 3 lines below date or 2 inches from top of page. Double space between “To” address at left margin <em>(Use comma between city &amp; state, 2 spaces between state and zip code)</em>.</td>
<td>Lieutenant Colonel First M. Last 3204 Hollow Lane, N.E. Alexandria, VA 22314-5784</td>
</tr>
<tr>
<td>7</td>
<td>Salutation</td>
<td>If OSD, OSD staff, SecAF or USecAF signs (To include SecAF flag letterhead)</td>
<td>Type salutation at left margin, double space between last line of address with colon after salutation.</td>
<td>Dear Mr. Last:</td>
</tr>
<tr>
<td></td>
<td></td>
<td>If Command Section, Secretariat, or Air Staff signs</td>
<td>Type salutation at left margin, double space between last line of address.</td>
<td>Dear Sergeant Last:</td>
</tr>
<tr>
<td></td>
<td></td>
<td>If CSAF, VCASF or CMSAF flag letterhead used</td>
<td>Type salutation at left margin as first line of text</td>
<td>Dear General Last:</td>
</tr>
<tr>
<td></td>
<td></td>
<td>If dual signatures</td>
<td>Type salutation at left margin, double space between last line of address with colon after salutation.</td>
<td>Dear Mr. Last:</td>
</tr>
<tr>
<td>Item</td>
<td>Name</td>
<td>Remarks</td>
<td>Format</td>
<td>Example</td>
</tr>
<tr>
<td>------</td>
<td>--------------------------------</td>
<td>-------------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------</td>
<td>-------------------------------------------------------------------------</td>
</tr>
<tr>
<td>8</td>
<td>Paragraph Spacing</td>
<td></td>
<td>Begin body 2 returns below salutation with ½ inch indented paragraphs</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>(Subparagraphs indented 1 inch and left justified).</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Complimentary Close</td>
<td>If OSD, OSD staff, SecAF, or USecAF signs</td>
<td>Type “Sincerely,” 2 returns below text, 3 spaces to right of center.</td>
<td>Sincerely,</td>
</tr>
<tr>
<td></td>
<td></td>
<td>If CSAF, VCSAF, AVCSAF or CMSAF signs</td>
<td>Type “Sincerely,” 2 returns below text, 3 spaces to right of center</td>
<td>Sincerely,</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>(For Congressional Delegations (CODELs) use “Very Respectfully,”).</td>
<td>Very Respectfully,</td>
</tr>
<tr>
<td></td>
<td></td>
<td>If dual signatures</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>OMIT complimentary close.</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Signature Element</td>
<td>If Secretary or Deputy Secretary of Defense signs</td>
<td>Leave blank, signature block not used.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>If SecAF or USecAF signs</td>
<td>Type name only 5 returns below last line of text (If 2 pages type title</td>
<td>First M. Last</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>under name). [Name upper/lower case]</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>If CSAF, VCSAF or AVCSAF signs</td>
<td>Type name/rank/title 5 returns below last line of text. [Name in all</td>
<td>FIRST M. LAST General, USAF Chief of Staff</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>caps]</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>If CMSAF signs</td>
<td>Type name/title 5 returns below last line of text. [Name in all caps]</td>
<td>FIRST M. LAST Chief Master Sergeant of the Air Force</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>If Secretariat or Air Staff signs (Sincerely)</td>
<td>Type name/rank/title 5 returns below last line of text. [Name in all</td>
<td>FIRST M. LAST General, USAF Chief of Staff</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>caps]</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>If SecAF and CSAF dual signatures</td>
<td>Type signature element of SecAF on left and CSAF on the right for</td>
<td>First M. Last First M. Last</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>SecAF/CSAF dual signature preprinted letterhead to match flags.</td>
<td>Secretary of… General, USAF Chief of Staff</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>If USecAF and VCSAF dual signature</td>
<td>Type signature element of USecAF on right and VCSAF on the left.</td>
<td>First M. Last First M. Last</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>General, USAF Under Secretary… Vice Chief of Staff</td>
</tr>
<tr>
<td></td>
<td></td>
<td>For all other dual signature</td>
<td>Type originators signature element on right. Both names in upper and</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>lower case. Use font/style of originator.</td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>Enclosure</td>
<td>If Secretary, Deputy Secretary of Defense, or OSD staff</td>
<td>Type “Enclosure:” at left margin, 10 returns below last line of text</td>
<td>Enclosure:</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>or 3 lines below signature element. No number designator used.</td>
<td>1. OSD Rewrites</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>2. OSD Format</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>If identified in Text use: As stated</td>
</tr>
<tr>
<td>Item</td>
<td>Name</td>
<td>Remarks</td>
<td>Format</td>
<td>Example</td>
</tr>
<tr>
<td>------</td>
<td>-------------------------------</td>
<td>-------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------</td>
<td>-----------------------------------------------</td>
</tr>
<tr>
<td>12</td>
<td>Attachment Element</td>
<td>If SecAF, CSAF, USecAF, VCASF, AVCSAF, CMSAF Command Section, Secretariat, or Air Staff</td>
<td>Type “Attachment(s):” at left margin, 3 returns below signature element.</td>
<td>Attachments: 1. Request Data 2. Point Paper</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>Courtesy Copy</td>
<td>If OSD or OSD staff</td>
<td>Type lowercase “cc:” at left margin, 2 returns below “Attachments,” or 3 returns below signature element.</td>
<td>Signature Element cc: Comptroller Personnel and Readiness (2)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>If SecAF, CSAF, USecAF, VCASF, AVCSAF, CMSAF Command Section, Secretariat, or Air Staff</td>
<td>Type lowercase “cc:” at left margin, 2 returns below attachment. If no attachments, three returns below signature element.</td>
<td>Attachment: cc: AF/RE</td>
</tr>
<tr>
<td>14</td>
<td>Required Copies (Note 1)</td>
<td>Original plus 1 copy when submitted in hard copy. No copies needed when submitted electronically.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>15</td>
<td>Page Numbers</td>
<td>If HAF, OSD or OSD staff</td>
<td>Do not number first page. Place page number at the bottom center of each page with at least one blank line below the last line of text, 1 inch from the bottom of the page.</td>
<td></td>
</tr>
<tr>
<td>17</td>
<td>Envelopes (Notes 2,3)</td>
<td>Addressing official mail</td>
<td></td>
<td>See Attachment 4</td>
</tr>
<tr>
<td>18</td>
<td>Classification Markings</td>
<td>See AFI 31-401.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

NOTES:
1. If SecDef or DepSecDef action, original plus 2 complete copies required for INFORMATION MEMORANDUM. ACTION MEMORANDUM requires original plus 1 copy (DoDM 5110.04-M-V1). Process staff package through HAF/ES for Glass Door Signature (SSS, Cover Brief).
2. If SecDef or DepSecDef signing, addressed envelopes must be included (DoDM 5110.04-M-V1).
3. Provide addressed envelopes with staff package tasked by HAF/ES if you desire HAF/ES to dispatch your signed package.
Mr. Joe Smith  
ABC Bank  
123 Anywhere Street  
Alexandria, VA 22201-2929  

Dear Mr. Smith:  

This is a personal letter prepared for Secretary of the Air Force signature. The date format is: month day, year. Please note the font is Times New Roman, 12 point, printed on preprinted 8½ by 11-inch Secretary of the Air Force letterhead. A colon is placed after the salutation, as well as a comma after Sincerely. If 2 pages include title under name.  

Paragraphs are double spaced. Note the paragraphs are indented ½ inch. Also press the space bar 2 times after a period or colon. Single space after semicolon.  

