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OF THE AIR FORCE**



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Supplement**

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Communications and Information

**PREPARING OFFICIAL
COMMUNICATIONS**

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This manual implements Air Force Policy Directive (AFPD) 33-3, *Information Management*, and states the procedures for preparing communications in both manual and automated environments. This publication applies to individuals at all levels who prepare official Air Force (AF) communications, including Air National Guard (ANG) units and Air Force Reserve Command. Send recommended changes and questions about this publication to the office of primary responsibility (OPR), Secretary of the Air Force, Office of Warfighting Integration and Chief Information Officer (SAF/A6PP), 1800 Air Force Pentagon, Washington DC 20330-1800, using the AF Form 847, *Recommendation for Change of Publication*. Send the AF Forms 847 from the field through your major command (MAJCOM) publications/forms managers to SAF/A6PP.

Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with AFMAN 33-363, Management of Records, and disposed of in accordance with the Air Force Records Disposition Schedule (RDS) located at <https://www.my.af.mil/afirms/afirms/afirms/rims.cfm>. The use of the name or mark of any

specific manufacturer, commercial product, commodity, or service in this publication does not imply endorsement by the Air Force. See Attachment 1 for a glossary of references and supporting information.

(AFMC) AFMAN33-326, 25 November 2011, is supplemented as follows:

(AFMC) This supplement implements and extends the guidance of Air Force Manual (AFMAN) 33-326, *Preparing Official Communications*, 25 November 2011, by defining roles, responsibilities, and procedures for Air Force Materiel Command (AFMC) in managing Command tasks and other correspondence for the AFMC Commander (CC), Vice Commander (CV), and Executive Director (CA). It applies to the Headquarters (HQ) AFMC Staff, Centers and associate units, and includes policies and procedures unique to the AFMC Command Office. This publication does not apply to Air Force Reserve Command Units and the Air National Guard.

(AFMC) Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using the Air Force (AF) Form 847, *Recommendation for Change of Publication*; route AF Forms 847 from the field through the unit’s appropriate functional chain of command to the OPR or via email to AFMC/DS Workflow at: afmc.ds.workflow@us.af.mil. Request for waivers must be submitted to the OPR for consideration and approval.

(AFMC) Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with (IAW) Air Force Manual (AFMAN) 33-363, *Management of Records*, and disposed of IAW the Air Force Records Information Management System (AFRIMS) Records Disposition Schedule (RDS).

SUMMARY OF CHANGES

This document has been substantially revised and must be completely reviewed. Major changes include deletion of material covered in AFH 33-337, *The Tongue and Quill*, and deletion of the chapters on messaging, the Air Force Address Directory and Standard Organization Abbreviations and Office Symbols.

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Chapter 1

COMMUNICATIONS MANAGEMENT

1.1. Formats Unique to Headquarters Air Force (HAF). HAF formats differ from some of the other types of correspondence prescribed in this manual. These formats are unique to the HAF and are used for correspondence submitted to the HAF, Office of the Secretary of Defense (OSD) and the President of the United States, located in the Washington DC area. Prepare all correspondence submitted for the Secretary, Under Secretary, Chief, Vice Chief and Assistant Vice Chief of Staff of the Air Force action using the formats/process prescribed in Headquarters United States Air Force (HQ USAF) Operating Instruction (HOI) 33-3, *Correspondence Preparation, Control and Tracking*.

1.2. Plain Language. Prepare all Air Force correspondence using plain language. Plain language saves the Air Force time, effort, and money. Plain language means using logical organization and common, everyday words, except for necessary technical terms. Prepare correspondence using the active voice and short sentences.

1.2.1. Organize your material to help the reader. Identify your audience for the document; write to get their attention and anticipate their questions. Consider any additional readers. Always start by putting your main message up front. Present information in the succeeding paragraphs in a logical order.

1.2.2. Avoid words and phrases that your readers might not understand. Define each abbreviation or acronym the first time you use it. Use the same term consistently to identify a specific thought or object. Use words in a way that does not conflict with ordinary or accepted usage. Avoid ambiguous phrasing, confusing legal terms, and technical jargon that can mislead your reader.

1.2.3. Use “you” and other pronouns to speak directly to readers (active voice). Do not refer to people as if they were inanimate objects. Address the reader as “you.” “You” reinforces the message intended for your reader. Use “we” in place of your organization’s name. Be careful using “you” if it sounds accusatory or insulting. Instead, put the emphasis on the organization by using “we.”

1.2.4. Active voice is the best way to identify who is responsible for what action. To communicate effectively, write the strong majority (around 75%) of your sentences in the active voice.

1.2.5. Short sentences deliver a clear message. Your sentences should average 15 to 20 words--never make them longer than 40 words. Complex sentences loaded with dependent clauses and exceptions confuse the reader by losing the main point in a forest of words. Resist the temptation to put everything in one sentence. Break up your idea into its logical parts and make each one the subject of its own sentence. Cut out words that are not really necessary.

1.2.6. Check <http://www.plainlanguage.gov>, for more plain language techniques.

1.3. Writers’ Responsibilities.

1.3.1. Use this manual when preparing correspondence.

1.3.1. (AFMC) Use the references, instructions, and templates on the Action Officer (AO) Resources website at <https://cs.eis.afmc.af.mil/sites/csops/Lists/Action%20Officer/By%20Topic.aspx> and AF Handbook (AFH) 33-337, *The Tongue and Quill*, as needed, when staffing Top 3 task packages within HQ AFMC. HQ AFMC's tasking/tracking tool is called the Senior Officer Communication and Coordination Electronic Resource (SOCCER).

1.3.2. Protect and mark any classified information in your correspondence according to Department of Defense (DoD_5200.1-R, *Information Security Program*, and Air Force Instruction (AFI) 31-401, *Information Security Program Management*. Distribute on a need-to-know basis. You may also use the following references:

1.3.2. (AFMC) **Special Handling and Process Requirements for Classified Information.** All Secret Internet Protocol Router (SIPR) packages must follow guidance contained in Department of Defense Manual (DoDM) 5200.01, Volume 1, *DoD Information Security Program: Overview, Classification, and Declassification*, and AFI 31-401, *Information Security Program Management*. Hand carry and package IAW DoDM 5200.01, Volume 3, *DoD Information Security Program: Protection of Classified Information*, and mark IAW DoD Manual 5200.01, Volume 2, *DoD Information Security Program: Marking of Classified Information*.

1.3.2.1. Executive Order 13526, as amended. <http://www.archives.gov>

1.3.2.2. Director of National Intelligence (DNI) Special Security Center (SSC) Controlled Access Program Coordination Office (CAPCO) Guide to Attachment 3 (The US Air Force follows CAPCO marking guidance)

1.3.2.3. ECI 5201.02, 1 Aug 2008

1.3.2.4. (Added-AFMC) When a staff package is coordinated via SIPR, notification to respective OPR (and/or) Office of Collateral Responsibility (OCR) will be emailed via Non-secure Internet Protocol Router (NIPR) with specific instructions to check SIPR. The individual loading information into SOCCER must ensure only unclassified information (i.e., unclassified title or subject) is entered into SOCCER.

1.3.2.5. (Added-AFMC) **Collateral.** A collateral (confidential or secret) package will be made into a hard copy package, hand carried, and kept at the HQ AFMC Knowledge Operations Office (HQ AFMC/CCK) for tracking and accountability. Associated electronic files are transmitted by SIPR to AFMC/DS Workflow (SIPR email: afmc.ds.workflow@afmc.af.smil.mil)

1.3.2.6. (Added-AFMC) **Special Access Program (SAP)/Sensitive Compartmented Information (SCI)/Top Secret (TS).** SAP, SCI, and TS are exempt from processing through the HQ AFMC/DS Workflow Office due to security requirements. These packages are staffed or coordinated through appropriate offices as required on a "need-to-know" basis.

1.3.3. Follow AFI 31-401 if you include "For Official Use Only" information, and refer to AFI 33-332, *Privacy Act Program*, if the Privacy Act applies.

1.3.4. Check Joint Publication (JP) 1-02, *Department of Defense Dictionary of Military and Associated Terms*, and Air Force Doctrine Document (AFDD) 1-2, *Air Force Glossary*, for correct terms and usage.

1.3.5. Distribute correspondence on a need-to-know basis.

1.3.6. Conserve paper. Use backs of scrap paper for drafts and interoffice memos. Consider if you can communicate with other means such as a telephone call or electronic mail (E-mail). Do not print and mail out correspondence originally sent by E-mail, unless requested. Satisfy the minimum distribution requirements only. Utilize two-sided printing whenever possible.

1.3.6.1. **(Added-AFMC)** The HQ AFMC/DS Workflow Office will require AOs to submit a package in hard copy format only when it contains documents requiring wet signature (memorandum, award, legal paperwork, etc.). AOs will print a package more than 20 pages in length, following the approved format and coordination process prescribed on the AO Resources website. The HQ AFMC/DS Workflow Office will print packages 20 pages or less.

1.3.7. Use the telephone for routine matters. (You can record the inputs on your record copy of the final correspondence.)

1.3.8. Call, use AF Form 74, *Communication Status Notice/Request*, or E-mail instead of a formal memorandum to check the status of an action (see paragraph 8.1.).

1.3.9. Use caution when highlighting material you copy or microfilm, since highlighters can obscure the print.

1.3.10. Select the appropriate distribution method. Some distribution methods include: E-mail, facsimile (FAX), Defense Message System (DMS), United States Postal Service (USPS), Base Information Transfer System (BITS), and Defense Courier Service. Consider the needs of the recipient when choosing the distribution method. Send computer-generated information electronically if the receiver will copy the information into another computer system.

1.3.11. Use E-mail before using FAX, BITS, or USPS. However, do not send classified E-mail on a system not authorized for that purpose. When transmitting classified E-mail take care to transmit only that level of classified information for which the system is certified and accredited. When transmitting sensitive unclassified information by E-mail, apply an appropriate level of safeguards to ensure the sensitive, but unclassified, information is properly protected. For more information refer to AFI 33-119, *Air Force Messaging*. When delegating an E-mail task, send a courtesy copy (cc) to the originator.

1.3.12. Follow AFI 33-324, *The Information Collections and Reports Management Program: Controlling Internal, Public, and Interagency Air Force Information Collections*, when licensing internal information reports and collections and/or requesting information from the public as required by Public Law (PL) 104-13, *The Paperwork Reduction Act of 1995*.

1.3.13. Avoid abbreviations and military jargon. Write out abbreviations the first time used and follow with the abbreviation in parenthesis.

1.3.14. **(Added-AFMC)** All AOs will attend the AO Focus training, provided by the HQ AFMC/DS Workflow Office, within the first three (3) months of being assigned to HQ AFMC. Upon arriving, new personnel will be prompted, via the HQ in-processing checklist, to sign up for the training. The training covers the tasking process, staffing products and guidance, required templates, and SOCCER.

1.4. Suspense Actions.

1.4. (AFMC) The Command's standard for task processing is 100 percent on time. Quality staff work should not be sacrificed for timeliness. The goal is to provide leadership, both internal and external to HQ AFMC, with the best information to make sound decisions in a responsive manner.

1.4.1. Set realistic time limits for answering priority and routine correspondence. Establish a suspense (due date) only when you need a reply by a specific date. Notify the action agency of the suspense date as early as possible.

1.4.1. **(AFMC)** The HQ AFMC/DS Workflow Office has a suggested suspense timeline matrix found on the AO Resources website. The general rule of thumb is three (3) business days per management level, (e.g., three (3) business days for the DS/Command Office, three (3) business days for the HQ Directorates (2-Ltrs) and three (3) days for Center coordination). Give the level accomplishing the actual work as much time as possible. If an external customer submits a task to HQ AFMC with a suspense date allowing less time than prescribed in the HAF and MAJCOM "Tasking" ROEs found on the AO Resources website, the HQ AFMC/DS Workflow Office will immediately request an extension from the external customer in order to secure enough time to meet due dates.

1.4.1.1. **(Added-AFMC)** Staff packages are due to the HQ AFMC/DS Workflow Office no later than 1700, Eastern Time (ET) Zone, on the OPR due date. Any staff package received after 1700 (ET) will be processed as if received on the next duty day.

1.4.2. Control suspenses at all offices tasked with answering correspondence. Notify the originating agency before the due date if the reply is delayed.