Sincerely,  

First M. Last  

Attachments:  
1. Photo  
2. Historical Data  

cc:  
SAF/AA  

Note: Use this same format for the USecAF but use “Under Secretary of the Air Force” letterhead.
Figure 4.3. Sample of Personalized Letter Signed by CSAF on 8½ x 11-inch Letterhead.

DEPARTMENT OF THE AIR FORCE
OFFICE OF THE CHIEF OF STAFF
UNITED STATES AIR FORCE
WASHINGTON DC 20330

Date (day month year)

HQ USAF/CC
1670 Air Force Pentagon
Washington, DC  20330-1670

Master Sergeant First M. Last, USAF, Retired
1234 Rickenbacker Circle
Alexandria, VA  22042-6122

Dear Sergeant Last:

This is a personal letter prepared for the Chief of Staff of the Air Force signature. Please note the font is Times New Roman, 12 point, printed on preprinted 8½ by 11-inch Office of the Chief of Staff letterhead.

Paragraphs are double spaced. Note the paragraphs are indented ½ inch. Also press the space bar 2 times after a period or colon. Single space after semicolon.

Sincerely,

FIRST M. LAST
General, USAF
Chief of Staff
Figure 4.4. Sample of Personalized Letter Signed by SecAF on 7 x 9-inch Flag Letterhead.

THE SECRETARY OF THE AIR FORCE
WASHINGTON

Date (month day, year)

Mr. Joe Smith
ABC Bank
123 Anywhere Street
Alexandria, VA  22201-2929

Dear Mr. Smith:

The purpose of the flag letterhead is for the Secretary to correspond on personal or private matters. When using date, format is month day, year.

The font is 12-point, Times New Roman Bold with right margin unjustified to fit the flag letterhead.

Sincerely,

First M. Last
Figure 4.5. Sample of Personalized Letter Signed by CSAF on 7 x 9-inch Flag Letterhead.

Date (day month year)

Dear General Doe:

The purpose of the flag letterhead is for general officers to correspond on personal or private matters. This is the format for the Air Force Command Section.

The font is 12-point, Times New Roman Bold with right margin unjustified to fit the flag letterhead.

Sincerely,

FIRST M. LAST
General, USAF
Chief of Staff

General John Doe
123 Anywhere Street
Somewhere, ST  12345
Figure 4.6. Sample of Dual-/Tri-Signature Letter on 8 ½ x 11-inch Flag Letterhead.
(Signed by SecAF and CSAF or SecAF, CSAF and CMSAF)

Date (month day, year)

Mr. Joe Smith
ABC Bank
123 Anywhere Street
Alexandria, VA  22201-2929

Dear Mr. Smith:

This is a dual-signature letter prepared for Secretary of the Air Force and Chief of Staff of the Air Force signature. If writing a tri-signature letter, add the CMSAF as indicated below. The date format is: month day, year, and is added by the final signatory’s office. Please note the font is Times New Roman, 12 point, printed on preprinted 8 ½ by 11-inch SecAF/CSAF dual-flag letterhead.

Please note no complimentary closing is used and signature blocks are upper/lower case. These letters are printed on preprinted letterhead paper.

Full Name  Full Name
Secretary of the Air Force  General, USAF
Chief of Staff

Full Name (If Tri-Signature Memo)
Chief Master Sergeant of the Air Force
Chapter 5

THE OFFICIAL MEMORANDUM

5.1. Overview of the Official Memorandum.

5.1.1. Memorandums are used to communicate with other Federal agencies and all DoD agencies to include the Joint Chiefs of Staff (JCS), unified and specified commands. They are also used to conduct official business outside the Government with vendors or contractors when the personalized letter is inappropriate.

5.1.2. Templates are available in TMT under ‘HAF Templates’.

Figure 5.1. The Official Memorandum Template and Guidelines.
<table>
<thead>
<tr>
<th>Item</th>
<th>Type</th>
<th>Remarks</th>
<th>Format</th>
<th>Example</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>When to Use</td>
<td>Communicate with:</td>
<td>Keep brief, preferably no longer than one page. Avoid abbreviations and symbols.</td>
<td>See Figure 5.1.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Internal USAF.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- All DoD agencies to include JCS and unified and specified commands.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Federal agencies.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- The U.S. President and White House staff.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Letterhead</td>
<td>Use preprinted or computer-generated letterhead.</td>
<td>Use appropriate preprinted letterhead for first page, plain bond for continuation pages.</td>
<td>See examples below.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Computer-generated letterhead will NOT be used for memorandums signed by OSD, SecAF, USecAF,</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>CSAF, VCSAF, or AVCSAF.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>If Secretary of Defense signs</td>
<td>Use “The Secretary of Defense” preprinted letterhead.</td>
<td>SECRETARY OF DEFENSE 1000 DEFENSE PENTAGON WASHINGTON, DC 20301-1000</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Use appropriate preprinted letterhead for first page, plain bond for continuation pages.</td>
<td>Use “The Deputy Secretary of Defense” preprinted letterhead.</td>
<td>THE DEPUTY SECRETARY OF DEFENSE 1010 DEFENSE PENTAGON WASHINGTON, DC 20301-1010</td>
</tr>
<tr>
<td></td>
<td></td>
<td>If Secretary of the Air Force signs or Under Secretary signs as Acting Secretary</td>
<td>Use “Secretary of the Air Force” preprinted letterhead.</td>
<td>SECRETARY OF THE AIR FORCE WASHINGTON</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Use appropriate preprinted letterhead for first page, plain bond for continuation pages.</td>
<td>Use “The Secretary of the Air Force/Chief of Staff” preprinted letterhead.</td>
<td>THE SECRETARY OF THE AIR FORCE CHIEF OF STAFF, UNITED STATES AIR FORCE, WASHINGTON DC</td>
</tr>
<tr>
<td></td>
<td></td>
<td>If SecAF and CSAF dual signatures</td>
<td>Use “The Secretary of the Air Force/Chief of Staff” preprinted letterhead.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Use “The Secretary of the Air Force/Chief of Staff” preprinted letterhead.</td>
<td>Use “The Secretary of the Air Force/Chief of Staff” preprinted letterhead.</td>
<td>THE SECRETARY OF THE AIR FORCE CHIEF OF STAFF, UNITED STATES AIR FORCE, WASHINGTON DC</td>
</tr>
<tr>
<td></td>
<td></td>
<td>If SecAF, CSAF, CMSAF tri signature</td>
<td>Use “The Secretary of the Air Force/Chief of Staff” preprinted letterhead.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>If USecAF and VCSAF dual signature</td>
<td>Use “Department of the Air Force, Headquarters United States Air Force” preprinted letterhead.</td>
<td>DEPARTMENT OF THE AIR FORCE HEADQUARTERS UNITED STATES AIR FORCE</td>
</tr>
<tr>
<td></td>
<td></td>
<td>All other dual signatures</td>
<td>Use originator letterhead</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>If USecAF signs</td>
<td>Use “Under Secretary of the Air Force” preprinted letterhead.</td>
<td>UNDER SECRETARY OF THE AIR FORCE WASHINGTON</td>
</tr>
<tr>
<td></td>
<td></td>
<td>If SAF/IA, SAF/SP, US(M), SAF/SB, or SAF/US’s direct staff signs</td>
<td>Use preprinted or computer-generated letterhead.</td>
<td>DEPARTMENT OF THE AIR FORCE OFFICE OF THE UNDER SECRETARY</td>
</tr>
<tr>
<td></td>
<td></td>
<td>If SAF/AA, SAF/AG, SAF/IG, SAF/LL, SAF/CIO-A6, SAF/PA, or SAF/OS’s direct staff signs</td>
<td>Use “Office of the Secretary” preprinted or computer-generated letterhead.</td>
<td>DEPARTMENT OF THE AIR FORCE OFFICE OF THE SECRETARY</td>
</tr>
<tr>
<td>Item</td>
<td>Type</td>
<td>Remarks</td>
<td>Format</td>
<td>Example</td>
</tr>
<tr>
<td>------</td>
<td>------</td>
<td>---------</td>
<td>--------</td>
<td>---------</td>
</tr>
<tr>
<td>2</td>
<td>Letterhead (cont’d)</td>
<td>If SAF/AQ, SAF/FM, SAF/MR, or SAF/IE signs</td>
<td>Use “Office of the Assistant Secretary” preprinted or computer-generated letterhead.</td>
<td><img src="image" alt="DEPARTMENT OF THE AIR FORCE" /></td>
</tr>
<tr>
<td></td>
<td></td>
<td>If SAF/GC signs</td>
<td>Use “Office of the General Counsel” preprinted or computer-generated letterhead.</td>
<td><img src="image" alt="DEPARTMENT OF THE AIR FORCE" /></td>
</tr>
<tr>
<td></td>
<td></td>
<td>If CSAF, VCSAF, AVCSAF or CMSAF signs</td>
<td>Use “Office of the Chief of Staff” preprinted letterhead.</td>
<td><img src="image" alt="DEPARTMENT OF THE AIR FORCE" /></td>
</tr>
<tr>
<td></td>
<td></td>
<td>If Command Section signs</td>
<td>Use “Office of the Chief of Staff” preprinted or computer-generated letterhead.</td>
<td><img src="image" alt="DEPARTMENT OF THE AIR FORCE" /></td>
</tr>
<tr>
<td></td>
<td></td>
<td>If Air Staff signs</td>
<td>Use “Headquarters United States Air Force” preprinted or computer-generated letterhead.</td>
<td><img src="image" alt="DEPARTMENT OF THE AIR FORCE" /></td>
</tr>
<tr>
<td></td>
<td></td>
<td>If dual, tri, or quad service signs</td>
<td>Use plain bond paper.</td>
<td><img src="image" alt="DEPARTMENT OF THE AIR FORCE" /></td>
</tr>
<tr>
<td>3</td>
<td>Font Size/ Styles</td>
<td>All</td>
<td>Use 12-point Times New Roman.</td>
<td><img src="image" alt="DEPARTMENT OF THE AIR FORCE" /></td>
</tr>
<tr>
<td>4</td>
<td>Margins</td>
<td>All</td>
<td>Top margin will be 2 inches. All other margins are 1 inch. Leave 1 inch top margin for each continuation page.</td>
<td><img src="image" alt="DEPARTMENT OF THE AIR FORCE" /></td>
</tr>
<tr>
<td>5</td>
<td>Date</td>
<td>If OSD, OSD staff, SecAF, CSAF, USecAF, VCSAF, AVCSAF or CMSAF signs</td>
<td>Leave blank. <em>(Office of signature fills in.)</em></td>
<td><img src="image" alt="DEPARTMENT OF THE AIR FORCE" /></td>
</tr>
<tr>
<td></td>
<td></td>
<td>If Secretariat signs</td>
<td>Format is month day, year type or stamp, 1.7 inches from top of page at right margin.</td>
<td><img src="image" alt="DEPARTMENT OF THE AIR FORCE" /></td>
</tr>
<tr>
<td></td>
<td></td>
<td>If Air Staff or Command Section signs</td>
<td>Format is day month year type or stamp, 1.7 inches from top of page at right margin.</td>
<td><img src="image" alt="DEPARTMENT OF THE AIR FORCE" /></td>
</tr>
<tr>
<td>6</td>
<td>“MEMORANDUM FOR” Caption</td>
<td>All</td>
<td>Do not list street address. Use abbreviated organizational code/functional address symbol (FAS), title, or name (all in caps). May use ATTN.</td>
<td><img src="image" alt="DEPARTMENT OF THE AIR FORCE" /></td>
</tr>
<tr>
<td></td>
<td></td>
<td>If to OSD Agency</td>
<td>Type full name</td>
<td><img src="image" alt="DEPARTMENT OF THE AIR FORCE" /></td>
</tr>
<tr>
<td>Item</td>
<td>Type</td>
<td>Remarks</td>
<td>Format</td>
<td>Example</td>
</tr>
<tr>
<td>------</td>
<td>------</td>
<td>---------</td>
<td>--------</td>
<td>---------</td>
</tr>
<tr>
<td>6</td>
<td>“MEMORANDUM FOR...” Caption (cont’d)</td>
<td>If multiple addressees</td>
<td>The titles are indented 3 spaces for run over as shown in example. Abbreviated organizational code/FAS or names must be consistent; use same format throughout. or Type “SEE DISTRIBUTION.” Include listing of addresses on separate page or place under “DISTRIBUTION” element.</td>
<td>MEMORANDUM FOR DEPUTY CHIEF OF STAFF MANPOWER AND PERSONNEL DEPUTY CHIEF OF STAFF FOR XXX Or MEMORANDUM FOR AF/A1 AF/XX Or MEMORANDUM FOR SEE DISTRIBUTION</td>
</tr>
<tr>
<td>7</td>
<td>ATTENTION or THROUGH</td>
<td>If routed “IN-TURN”</td>
<td></td>
<td>MEMORANDUM FOR SAF/AQ SAF/MR IN TURN</td>
</tr>
<tr>
<td>8</td>
<td>“FROM:” Caption</td>
<td>Capitalize first letter of each word except articles, prepositions, and conjunctions. Omit if correspondence is signed by OSD (SecDef/DepSecDef), SecAF or USecAF. Type “FROM” line at left margin 2 returns below last line of “MEMORANDUM FOR” or “THROUGH” or “ATTN” as appropriate. If OSD staff signs Use organizational title. Do NOT abbreviate. If “FROM” line requires second line, align 3 spaces under 3rd letter of title. If Command Section signs (Note 1) Use abbreviated organizational code and FAS. Line 1 - Org Code/FAS Line 2 - Street Address Line 3 - City/State/Zip + 4 mandatory.</td>
<td>See examples below.</td>
<td>FROM: Assistant Secretary of Defense/Regional Security Affairs FROM: AF/CC (within Pentagon) FROM: SAF/FM (within Pentagon)</td>
</tr>
<tr>
<td>9</td>
<td>“SUBJECT” Caption</td>
<td>Capitalize first letter of each word except articles, prepositions, and conjunctions. Type appropriate classification symbol in parentheses after last word in subject line. Type the word SUBJECT: in all caps, 2 returns below last line of address. When typing your subject and it requires second line, align under first letter.</td>
<td>SUBJECT: Preparation of Official Memos</td>
<td>SUBJECT: Preparation of Official Memos</td>
</tr>
</tbody>
</table>
Table 5.1. Continued