1.4.2.1. **(Added-AFMC) "Hot" Packages.** A "hot" package requires the senior leaders to drop whatever they are doing to review a package because the issue will affect the immediate safety and security of personnel. It may also be something needed for ongoing contingencies or war efforts, or the AFMC/CC/CV/CA has asked for an immediate response on a task. Justification for a "hot" package should be provided in the purpose of the electronic Staff Summary Sheet (eSSS) explaining why the package has to be completed by a specific date. In contrast, not meeting a standard task due date does not constitute a "hot" package.

1.4.2.2. **(Added-AFMC) Urgent Packages.** An urgent package requires a response within 72 hours. Justification for an urgent package should be provided on the eSSS. In contrast, not meeting a standard task due date does not constitute an urgent package.

1.4.2.3. **(Added-AFMC) Congressional Tasks.** The HQ AFMC Legislative Liaison Office (HQ AFMC/CCX-LL) manages Congressional responses. These tasks will be coordinated through and sent back to the external customer by the HQ AFMC/CCX-LL Office. The Secretary of Defense expects all Services to respond to Congressional

inquiries in a direct and timely manner. Senior leader involvement is needed to ensure accurate, concise, and timely responses to Congress. Congressional inquiries must be treated as high priority and will be monitored closely during the coordination and approval process in order to meet the external customer's due date. For additional guidance, use AFI 90-401 AFMC Supplement, *Air Force Relations with Congress*.

1.4.3. You may use an automated system or AF Form 388, *Communication Control Record* (see paragraph 8.2.), to control suspense actions.

1.4.4. **(Added-AFMC) Standard Suspense Tasking Process.** Suspense tracking will be managed by the HQ AFMC/DS Workflow Office. All HQ 2-Ltrs will follow the HQ tasking process established by the HQ AFMC/DS Workflow Office. Additional information, training, and standardized templates can be found on the AO Resources website.

1.4.4.1. **(Added-AFMC) Initiating a Task.** The Command standard is to task all suspenses through the HQ organizational workflow email accounts and through the SOCCER system. The assigned OPR (any of the HQ 2-Ltrs) will task other organizations as OCRs using their respective official organizational workflow accounts. The AOs are authorized to courtesy copy organizational and AO email accounts at lower levels if known. For example: If the AO routinely works with a specific Center on an issue or topic, this allows them to provide a preemptive heads-up directly to that office while keeping the suspense tracking offices updated at the same time.

1.4.4.2. **(Added-AFMC)** All HQ 2-Ltrs and AFMC Centers will establish and monitor standardized electronic mailboxes down to the division/squadron (for NIPR and SIPR). The following tables are the existing standardized organizational electronic mailboxes on the NIPR and SIPR Global Address List (GAL) used by the HQ AFMC/DS Workflow Office.

Table 1.1. (Added-AFMC) HQ AFMC's Workflow Email Addresses on NIPR GAL

HQ 2-LTR	HQ FUNCTIONAL	CENTER
AFMC/A1 Workflow	AFMC/CG Workflow	AFLCMC Workflow
AFMC/A2/5 Workflow	AFMC/CR Workflow	AFNWC Workflow
AFMC/A3 Workflow	AFMC/DS Workflow	AFRL Workflow
AFMC/A4 Workflow	AFMC/EN Workflow	AFSC Workflow
AFMC/A6/7 Workflow	AFMC/FM Workflow	AF Test Center Workflow
AFMC/A8/9 Workflow	AFMC/HC Workflow	
AFMC/A10 Workflow	AFMC/HO Workflow	
	AFMC/IG Workflow	
	AFMC/IP Workflow	
	AFMC/JA Workflow	
	AFMC/PA Workflow	
	AFMC/PK Workflow	
	AFMC/SE Workflow	
	AFMC/SB Workflow	

Table 1.2. (Added-AFMC) HQ AFMC's Workflow Email Addresses on SIPR GAL

HQ 2-LTR	HQ FUNCTIONAL	CENTER
AFMC/A1 Workflow	AFMC/DS Workflow	AFLCMC/CCX
AFMC/A2/5 Workflow	AFMC/EN Workflow	AFNWC/CCX
AFMC/A3 Workflow	AFMC/FM Workflow	AFRL CAG/Workflow
AFMC/A4 Workflow	AFMC/HC Workflow	AFSC/Workflow
AFMC/A6/7 Workflow	AFMC/HO Workflow	AF Test Center/CCX
AFMC/A8/9 Workflow	AFMC/IG Workflow	
AFMC/A10 Workflow	AFMC/IP Workflow	
	AFMC/JA Workflow	
	AFMC/PA Workflow	
	AFMC/PK Workflow	
	AFMC/SE Workflow	

1.4.4.3. **(Added-AFMC) Changing External Suspense Dates.** If circumstances prevent completing the task on time, request an extension before the task becomes due to the HQ AFMC/DS Workflow Office or the Command Office. All HQ 2-Ltrs must be proactive and engage early on with the external customer for an extension or adjustment. The OPR is responsible to work the extension directly with the customer. If/when an extension is granted, the OPR must complete the Extension Request Template found on the AO Resources website, attach the concurrence correspondence/email from the external customer, and email to AFMC/DS Workflow. Extension requests for tasks with an external customer will not be granted without prior approval from the external customer.

1.4.4.4. **(Added-AFMC) Changing Internal Suspense Dates.** OPRs will work extensions with internal customers (i.e., AFMC/CC/CV/CA) directly with the HQ AFMC/DS Workflow Office on a case-by-case basis.

1.4.4.5. **(Added-AFMC) Responses Requiring Rework.** The HQ AFMC/DS Workflow Office will return packages requiring rework (also called “kickbacks,” or KBs) with instructions or request for information needed for the OPR to satisfy the requirements of the task prior to re-submission.

1.4.4.6. **(Added-AFMC) Closing a Task.** Once the OPR “Action to Close” has been completed, the task can, in most cases, be closed in SOCCER. After receiving confirmation of task completion (i.e., verification from the Command Office or sent to external customer email), the HQ AFMC/DS Workflow Office will close Command Office tasks.

1.4.4.6.1. **(Added-AFMC) Closing a Task with External Customers.** For Top 3 external tasks loaded by the HQ AFMC/DS Workflow Office, the SOCCER will not be closed until the HQ AFMC/DS Workflow Office receives verification that the external customer has been contacted (applies to both NIPR and SIPR packages). The easiest way to accomplish this is to courtesy copy HQ AFMC/DS Workflow on the email that the OPR sends to the external customer notifying them of AFMC/CC/CV/CA approval of, coordination of, or signature on the requisite document(s).

1.4.4.6.2. **(Added-AFMC)** All respective HQ 2-Ltr and Center Workflows are highly encouraged to search pending tasks on a regular basis to clear tasks not properly closed out in SOCCER. If a pending task cannot be closed out at the HQ 2-Ltr or Center level due to permission limitations, request assistance from the HQ AFMC/DS Workflow Office.

1.5. Coordination Process.

1.5.1. Coordinate with offices affected by the proposed action during the draft stage to keep from revising the final version.

1.5.2. Coordinate by telephone or E-mail when possible. Do not indicate coordination in the upper right-hand corner since it is used for the file code (see AFMAN 33-363).

1.5.2. **(AFMC)** Every effort should be made to electronically staff and coordinate all correspondence within HQ AFMC.

1.5.3. You may coordinate using AF Form 1768, *Staff Summary Sheet* (see paragraph 3.4).

1.5.4. Remember to coordinate with each office that has a functional interest. Consider the chain of command to ensure complete coordination. Schedule enough time to finish review and coordination.

1.5.4.1. **(Added-AFMC)** The HQ AFMC/DS Workflow Office will use HAF's "Parallel and Down" ROEs when staffing tasks. The HQ 2-Ltrs are authorized to create responses, or task other organizations, as long as the tasked organizations are on an equivalent level or one level down.

1.5.4.2. **(Added-AFMC)** When a task is determined as a HQ 2-Ltr task, the HQ AFMC/DS Workflow Office will send the task to the appropriate HQ 2-Ltr Workflow for action. The HQ 2-Ltr is responsible to staff/complete the task and submit response to the customer.

1.5.4.3. **(Added-AFMC) Center Sponsorship.** The following primary partnerships have been established for HQ 2-Ltr ownership and HQ accountability when a Center is required to respond to a task and a HQ 2-Ltr cannot be clearly identified as OPR to a task.

Table 1.3. (Added-AFMC) Center Sponsorship

CENTER	HQ SPONSOR
Air Force Life Cycle Management Center (AFLCMC)	HQ AFMC/A2/5
Air Force Research Laboratory (AFRL)	HQ AFMC/A2/5
Air Force Sustainment Center (AFSC)	HQ AFMC/A4
Air Force Nuclear Weapons Center (AFNWC)	HQ AFMC/A10
Air Force Test Center (AFTC)	HQ AFMC/A3

1.5.5. **(Added-AFMC) Records Management.** When a task is complete, the eSSS and any associated signed documents will be scanned by the HQ AFMC/CCK Office for the official electronic record. SIPR tasks are exempt from scanning. The completed hard copy package will be returned to the HQ 2-Ltr OPR.

Chapter 2

STATIONERY STANDARDS AND USES

2.1. Paper Standards. Use 8 1/2-inch by 11-inch paper.

2.1.1. Original. Use white letterhead stationery (printed or computer-generated) for the first page of a memorandum, staff study, report, or minutes of a meeting. Use plain white paper for continuation pages. (See paragraph 2.4 for computer-generated letterhead.)

2.1.2. Copies. Use plain white paper for information or courtesy copies.

2.1.3. Paper Quality. Stationery is produced from recycled paper that has at least 25 percent cotton or rag content. The recycled logo is shown in the watermark. Paper quality must not exceed the following:

Table 2.1. Paper Quality.

<u>Item</u>	<u>Paper Color</u>	<u>Grade</u>	<u>Pounds</u>
Letterhead	White	50% rag	16
		or 25% rag	20
Continuation	White	50% rag	16
		or 25% rag	20

2.2. Standard Letterhead. DoD Instruction (DoDI) 5330.2, *Specifications for DoD Letterheads*, establishes the standards for letterheads. There are only two types of letterhead authorized for use: standard (pre-printed) and computer-generated. Chief master sergeants (CMSgt) and command chief master sergeants use standard letterhead/stationery. They must use personal stationery if the CMSgt insignia or symbols are used. Submit any exceptions to the specified standards through your MAJCOM to SAF/CIO A6 for final determination. ANG exceptions are approved by individual ANG State Headquarters or the Director, Air National Guard.

2.3. Pre-printed Letterhead. See Figure 2.1 for an example of letterhead. MAJCOMs may elect to use generic two-line command letterhead for command-wide use. MAJCOMs may authorize letterhead below wing-level if the quantity needed justifies the printing cost or other circumstances warrant. Any unit without its own letterhead uses its parent unit's letterhead stationery and identifies its organization and standard office symbol in the FROM caption.

2.3.1. Ink. Print the letterhead and seal using either reflex blue or black ink.

2.3.2. Seal. The DoD seal is one inch in diameter. Align the seal 1/2-inch from the upper left and top edge of the paper. Do not use any other emblem, decorative device, or distinguishing insignia with or in place of the DoD seal.

2.3.3. Format. Center organization name and address on the letterhead using no more than four lines:

2.3.3.1. First Line. DEPARTMENT OF THE AIR FORCE. Center this line leaving 5/8-inch from the top of the sheet. Print it in 12 point uppercase using copperplate letters, heavy plate Gothic letters, or equivalent.

2.3.3.2. Second Line. Center the name of the organization as shown in the G-series special order that established it. If G-series orders do not exist, the MAJCOM Director of Communications decides the second line. Put HEADQUARTERS before the organization's name only if it appears in the activation order. Print it in 10.5 point uppercase using copperplate letters, heavy plate Gothic letters, or equivalent. If the name is more than fifty characters, you may use an additional line.

2.3.3.3. Third Line. If used, center the location without the ZIP+4 code on this line. Print it in 10.5 point uppercase using copperplate letters, heavy plate Gothic letters, or equivalent. The bottom of the third line should be 1 1/16 inches from the top of the sheet. If your unit is overseas, do not show the Army and Air Force Post Office (APO) or Fleet Post Office (FPO) number and a geographical location together. You may use the two-letter state abbreviation or spell out the state name. Do not use punctuation in the last line of the address element.