<table>
<thead>
<tr>
<th>Item</th>
<th>Type</th>
<th>Remarks</th>
<th>Format</th>
<th>Example</th>
</tr>
</thead>
<tbody>
<tr>
<td>10</td>
<td>Reference(s)</td>
<td>Capitalize first letter of each word except articles, prepositions, and conjunctions.</td>
<td>Type in parentheses after last word (or classification) of subject.</td>
<td>SUBJECT: Official Memorandum Reference in Subject (Your Memo, 02 Mar 13)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>REFERENCES: (a) AFI xx-xxx</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>(b) AFI xx-xxx</td>
</tr>
<tr>
<td>11</td>
<td>Paragraphs and paragraph spacing</td>
<td>Single space within paragraph; double space between paragraphs and subparagraph.</td>
<td>Start body 2 returns below “SUBJECT:” or multiple references. Indent all major paragraphs 1/2 inch. Subparagraphs are indented an additional 1/2 inch. If you have subparagraph “a” must have “b”. Single paragraph of less than 5 lines may be double spaced. DO NOT place signature element (or subsequent elements) on page by itself.</td>
<td>See Figure 5.2.</td>
</tr>
<tr>
<td>12</td>
<td>Signature Element</td>
<td>If SecDef, DepSecDef or OSD staff signs.</td>
<td>Leave blank.</td>
<td>First M. Last</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Or</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>(If signing as Acting SecAF) First M. Last Acting</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>First M. LAST, Colonel, USAF Director, HAF Executive Secretariat</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>FIRST M. LAST, Lt Col, USAF Assistant Director, Executive Services</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>and Personnel</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>The SecAF signature element is placed on left, CSAF on right to match flags. Both names in upper and lower case.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>The USecAF is on the right and VCSAF on left.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>All other dual signature</td>
</tr>
<tr>
<td></td>
<td>Attachment Element</td>
<td>Type “Attachment(s):” information at left margin, 3 returns below signature element.</td>
<td>Attachments: 1. Official Memorandum, 1 Apr 06 2. HQ ACC/CV Memo, 30 Apr 06</td>
<td>Attachments: 1. Official Memorandum, 1 Apr 06 2. HQ ACC/CV Memo, 30 Apr 06</td>
</tr>
<tr>
<td>Item</td>
<td>Type</td>
<td>Remarks</td>
<td>Format</td>
<td>Example</td>
</tr>
<tr>
<td>------</td>
<td>------</td>
<td>---------</td>
<td>--------</td>
<td>---------</td>
</tr>
<tr>
<td>14</td>
<td>Courtesy Copy</td>
<td>Type “cc:” at left margin, 2 returns below attachment element, whichever last, 10 returns below last line of text or 3 returns below signature element. List names or destinations one below the other. If sending more than one copy, put number in parentheses after address.</td>
<td>cc: SAF/OS AF/CC (2)</td>
<td></td>
</tr>
<tr>
<td>15</td>
<td>Page Numbers</td>
<td>Do not number first page. Place page number at the bottom center of each page with at least one blank line below the last line of text, 1 inch from the bottom of the page.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>16</td>
<td>Envelopes</td>
<td>Originator dispatches or provide to HAF/ES already addressed.</td>
<td>See Attachment 4</td>
<td></td>
</tr>
<tr>
<td>17</td>
<td>Classification Markings</td>
<td>Follow AFI 31-401.</td>
<td>See Figure 5.4.</td>
<td></td>
</tr>
</tbody>
</table>

NOTES:
1. “From” address not needed if within same headquarters/building. Abbreviate (e.g., HAF/ES, AF/A1).
2. If SecDef or DepSecDef action, original plus 2 complete copies required for INFORMATION MEMORANDUM. ACTION MEMORANDUM requires original plus 1 copy (DoDM 5110.04-M-V1). Process staff package through HAF/ES for Glass Door Signature (SSS, Cover Brief).
3. If SecDef or DepSecDef signing, addressed envelopes must be included (DoDM 5110.04-M-V1).
4. Provide addressed envelopes with staff package tasked by HAF/ES if you desire HAF/ES to dispatch your signed package.
MEMORANDUM FOR DISTRIBUTION C

FROM: HAF/ES

SUBJECT: Instructions for Paragraphing the Official Memorandum

This example shows the arrangement of paragraphs for the official memorandum.

Paragraphs are typed in indented style; i.e., indented ½ inch from the left margin. They are single-spaced, with double spaces between them. Do not justify the right margin.

a. When a paragraph is subdivided it must have at least two subdivisions. If there is a subparagraph “a,” there must be a subparagraph “b.” The subparagraph is indented an additional ½ inch.

(1) When paragraphs are subdivided, lettered, and numbered, they are designated as follows: a., (1), (a), 1., a., (1), and (a).

(2) Each successive subdivision of a paragraph is indented an additional ¼ inch.

(3) The second and subsequent lines of paragraphs and all subdivisions, except long quoted passages, extend from the left to the right margin.

b. Do not divide paragraph of less than four lines between two pages or place signature element on page by itself.

This arrangement may be varied to meet special requirements, such as those from legal documents.

JOHN R. DOE, SMSgt, USAF
Superintendent
DEPARTMENT OF THE AIR FORCE
OFFICE OF THE CHIEF OF STAFF
UNITED STATES AIR FORCE
WASHINGTON DC

5 March 2015

MEMORANDUM FOR HQ ACC/SG
HQ AETC/SG
HQ USAFE/SG
DISTRIBUTION C

FROM: HQ USAF/SG
110 Luke Ave, Room 400
Bolling AFB, DC 20332-7050

SUBJECT: Unclassified Memorandum with Two or More References

References: (a) ACC/CC Memo, 16 Jun 12
(b) AETC/CV Memo, 17 Jun 12
(c) PACAF Memo, 20 Jun 12

This is an example of the formatting for an unclassified memorandum with two or more references.

Please note the MEMORANDUM FOR and the FROM line. The complete return address must be listed when addressing outside of the headquarters. The font is 12-point, Times New Roman.

FIRST M. LAST, CMSgt, USAF
Director, Inventory Control

Attachment:
Listed Here

cc: AF/CVA
MEMORANDUM FOR DISTRIBUTION A

FROM: HAF/ES

SUBJECT: (U) Preparation of Classified Memorandum

(U) Stamp or type in capital letters at the top and bottom of a document, the highest classification of any information within the document, attachments, or enclosures and the declassification date.

a. (U) Show classification and number of multiple copies of each classified attachment or enclosure. If the document contains classified information, show portion markings in parentheses following the subject title and in front of each paragraph.

b. (U) If the document is classified at a lower level than its attachments or enclosures, either include a final paragraph, e.g., “SECRET WHEN SEPARATED FROM CLASSIFIED ATTACHMENTS OR ENCLOSURES,” or, type/stamp in capital letters “UNCLASSIFIED WHEN SEPARATED FROM CLASSIFIED ATTACHMENTS OR ENCLOSURES.”

FIRST M. LAST, Lt Col, USAF
Chief, Executive Secretariat

Attachments:
1. Your Memo, 22 Mar 13(S)
2. AFI 31-401 (U)

Classified By: (Source)
Declassify: 17 Jun 15

UNCLASSIFIED WHEN SEPARATED FROM CLASSIFIED ATTACHMENTS OR ENCLOSURES
Figure 5.5. Sample of Dual-/Tri-Signature Memorandum on 8 ½ x 11-inch Flag Letterhead (signed by SecAF and CSAF or SecAF, CSAF and CMSAF).

THE SECRETARY OF THE AIR FORCE  
CHIEF OF STAFF, UNITED STATES AIR FORCE  
WASHINGTON DC

April 10, 2015

MEMORANDUM FOR ALMAJCOM-FOA-DRU/CC  
DISTRIBUTION C

SUBJECT: Dual Signature Memorandum

The dual signature memorandum is 12-point, Times New Roman with the right margin unjustified. No FROM line is used with a dual signature memo.

Use “Secretary of the Air Force/Chief of Staff” preprinted flag letterhead for memorandums requiring dual signature of the SecAF and CSAF. If writing a tri-signature letter, add the CMSAF as indicated below. Memorandums requiring dual signatures of an Air Force official and DoD, or any other agency, use plain bond. If you are preparing for other 2-digit signatures (Secretariat or Air Staff) you can use preprinted or computer-generated letterhead (HEADQUARTERS UNITED STATES AIR FORCE). The date is normally left blank and will be filled in after signature.

The signature elements are five returns below the last line of the text, in upper and lower case, with the Secretary to the left and Chief of Staff to the right. Begin the attachment or enclosures listing three returns below the last line of the signature element.

If preparing personalized memo, use salutation but omit complimentary close.