EXAMPLES:

DEPARTMENT OF THE AIR FORCE
HEADQUARTERS AIR EDUCATION AND TRAINING COMMAND

DEPARTMENT OF THE AIR FORCE
AIR EDUCATION AND TRAINING COMMAND

DEPARTMENT OF THE AIR FORCE
HEADQUARTERS AIR EDUCATION AND TRAINING COMMAND
RANDOLPH AIR FORCE BASE TEXAS

2.3.4. **Optional Items.** Fold marks are guides for judging typing space and for folding the paper in three equal parts. Typist guidelines show you are near the 1-inch bottom margin. If used, print them in half-point rules (see Figure 2.1).

2.4. Computer-Generated Letterhead. Computer-generated letterhead allows for the use of plain white bond paper and high production rates. It also permits an organization to generate its own letterhead stationery.

2.4.1. **Use.** You may use computer-generated letterhead the same as printed letterhead when the design satisfies all specifications in paragraph 2.3. Use computer-generated letterhead only for correspondence within the DoD. Do not use for the signature of the Secretary or Deputy Secretary of Defense, or Executive Secretary of the DoD. MAJCOMs may direct the use of printed letterhead for headquarters and subordinate units.

2.4.2. **Format.** When using computer-generated letterhead, you may identify the office name as approved in organizational designation documents. Center the office name below the organization name. You may identify the complete mailing address including ZIP+4 code. Do not use more than four lines for the letterhead.

2.5. Headquarters United States Air Force (HQ USAF) Letterhead. HQ USAF offices use this stationery, as do certain field operating agencies (FOA) when their commanders function as members of HAF.

2.6. Department of Defense (DoD) Programs and Activities Letterhead. When the Department of the Air Force is the executive agent for DoD-directed programs, the letterhead format is similar to paragraph 2.3; do not show DEPARTMENT OF THE AIR FORCE on the top line for DoD programs or joint activities. Use this layout instead:

2.6.1. First line. Print the name of the program as shown in the DoD directive.

2.6.2. Second and third line. Print the location. For further guidance, contact SAF/A6PP.

EXAMPLES:

DOD MEDICAL EVALUATION REVIEW BOARD
USAF ACADEMY
COLORADO SPRINGS CO

ARMED FORCES VOCATIONAL TESTING GROUP
456 ARMY DRIVE, ROOM 407
RANDOLPH AIR FORCE BASE TX 78150-4567

2.7. Slogans. MAJCOMs and FOAs may permit use of slogans on official memorandums and personalized letters. Slogans will:

2.7.1. Represent the mission of the organization.

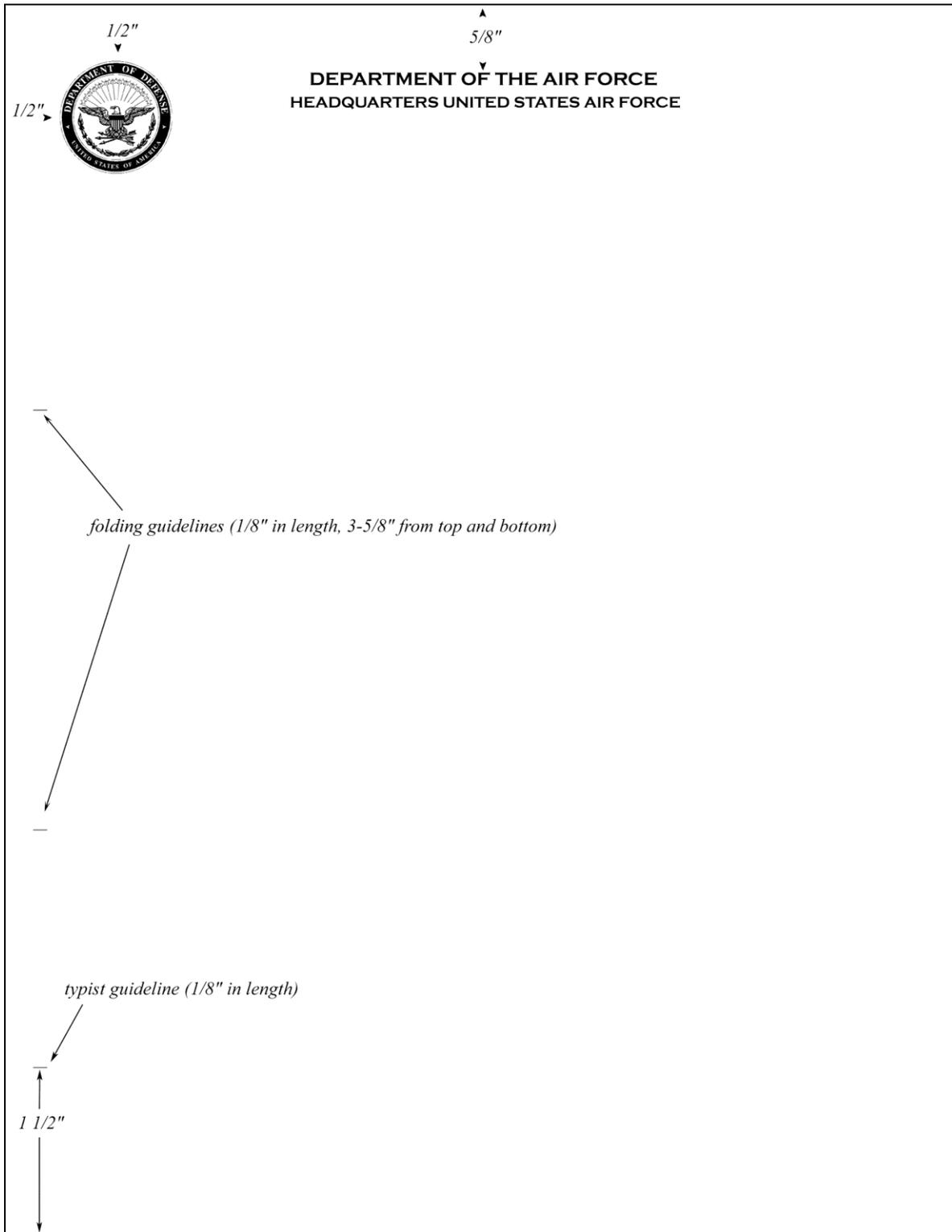
2.7.2. Be easy to understand.