Full Name
Secretary of the Air Force

Full Name
General, USAF
Chief of Staff

Full Name (If tri-signature memorandum)
Chief Master Sergeant of the Air Force
Figure 5.6. Sample of Dual Signature Memorandum (USecAF and VCSAF).

DEPARTMENT OF THE AIR FORCE
HEADQUARTERS UNITED STATES AIR FORCE

March 8, 2015

MEMORANDUM FOR ALMAJCOM-FOA-DRU/CC
DISTRIBUTION C

SUBJECT: Dual Signature Memorandum

The USecAF and VCSAF dual signature memorandum is 12-point, Times New Roman with the right margin unjustified. No FROM line is used with a dual signature memo.

Use “Department of the Air Force” preprinted letterhead for memorandums requiring dual signature of the Under Secretary of the Air Force and Vice Chief of Staff. If you are preparing for other 2-digit signatures (Secretariat or Air Staff) you can use preprinted or computer-generated letterhead of the originator. The date is normally left blank and will be filled in after signature.

The signature elements are five returns below the last line of the text, in upper and lower case, with the Under Secretary to the right and Vice Chief of Staff to the left. Begin the attachment or enclosures listing three returns below the last line of the signature element.

If preparing personalized memo, use salutation but omit complimentary close.

Full Name
General, USAF
Vice Chief of Staff

Full Name
Under Secretary of the Air Force
Figure 5.7. Sample of Tri-Service Signature Memorandum.

MEMORANDUM FOR THE CHIEF OF NAVAL OPERATIONS

SUBJECT: Preparing Correspondence for Dual or Tri-Service Signature - Official Memorandum

Memorandums requiring dual or tri-service signatures use plain bond. Begin typing the sender’s address element at least seven lines from the top of the page. Begin the “MEMORANDUM FOR” caption at least five lines from the last line of the address element.

Use Office of the Secretary of Defense letterhead for memorandums requiring signatures of the Secretary of Defense, Secretary of the Air Force, and Chief of Staff of the Air Force. The date is left blank and will be filled in after last signature.

a. Indent each paragraph ½ inch. Do not number paragraphs or justify the right margin.

b. Type the signature elements five returns below the last line of text. Place signature of ranking official at 1, next highest 2, lowest 3 (e.g., Secretary of Defense 1 would be placed on the right, the Secretary of the Air Force 2 would be flush with the left margin, the Chief of Staff of the Air Force 3 would begin five returns below the last line of the SecDef and SecAF signature elements, flush with the left margin).

__________________  __________________  __________________
2                             1
                             3
Figure 5.8. Sample of The Personal Memo.

MEMORANDUM FOR EXECUTIVE SECRETARIAT

Administrators,

Please note the format of the small personal memo which is normally prepared on 5” x 8” paper. The style is Times New Roman, 12 point, unjustified right margin with flush left margin. You may build a heading and enter a slogan of your preference.

This personal memo is used informally to transmit information within your organization as a “handy” tool. This format is not intended to replace the official memorandum.

First M. Last
Chief, Task and Document Management

PATRICIA ZARODKIEWICZ
Administrative Assistant
ATTACHMENT 1

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

References
AFI 31-401, Information Security Program Management, 1 November 2005
AFI 33-322, Records Management Program, 4 June 2012
AFI 33-332, Privacy Act Program, 16 May 2011
AFI 33-364, Records Disposition – Procedures and Responsibilities, 22 December 2006
AFH 33-337, The Tongue and Quill, 27 May 2015
AFMAN 33-326, Preparing Official Communications, 25 November 2011
AFMAN 33-363, Management of Records, 1 March 2008
DoD 5110.4-M, Vol 1 and 2, Manual for Written Material, 26 October 2010
DoD 5200.1, Vol 1, DoD Information Security Program: Marking Classified Information, 2 February 2012
HOI 33-17, Headquarters Air Force Records Management Program, 26 December 2013

Adopted Forms
AF Form 847, Recommendation for Change of Publication

Training Links
TMT Training:  http://wtmdoc.afncr.af.mil/sites/TMT/Training

Abbreviations and Acronyms
AF—Air Force
AFH—Air Force Handbook
AFI—Air Force Instruction
AFMAN—Air Force Manual
AFPD—Air Force Policy Directive
AFRIMS—Air Force Records Information Management System
AO—Action Officer
AVCSAF—Assistant Vice Chief of Staff of the Air Force
CMO—Correspondence Management Office
CMSAF—Chief Master Sergeant of the Air Force
CRC—Congressional Response Cell
CRM—Comment Resolution Matrix
CSAF—Chief of Staff of the Air Force
**DepSecDef**—Deputy Secretary of Defense

**DoD**—Department of Defense

**DoDM**—Department of Defense Manual

**DRU**—Direct Reporting Unit

**ES**—Executive Secretariat

**FAS**—Functional Address Symbol

**FOA**—Forward Operating Agency

**FOUO**—For Official Use Only

**HAF**—Headquarters Air Force

**HOI**—Headquarters Operating Instruction

**IAW**—In accordance with

**IFR/QFR**—Insert for Record/Questions for Record

**JCS**—Joint Chiefs of Staff

**MAJCOM**—Major Command

**NOTAM**—Notice to Airmen

**OCR**—Office of Coordinating Responsibility

**OPR**—Office of Primary Responsibility

**OSD**—Office of the Secretary of Defense

**POC**—Point of Contact

**SAF**—Secretariat of the Air Force

**SD**—Secretary of Defense (for forms)

**SecAF**—Secretary of the Air Force

**SecDef**—Secretary of Defense

**SSN**—Social Security Number

**SSS**—Staff Summary Sheet

**TMT**—Task Management Tool

**UCNI**—Unclassified Controlled Nuclear Information

**USecAF**—Under Secretary of the Air Force

**VCSAF**—Vice Chief of Staff of the Air Force

**Terms**

**Glass Doors**—Secretary of the Air Force (SecAF), Under Secretary of the Air Force (USecAF), Chief of Staff of the Air Force (CSAF), Vice Chief of Staff of the Air Force (VCSAF), Assistant
Vice Chief of Staff of the Air Force/Director of Staff (AVCSAF) and the Chief Master Sergeant of the Air Force (CMSAF).

**HAF (Headquarters Air Force)—**The senior headquarters of the Air Force, consisting of two major entities: the Secretariat (including the Secretary of the Air Force and the Secretary’s principal staff) and the Air Staff, headed by the Chief of Staff.

**HAF/ES (Headquarters Air Force Executive Secretariat)—**Responsible for managing and directing the correspondence control and task tracking system for HAF correspondence requiring action by the Secretary, Under Secretary, Chief of Staff, or Vice Chief of Staff of the Air Force.
### ATTACHMENT 2

**TIPS FOR PREPARING CORRESPONDENCE**

Table A2.1. Tips.

<table>
<thead>
<tr>
<th>1. Format</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Use a period after Mr., Mrs., Ms., Jr., Sr., Dr., or similar titles.</td>
</tr>
<tr>
<td>b. Use plain, concise language.</td>
</tr>
<tr>
<td>(1) Avoid military jargon/phraseology.</td>
</tr>
<tr>
<td>(2) Avoid abbreviations/acronyms (If used, spell out words/phrases first time used; following with abbreviation/acronym in parentheses.)</td>
</tr>
<tr>
<td>c. Attribute information, based on technical or military evaluation, to the staff office or individual that made the evaluation.</td>
</tr>
<tr>
<td>d. Use “first” person plural, i.e., we, us, our, or ours.</td>
</tr>
<tr>
<td>e. “Request ” rather than “Direct” when sending instructions to MAJCOMs, FOAs, or DRUs.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2. Capitalization</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Do capitalize “Air Force” when referring specifically to the USAF. Do not capitalize air force when referring to air forces in general terms.</td>
</tr>
<tr>
<td>b. Do capitalize “Nation” when referring specifically to the US; you could properly substitute “United States,” or “America” in a sentence for the word “Nation.”</td>
</tr>
<tr>
<td>c. Do capitalize “President” when referring specifically to the President of the United States as an individual or to the Office of the President. As with nation, if you can substitute the President’s name for the word “President” in the sentence, capitalize it. If it is awkward to do so, do not capitalize it.</td>
</tr>
<tr>
<td>d. Do capitalize “Joint” when referring to the Army, Navy, etc as in the “Joint team,” for example. Otherwise, do not capitalize “joint.” Of note, do not capitalize the word “team.”</td>
</tr>
<tr>
<td>e. Do capitalize “Coalition” in the same sense as “Joint” above. Otherwise, do not capitalize coalition.</td>
</tr>
<tr>
<td>f. Do capitalize “Century” when referring to a specific century, i.e. 21st Century. Do not capitalize century otherwise.</td>
</tr>
<tr>
<td>g. Do capitalize “Combatant Commander.”</td>
</tr>
<tr>
<td>h. Do capitalize “Interagency” in the same sense as “Joint” and “Coalition” above. Again, do not capitalize the word team.”</td>
</tr>
<tr>
<td>i. Do capitalize Government” when referring to “United States Government.”</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>3. Abbreviations</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Abbreviate Secretary of the Air Force with SecAF.</td>
</tr>
<tr>
<td>b. Abbreviate Under Secretary of the Air Force with USecAF.</td>
</tr>
<tr>
<td>c. Abbreviate Chief of Staff of the Air Force with CSAF.</td>
</tr>
<tr>
<td>d. Abbreviate Vice Chief of Staff of the Air Force with VCSAF.</td>
</tr>
<tr>
<td>e. Abbreviate Assistant Vice Chief of Staff of the Air Force with AVCSAF.</td>
</tr>
<tr>
<td>f. Abbreviate Chief Master Sergeant of the Air Force as CMSAF. Note: CMSAF is a rank, not just a title.</td>
</tr>
</tbody>
</table>
ATTACHMENT 3

DISTRIBUTION AND ORGANIZATIONAL CODES

Secretariat and Air Staff Distribution Codes (see notes 1, 2, & 3)

<table>
<thead>
<tr>
<th>DISTRIBUTION A: Secretariat (SAF)</th>
<th>OS</th>
<th>AA</th>
<th>CIO-A6</th>
<th>IA</th>
<th>LL</th>
<th>SB</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>US</td>
<td>AG</td>
<td>FM</td>
<td>IE</td>
<td>MR</td>
<td>SP</td>
</tr>
<tr>
<td></td>
<td>AQ</td>
<td>GC</td>
<td>IG</td>
<td>PA</td>
<td>US(M)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>DISTRIBUTION B: Air Staff (AF)</th>
<th>CC</th>
<th>HAF/CX</th>
<th>A3</th>
<th>A10</th>
<th>RE</th>
<th>ST</th>
<th>CVAM</th>
</tr>
</thead>
<tbody>
<tr>
<td>CV HAF/ES</td>
<td>A4</td>
<td>HC</td>
<td>NGB/CF</td>
<td>TE</td>
<td>CVAI</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CVA</td>
<td>A1</td>
<td>A5/8</td>
<td>HO</td>
<td>SE</td>
<td>CVS</td>
<td>AFDW/CC</td>
<td></td>
</tr>
<tr>
<td>CCC</td>
<td>A2</td>
<td>A9</td>
<td>JA</td>
<td>SG</td>
<td>CVAP</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>DISTRIBUTION C: DISTRIBUTION A + DISTRIBUTION B</th>
</tr>
</thead>
<tbody>
<tr>
<td>DISTRIBUTION A = 17 copies</td>
</tr>
<tr>
<td>DISTRIBUTION B = 27 copies</td>
</tr>
<tr>
<td>DISTRIBUTION C = 44 copies</td>
</tr>
</tbody>
</table>

Variations in this distribution scheme are authorized. EXAMPLES: DISTRIBUTION A minus SAF/GC DISTRIBUTION B plus SAF/LL DISTRIBUTION C

MAJCOM, FOA, DRU Organizational Codes (see notes 2 & 3)

<table>
<thead>
<tr>
<th>ALMAJCOM</th>
<th>Goes to all major commands</th>
<th>EXAMPLE: ALMAJCOM/CC</th>
</tr>
</thead>
<tbody>
<tr>
<td>ALMAJCOM-FOA-DRU</td>
<td>Goes to all major commands, field operating agencies, and direct reporting units.</td>
<td>EXAMPLE: ALMAJCOM-FOA/CC (includes DRUs)</td>
</tr>
<tr>
<td>ALMAJCOM (plus selected FOAs/DRUs)</td>
<td>Goes to all major commands and those field operating agencies and/or direct reporting units selected by the tasking office.</td>
<td>EXAMPLE: ALMAJCOM AFOSI/CC</td>
</tr>
<tr>
<td>ALZICOM</td>
<td>Goes to all CONUS major commands.</td>
<td>EXAMPLE: ALZICOM/CC</td>
</tr>
<tr>
<td>ALZICOM-FOA/DRU</td>
<td>Goes to all CONUS major commands, field operating agencies, and/or direct reporting units.</td>
<td>EXAMPLE: ALZICOM-FOA/CC (includes DRUs)</td>
</tr>
<tr>
<td>ALZICOM (plus selected FOAs/DRUs)</td>
<td>Goes to all CONUS major commands, field operating agencies, and those direct reporting units selected by the tasking office.</td>
<td>EXAMPLE: ALZICOM AFPC AFOTEC/CC</td>
</tr>
</tbody>
</table>

NOTE 1: OPR reproduces and distributes Distribution A, B, and C correspondence. Use USAF Distro mailing list for electronic mailing:
  USAF Pentagon HAF-ES List USAF DISTRO A Secretariat <usaf.pentagon.haf-es.list.usaf-distro-a-secretariat@mail.mil>
  USAF Pentagon HAF-ES List USAF DISTRO B Air Staff <usaf.pentagon.haf-es.list.usaf-distro-b-air-staff@mail.mil>
  USAF Pentagon HAF-ES List USAF DISTRO C SAF-Air Staff <usaf.pentagon.haf-es.list.usaf-distro-c-saf-air-staff@mail.mil>

NOTE 2: For MAJCOM letters with courtesy copy for Secretariat or Air Staff, indicate as cc: DISTRIBUTION A, B, or C (whichever applies).

NOTE 3: Send ALMAJCOM distribution using MAJCOM Tasker Workflow and DRU organization email accounts. Ask MAJCOMs to distribute to their FOAs. MAJCOM and DRU workflow emails are located in TMT under ‘Staffing Publications’
ATTACHMENT 4

ENVELOPE RULES

Figure A4.1. Envelope Template.

<table>
<thead>
<tr>
<th>[Return Address Area]</th>
<th>[Postage Area]</th>
</tr>
</thead>
<tbody>
<tr>
<td>OFFICE NAME (OPTIONAL)</td>
<td>OFFICE NAME</td>
</tr>
<tr>
<td>ATTENTION LINE (OPTIONAL)</td>
<td>ATTENTION LINE</td>
</tr>
<tr>
<td>DoD ACTIVITY NAME (MANDATORY)</td>
<td>ORGANIZATION/FAS</td>
</tr>
<tr>
<td>STREET ADDRESS (MANDATORY)</td>
<td>STREET ADDRESS</td>
</tr>
<tr>
<td>CITY STATE ZIP + 4 (MANDATORY)</td>
<td>CITY STATE ZIP + 4</td>
</tr>
<tr>
<td>FOR OFFICIAL BUSINESS</td>
<td></td>
</tr>
</tbody>
</table>

[Address Area]

-----1/2"-----

2-3/4"

-----1/2"-----

5/6" Barcode Clear Zone (4-3/4") --------------------------------------

Figure A4.2. Envelope Sample.