2.7.3. Not be offensive.

2.7.4. Meet printing specifications (printed approximately 1/2-inch from bottom of page).

2.8. Logograms (Logos). Do not use the Department of the Air Force seal on stationery; the proper use of the Department of the Air Force seal is covered in Attachment 2. DoDI 5330.2 prohibits use of logos, emblems, decorative devices, or distinguishing insignia on stationery. OSD grants waivers only for programs of Air Force-wide importance and applicability, such as the Air Force Fiftieth Anniversary. Send waiver requests to SAF/CIO A6 for staffing to OSD through the Washington Headquarters Services. Use existing logo stationery until all supplies are exhausted.

Figure 2.1. Design of Official Stationery.



Chapter 3

THE OFFICIAL MEMORANDUM, COMMUNICATION MANAGEMENT FORMS AND OTHER TYPES OF WRITTEN COMMUNICATION

3.1. Official Memorandums. See AFH 33-337 for formatting of official memorandums.

3.2. AF Form 74, *Communication Status Notice/Request*. Use this form to let senders know the status of their correspondence. You may document comments on the record copy. You may use the AF Form 74 remarks section for notification of official Air Force business other than communications status, as authorized by your MAJCOM. You can use the form as a postcard between activities serviced either by the military distribution system or the USPS.

3.3. AF Form 388, *Communication Control Record*. Use the AF Form 388 only when you require formal suspense controls. Use it when you receive correspondence and need to assign action within your office or to a lower office, or use it to track correspondence requiring a reply by a specific date. When you use the AF Form 388:

3.3.1. File the original or a copy by the suspense date and attach all other copies to the correspondence.

3.3.2. Show any extension of the suspense date on the form and refile accordingly.

3.4. AF Form 1768, *Staff Summary Sheet*. Use the AF Form 1768 or a similar electronic version to summarize staff work, to request action, or to forward information. See AFH 33-337 for more information on filling out the AF Form 1768. Follow local guidance for formatting electronic versions of the AF Form 1768. Coordination is as follows:

3.4.1. When you agree with the proposed action, sign your surname, rank or grade, and date on the bottom line if you are the addressee; sign on the top line if you are not the addressee.

3.4.2. When you do not agree with the proposed action, write a memorandum or send an official e-mail to the action office stating your reasons. For hard copy AF Form 1768 coordination, write in ink "See Memorandum" in the signature column of the AF Form 1768 after your office symbol. Attach your memorandum and return it to the action office. This can be accomplished through e-mail if coordinating on an electronic AF Form 1768.

3.4.3. Try to resolve all differences when you receive a non-concurrence on an AF Form 1768.

3.4.3.1. If you cannot resolve the differences, the action officer must write a rebuttal memorandum to the approval authority which states differences discussed with the nonconcurring official and explains why you cannot change the proposed action. Attach the rebuttal memorandum and the non-concurrence memorandum as the last tab to the original AF Form 1768, and annotate in pen the additional tab under the list of tabs. Send it to the next addressee shown on the AF Form 1768. If coordinating through electronic means, attach the differences to the package before forwarding to the approval authority.

3.4.3.2. If you resolve differences and no changes are made to the AF Form 1768 or to any attachments, the previously nonconcurring official shows concurrence by marking through the statement "See Memorandum" and signing surname, rank or grade, and date.

The action officer annotates “Differences resolved and no changes needed” on the non-concurrence memorandum, initials the statement, and attaches this memorandum to the record or coordination copy. Route the AF Form 1768 to the next addressee shown on the form. If using an electronic AF Form 1768, the nonconcurring official should update the electronic staff summary sheet appropriately.

3.4.3.3. If you resolve your differences and changes are made to the AF Form 1768 or to any attachments, the action officer must prepare a new AF Form 1768 and coordinate it as a new package with all offices.

Figure 3.1. Sample AF Form 1768, Staff Summary Sheet, and Instructions.

STAFF SUMMARY SHEET						
TO	ACTION	SIGNATURE (Surname), GRADE AND DATE	TO	ACTION	SIGNATURE (Surname), GRADE AND DATE	
1 AF/LG	Coord	Harris, Col //Signed// 4 Aug 99	6			
2 AF/XO	Coord	Johnson, Col //Signed// 5 Aug 99	7			
3 AF/DP	Coord	Davis, Col //Signed// 9 Aug 99	8			
4 AF/PE	Appr	Miller, Col //Signed// 9 Aug 99	9			
5 AF/CC	Sig	Alston, Col //Signed// 12 Aug 99	10			
SURNAME OF ACTION OFFICER AND GRADE		SYMBOL	PHONE	TYPISTS INITIALS	SUSPENSE DATE	
Lt Col Wilkins		INYC	614-2166	slb	19990815	
SUBJECT				DATE		
Preparation of the Staff Summary Sheet (SSS)				19990803		
<p>SUMMARY</p> <p>1. The SSS introduces, summarizes, coordinates, or obtains approval of signature on a staff package. It should be a concise (preferably one page) summary of the package. It states the purpose, pertinent background information, rationale, and discussion necessary to justify the action desired.</p> <p>2. The SSS is attached to the front of the correspondence package. If an additional page is necessary, prepare it on plain bond paper. Use the same documents attached or any tabs that are not self-explanatory. If they are self-explanatory, say so. Attach a copy (or extract of appropriate portion) of any document you reference.</p> <p>3. List attachments to the SSS as tabs. List the document for action as Tab 1. List incoming letter, directive, or other paper -if any- that prompted the preparation of the SSS as Tab 2. (NOTE: If you have more than one document for action, list and tab them with as many numbers as you need and then list the material you are responding to as the next number. For example: Tabs 1 and 2 for signature; Tab 3 incoming document.) List supplemental documents as additional tabs, followed by the record/coordination copy, and information copies. If nonconcurrence is involved, list it and the letter of rebuttal as the last tab.</p> <p>4. VIEW OF OTHERS. Explain concerns of others external to the staff (i.e., OSD, Army, Navy, State, etc.). For example: "OSD may disapprove of this approach."</p> <p>5. OPTIONS. If there are significant alternative solutions, explain the options. For example: "Buying off-the-shelf hardware will reduce costs 25%, but will meet only 80% of our requirements."</p> <p>6. RECOMMENDATION. Use this caption when SSS is routed for action. State the recommendation, include action necessary to implement it in such a way that the official need only coordinate, approve, or disapprove the recommended action, or sign the attachment. Do not recommend alternatives. Do not use this caption when the SSS is being submitted for information only.</p>						
//Signed// Thomas P. Moore, Colonel, USAF						
DCS, Intelligence Ext. 614.1234		2 Tabs 1. Proposed Memo 2. HQ AETC/CC Memo, 5 Jul 94 w/Atch				

Notes:

- List offices in the order that they should coordinate, approve or sign.