11FSS/CC
1000 AIR FORCE PENTAGON
WASHINGTON DC 20330-1000
FOR OFFICIAL BUSINESS

DIRECTOR OF ISR
COLONEL JOHN M SMITH
HQ ACC/A2
230 E FLIGHT LINE RD STE 100
LANGLEY AFB VA 23665-2781

Table A4.1. Envelope Guidelines.

<table>
<thead>
<tr>
<th>Return Address Area:</th>
<th>MUST include 3 MANDATORY lines (see below). Maximum of 5 lines may be used.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Suggested Address Area:</td>
<td>Abbreviated Air Force addresses shown in Functional Address Symbols (FAS) (AFMAN 33-326). Approved addresses also included in United States Postal Service (USPS) National Postal Directory.</td>
</tr>
<tr>
<td>Line 1 (Optional):</td>
<td>Office Name</td>
</tr>
<tr>
<td>Line 2 (Optional):</td>
<td>Attention Line, i.e., person’s name</td>
</tr>
<tr>
<td>Line 3 (Mandatory):</td>
<td>DoD Activity Name (Abbreviated Organizational Code/FAS)</td>
</tr>
<tr>
<td>Line 4 (Mandatory):</td>
<td>Street Address (Street #/Name or PO Box #) May also include suite/room # on AF bases</td>
</tr>
<tr>
<td>Line 5 (Mandatory):</td>
<td>City/State/Zip+4 ONE space between city and state TWO spaces between state and ZIP+4</td>
</tr>
</tbody>
</table>

NOTE: All characters should be machine processed in UPPER case. Punctuation NOT permitted by USPS except for optional address lines, dash between ZIP+4, and slash between organizational code and FAS. Hand printing and rubber stamps NOT allowed in “Address Area” since USPS automation equipment cannot read; okay in Return Address Area.
ATTACHMENT 5

STAFFING CHECKLIST

A5.1. The following checklists are provided for HAF members to use as guidance and recommendation for completing task and packages.

A5.2. Quality Check on Packages Before Routing to the Glass Doors:

Quality Checklist

A. SSS format IAW HOI 33-3, Figure 3.1
B. SSS and all Tabs spell checked
C. Late justification provided in “PURPOSE:” if task is late (past OPR Suspense)
D. Primary OPR 2-Ltr signed SSS at signature block
E. 2-Ltr principal/deputy/designee coordination provided for all Glass Door tasks
F. Appropriate HAF-approved template used for applicable memos/letters
G. All acronyms spelled out on first use throughout SSS and all Tabs
H. Appropriate legal review/coord obtained for all Glass Door packages
I. 2-Ltr comments addressed in Views of Others (accepted, adjudicated, etc.)

Quality Checklist

☐ A. SSS format IAW HOI 33-3, Figure 3.1
☐ B. SSS and all Tabs spell checked
☐ C. Late justification provided in “PURPOSE:” if task is late (past OPR Suspense)
☐ D. Primary OPR 2-Ltr signed SSS at signature block
☐ E. 2-Ltr principal/deputy/designee coordination provided for all Glass Door tasks
☐ F. Appropriate HAF-approved template used for applicable memos/letters
☐ G. All acronyms spelled out on first use throughout SSS and all Tabs
☐ H. Appropriate legal review/coord obtained for all Glass Door packages
☐ I. 2-Ltr comments addressed in Views of Others (accepted, adjudicated, etc.)
ATTACHMENT 6

TASK MANAGEMENT TOOL BUSINESS RULES

A6.1. Task Management Tool has been designated as the official tasking/tracking tool for all task/staff packages within the HAF, and the integrated SharePoint® system has been designated as the document repository for this tool. However, records managers are reminded that SharePoint® is not a certified System of Record. Unit records management shared drives have been designated as official records storage.

A6.1.1. Training is key to being successful using TMT. HAF/ES recommends all users complete the computer based training (CBT) available within TMT under ‘Training Resources.’

A6.1.2. Other training is also available within TMT under ‘Training Resources’ such as “How 2s” and “Getting Started with TMT.”

A6.2. The HAF has established processes and products which are documented in core references for use by all Secretariat/Air Staff offices. References include: DoD 5110.4-M, AFMAN 33-326, HOI 33-3, and AFH 33-337. HOI 33-3 provides guidance that is unique to the HAF and when there is conflicting guidance, HOI 33-3 takes precedence. Access to all these references is available via TMT under ‘Staffing Publications.’

A6.2.1. The HAF strives to ensure timeliness and quality of correspondence requiring Glass Door (SecAF, USecAF, CSAF, VCSAF, AVCSAF) coordination/signature/approval and providing task responses. This same goal applies in completing actions for your principals. A predictable, repeatable and accountable process ensures timeliness and quality to provide minimal confusion to Action Officers and executive support staff.

A6.2.2. The staffing process applies across the HAF. We must document all leadership policy and decision items within a proper records/filing system.

A6.3. General TMT Rules and Descriptions:

A6.3.1. TMT will NOT be used to communicate with agencies outside of HAF unless otherwise specified (e.g., OSD).

A6.3.1.1. Instructions for coordination with MAJCOMs are covered in the MAJCOM Tasking ROE (Rules of Engagement) located in TMT under ‘Staffing Publications.’

A6.3.1.2. If specific instructions for coordinating with an agency are not covered in this HOI or the tasking ROE, contact the agency and determine the proper tasking authority and method.

A6.3.2. Document Spaces. The following are the HAF TMT document libraries and their purpose.

A6.3.2.1. Original Docs library is used to save incoming task documents. If a staff package is being routed for Top 4 action, a copy of the original tasking document(s) are located here.

A6.3.2.2. Tabs library is used to save ‘Tabs’ that are referenced in the SSS in the final package.
A6.3.2.3. Public Workspace library is used for collaboration documents and all documents should be saved using an obvious naming convention, e.g., IG-Comments on Using TMT, 17 May 10.

A6.4. Creating a task:

A6.4.1. The staffing process can begin at any level, however, HAF/ES is the tasking authority for the Glass Doors. Congressional tasks will be assigned by SAF/LL and the CRC as OPR who in turn will task the appropriate subject matter expert as OCR.

A6.4.2. Before creating a task, a search of TMT should be conducted to ensure no other task has been created that can be used to accomplish your task. If a match is found, contact the initiator/owning org to see if you may join in on the task. A HAF/ES task created on behalf of the Top 4 or AVCSAF takes precedence over any duplicate task.

A6.4.3. HAF organizations may receive a task directly from an outside agency, e.g., OSD(P), requiring Glass Door coordination/action. In this situation, the owning OPRs will begin working the task but forward the information to HAF/ES to create a task and suspense in TMT. This allows for proper visibility to manage and ensure timely responses.

A6.4.4. Refer to Figure A6.1. The blocks highlighted on the ‘General’ tab are required before assigning a task in TMT to an OPR. HAF/ES completes this action for HAF tracked tasks.

Figure A6.1. Creating a New TMT.

A6.4.4.1. Subject: Describe the task. Add ‘OS -’ or ‘CC -’ for SecAF or CSAF action.

A6.4.4.2. Suspense: IAW with Section 2.5. This block is the HAF suspense date.

A6.4.4.3. Classification:

A6.4.4.3.1. UNCLASSIFIED – Used for all taskers not constrained by the four descriptions below.