2. Show the action desired in this column (Coord [Coordination], Appr [Approval], Sig [Signature]). Use Info (Information), when the AF Form 1768 is submitted for information only. (**Note:** Usually show only one Appr entry and one Sig entry.)
3. Show coordination or approval with signature and date in the signature column.
4. Enter action officer's grade and last name.
5. Enter action officer's office symbol.
6. Enter the action officer's telephone number.
7. Enter the initials of the typist.
8. Enter the suspense date, if any.
9. Enter subject; use the same subject as for the attached correspondence.
10. Type or stamp date at time of dispatch from the signing official's office.
11. Number, letter, and space paragraphs the same as the official memorandum.
12. An authority line is not used on an AF Form 1768.
13. Signature is optional. When used, the official signs before coordination. Place the signature element flush with the left margin as shown.
14. List the correspondence attached. Use blank pages labeled as tabs to separate major groups of information. Likewise, indicate attachments with labeled pages between the tabs as needed. Insert documents for signature, approval, or information at Tab 1. Insert any incoming correspondence, directive, or other paper to which the action officer is responding at Tab 2. Insert supplementary documents or correspondence at Tab 3, Tab 4, etc.

Chapter 4

GUIDE AND FORM MEMORANDUMS

4.1. Guide Memorandums. These are models of a memorandum text composed in advance, but not printed. They may be complete memorandums with several paragraphs or a single paragraph. Use guide memorandums to compose official memorandums. Select the combination of paragraphs appropriate for the reply.

4.2. Form Memorandums. These are mass-produced memos sent in place of individually composed or typed memorandums when many individuals require similar information or the same individual requires the information at frequent intervals. These also include standard formats stored on electronic media that can be accessed, completed with optional data, and then printed or electronically forwarded.

4.2.1. Types of Form Memorandums. The three basic formats for form memorandums are prewritten, fill-in, and optional statement. Prewritten form memorandums omit the receiver's name, address, and date. Fill-in form memorandums omit any information that varies with each response. Optional statement form memorandums provide several options; the writer checks the statements that apply to the specific situation. A form memorandum may have space for filling in information, selecting one of several statements, or both.

4.2.2. Form Memorandums Use. Use form memorandums when the subject matter and the action are routine or informational, when it is more economical to duplicate the memorandum than to type each memorandum individually, and when the printed format expedites response from the recipient. Do not use form memorandums if the subject is of a personal or congratulatory nature, if it may bring grief, disappointment, or embarrassment to the recipient, or if a numbered form would be better.

4.2.3. Preparing and Controlling Form Memorandums:

4.2.3.1. Justification. Analyze your correspondence for a 2-week period and group memorandums that are similar in meaning and purpose. Count the number of individually typed memorandums for each group. A form memorandum is justified if:

Table 4.1. Form Memorandum (Justified).

<u>The line count (text) of a repetitive memorandum is:</u>	<u>And the number of similar memorandums written each month is:</u>
5	30 or more
10	15 or more
15	10 or more

Note: Your knowledge operations manager can advise if a numbered form would be more beneficial.

4.2.3.2. Composition. Follow the principles of writing in AFH 33-337. Consider the memorandum's impact, especially if it is sent outside the Air Force. If a memorandum collects information, review the requirements of the PL 104-13 and AFI 33-324.

4.2.3.3. Design. Leave enough blank space to complete a fill-in form memorandum. Align check boxes () on an optional statement form memorandum.

4.2.3.4. Signature. Sign form memorandums individually or sign the master before reproduction.

4.2.3.5. Control. Identify each form or guide memorandum by a different symbol if you have more than one, e.g. FM-1, FM-2; GM-1, GM-2, etc. You may mark the memorandums themselves or their folders. Review the need and currency of the memorandum before reproduction, and reproduce no more than a 3-month supply. Not to be confused with guidance memorandums/numbering per AFI 33-360 Table 2.1.

4.3. Other Written Communication Types. For other written communications, see AFH 33-337.

Chapter 5

USE OF ENVELOPES

5.1. General Information. Use standard addresses listed in USPS Publication 28, *Postal Addressing Standards*.

5.2. Envelope Size.

5.2.1. Use a rectangular envelope only slightly larger than the correspondence. Envelopes should be no smaller than 3.5 by 5 inches and no larger than 6.125 by 11.5 inches.

5.2.2. You may use window envelopes. Be sure to adjust the MEMORANDUM FOR element to align the address with the envelope window.

5.2.3. For consolidated mailing, the largest item that cannot be folded determines the envelope size (see DoDI 4525.8 /AFSUP).

5.3. Addressing the Envelope. For successful processing by optical character recognition (OCR) equipment, the USPS requires addresses to be machine-printed, with a uniform left margin, and formatted in a manner that allows an OCR to recognize the information. Hand written addresses are acceptable when no other means are available.

5.3.1. Printing. Use a typewriter or print addresses on a laser printer. You may not hand write or use rubber stamps unless laser printers and appropriate software are not available.

5.3.2. Typeface. Use Courier New font 12 or similar simple sans serif. Be sure characters are not too close together and do not touch or overlap. Do not use bold, italic, script, or other unusual typefaces.

5.3.3. Margins. Leave margins at least 0.5-inch from the left and right edges of the envelope and at least 0.625-inch from the bottom of the envelope. The last line of the address should be no lower than 0.625-inch and no higher than 2.75 inches from the bottom of the envelope.