A6.4.4.3.2. UNCLASSIFIED//FOUO – At a minimum this should be used for any products and responses that contain pre-decisional, policy draft or other sensitive
information that has not received final approval or directive from leadership. It can also be used at the discretion of the originating (or owning) office for items deemed deserving of (For Official Use Only (FOUO) status by leadership within their organization. Once selected the task becomes private and only visible to those involved in the task.

A6.4.4.3.3. UNCLASSIFIED//FOUO//PRIVACY ACT INFORMATION – To be used in all situations when individually identifying info is held as part of the tasker text or within the originating documents. Examples include anything containing SSNs, phone numbers, personal addresses, birth dates, medical info, etc. Once selected the task becomes private and only visible to those involved in the task.

A6.4.4.3.4. UNCLASSIFIED//FOUO//LAW ENFORCEMENT SENSITIVE – To be used in situations when law enforcement related info is held as part of the tasker text or within the originating documents. The marking is intended to denote that the info was compiled for law enforcement purposes and should be afforded appropriate safeguarding in order to protect certain legitimate government interests, including, among others, the protection of enforcement proceedings; the right of a person to a fair trial or an impartial adjudication; personal privacy including records about individuals requiring protection under the Privacy Act. Once selected the task becomes private and only visible to those involved in the task.

A6.4.4.3.5. UNCLASSIFIED//UCNI – DoD Unclassified Controlled Nuclear Information (UCNI) is unclassified information on security measures for the physical protection of DoD Special Nuclear Material equipment, or facilities. Once selected the task becomes private and only visible to those involved in the task.

A6.4.4.4. Priority: Tasking priorities are used subordinate to suspense deadlines. When multiple tasks are due simultaneously, the Tasker Priority is used to focus attention and resources to higher priority deliverables passing between HAF/ES, directorate executive support staffs and action officers. Priority definitions are as follows:

A6.4.4.4.1. HOT: Only used on newly emerging Top 4 task (or higher leadership) requiring immediate attention for timely response. Default suspense for a HOT task is 48 hrs on weekdays or 2 duty days when crossing weekends.

A6.4.4.4.2. Priority 1: Assigned to all actions requiring SAF/OS and AF/CC for Sign/Appr as well as all actions (Sign, Appr, or Info) to higher levels of DoD or civilian leadership.

A6.4.4.4.3. Priority 2: Assigned to all actions to SAF/OS and AF/CC for Info and all Sign/Appr items for SAF/US, AF/CV and CVA. Also available at directorate level for internal task.

A6.4.4.4.4. Priority 3: Assigned to all actions tasked as Reply Direct from Secretariat and Air Staff organizations and for all AF/CV and CVA Info items. Also available at directorate level for internal task.

A6.4.4.4.5. Priority 4: Not assigned, available for 2-Letter internal task.

A6.4.4.4.6. Priority 5: Not assigned, available for 2-Letter internal task.

A6.4.4.4.7. Category: The below categories are currently used by HAF.
A6.4.4.4.7.1. Task - General Tasker that does not fit in any other category
A6.4.4.4.7.2. Package - Hard Copy package flowing with this TMT
A6.4.4.4.7.3. Task CORONA - Tasker generated as a result of a CORONA
A6.4.4.4.7.4. OSD Task (Congressional) - self explanatory
A6.4.4.4.7.5. OSD Task (Other) - self explanatory
A6.4.4.4.7.6. Congressional - Correspondence direct from Congress to AF (SAF/LL)
A6.4.4.4.7.7. SecDef Task - Task due back to SecDef/DepSecDef
A6.4.4.4.7.8. Congressional Report - self explanatory
A6.4.4.4.7.9. IFR/QFR - Insert for Record / Questions for Record (SAF/LL)
A6.4.4.4.7.10. Public Bulk - General mail requiring response
A6.4.4.4.7.11. AF Publications - self explanatory
A6.4.4.4.7.12. Action: This field identifies required actions to complete the task. Additional information on the recipient (SecAF, CSAF, etc.) can be found in the My Instructions portion of the tasker data.
A6.4.4.4.7.13. Source:
A6.4.4.4.7.13.1. Internal: Final action is within the HAF
A6.4.4.4.7.13.2. External: Final action is external to HAF (including MAJCOMs)
A6.4.4.4.7.14. My Instructions: My Instructions section will include a brief task summary and label as shown below. Also, include the recommended deliverables, i.e., Prepare SSS fully coordinated with memo for SecAF signature. OCR information is also included in this area, i.e., OCR: SAF/IE, AF/A3. These are the minimum recommended OCRs; the OPR determines OCRs required based on the task and recommendation.

Task Summary:
Deliverable:
OCR(s):

A6.4.4.4.8. Other blocks on the ‘General’ tab:
A6.4.4.4.8.1. ‘Is Private’ Controls visibility of task to only those in the routing chain or with access to the assigned TMT Organization accounts. Automatically checked if any Classification (see A6.4.4.3.) is chosen other than UNCLASSIFIED. However, the option can be turned on/off manually.
A6.4.4.4.8.2. ‘For Release’ Not used/required
A6.4.4.4.8.3. ‘For Response’ Not used/required
A6.4.4.4.8.4. ‘Final Action Org’ Not used/required
A6.4.4.4.8.5. ‘External Tasker ID’ Not used/required
A6.5. Acceptance, rejection, or transfer. Timing limitations and responsibilities for these changes are covered in section 2.2. Specifics on how to Accept/Reject a Tasker using TMT is provided in TMT > Training Library > How 2s > How to Accept or Reject a Tasker.

A6.6. Assigning AO and TMT Coordination Process.

A6.6.1. In TMT the process to pass a task down an organization to an AO (person or Org) or assign OCRs is the same.

A6.6.2. Each level (2-Letter, 3-Letter, etc) may exchange tasks at equivalent levels. If a 3-Letter tasks a 2-Letter for coordination, expect the 2-Letter to reject the task.

A6.6.3. In TMT, use the Manage Assignment function. Specifics on using this function are located in TMT > Training Library > How 2s > How to Manage Assignments. You may assign an OPR (within a 2-Letter) along with the OCRs (other 2-Letters) to expedite the process and make the 2-Letter aware of pending coordination required.

A6.6.3.1. When assigning a suspense, the suspense selected should allow the OPR to meet the overall task suspense back to the originator.

A6.6.3.2. HAF does not use the For Release or For Response functions.

A6.7. Finalizing/closing/completing a TMT.

A6.7.1. For HAF/ES and OPR assigned taskers:

A6.7.1.1. Use the TMT Complete Tasker function. General instructions are located in TMT at TMT > Training Library > How 2s > How to Enter Your Response and Complete a Tasker.

A6.7.1.2. Final responses to tasks are input in the ‘My Response’ tab of the TMT. For tasks that will flow through HAF/ES to the Glass Doors for action or information, an SSS is built in ‘My Response’ per Chapter 3.0.

A6.7.1.3. All documents required for the TMT are located in “Tabs.”

A6.7.2. For 2-Letter developed taskers requiring Glass Door action or information:

A6.7.2.1. 2-Letters will use the “FINAL COORD” process to route tasks to HAF/ES for Glass Door coordination and completion.

A6.7.2.2. The TMT FINAL COORD process is described in TMT at TMT > Training Library > How 2s > How to Start Final Coord.

A6.7.2.3. Using this process changes the ‘My Response’ tab to ‘SSS’ automatically.

A6.7.2.4. Using this method does not allow OCRs to upload documents to the Tab section so OCRs will have to load any additional documents to public workspace.

A6.7.3. To finalize a TMT and close a TMT task, describe the action taken in ‘My Response’ and upload applicable documents including a final version of signed documents.


A6.8.1. Extension requests will only be accepted via TMT IAW Section 2.3.

A6.8.2. The TMT Extension process is described in TMT at TMT > Training Library > How 2s > How to Request a Suspense Extension.