5.3.4. Address Format. See Figure 5.1 for address position and format. Use block style with a uniform left margin, parallel to the long edge of the envelope. Single-space the address block and type the entire addresses in uppercase. Use one or two spaces between words. Do not use punctuation in the last two lines of the address block except for the dash in the ZIP+4 code. Addresses are limited to five lines:

5.3.4.1. Optional Address Data Line. Use this line for any nonaddress data such as account numbers, presort codes, or mail stop codes.

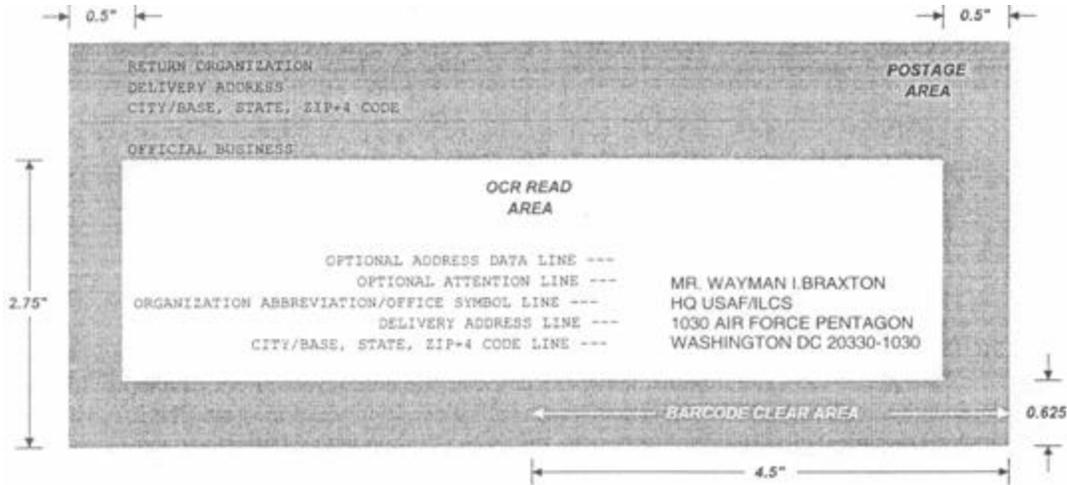
5.3.4.2. Optional Attention Line. Use this line to direct mail to a specific person.

5.3.4.3. Organization Abbreviation/Office Symbol Line. Use the organization abbreviation and office symbol separated by a virgule.

5.3.4.4. Delivery Address Line. Use this line for the street or post office box number, and the room or suite number. Use authorized USPS abbreviations found in USPS Publication 28. Do not use punctuation on this line. Delivery addresses may be hand printed (hand printed, no script) only when no automation or other methods of typing are available.

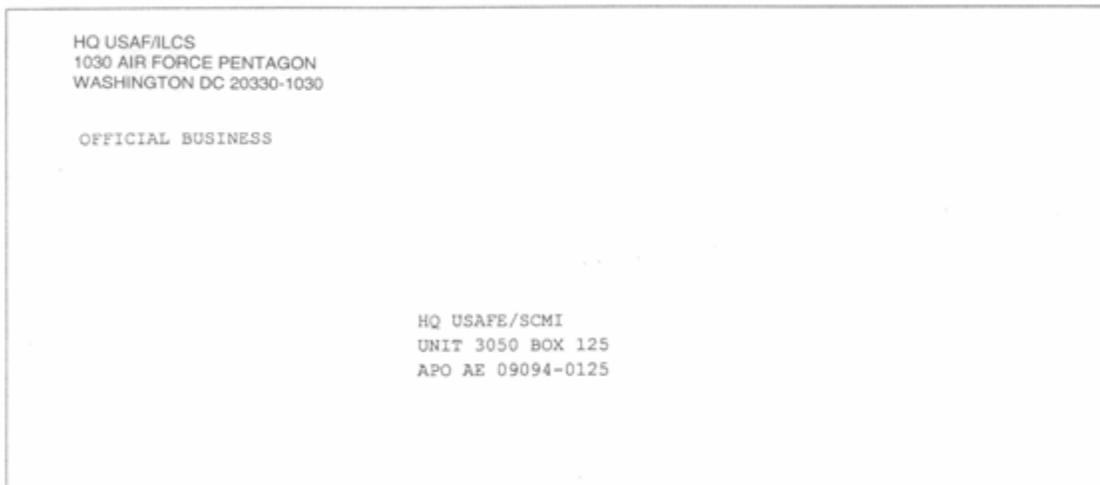
5.3.4.5. City or Base, State, ZIP+4 Code Line. Use the two-letter state abbreviations found in USPS Publication 28. Always include the ZIP+4 code in the address. Do not use commas between the city or base, abbreviation, and ZIP+4 code; the dash in the ZIP+4 code is the only punctuation used in the last address line. With overseas addresses, do not use the APO or FPO number and geographical location together; this will cause the mail to enter the international mail channels. Do not type any information below or to the right of the city, state, and ZIP+4 code address line.

Figure 5.1. Envelope Address Position and Format.



5.3.5. Return Address Format. Place the return address in the upper left corner of the envelope (see Figure 5.2). Follow the address format (see paragraph 5.3.4). Use the complete mailing address. Type "OFFICIAL BUSINESS" beneath the return address (see DoDI 4525.8 /AFSUP).

Figure 5.2. Printing Addresses and Return Addresses.



5.4. Machine-Processed Mailing. Limit the thickness of the envelope to 0.25 inch or less when sealed (about four sheets of bond paper or eight tissue weight sheets). Press envelope to remove air. Write “nonmachinable” above the address on the envelope if it is more than 0.25 inch thick (see DoD 4525.8-M/AFSUP).

5.5. Mailing Labels, Cards, and Self-Mailers. See DoD 4525.8-M/AFSUP.

5.6. Preparation and Content of Mail Indicia. See DoD 4525.8-M/AFSUP.

5.7. Preparing Envelopes for Classified Material. See DoD 5200.1-R and AFI 31-401.

Chapter 6 (Added-AFMC)

ROLES AND RESPONSIBILITIES (ADDED)

6.1. (Added-AFMC) HQ AFMC Key Positions and Responsibilities.

6.1.1. (Added-AFMC) HQ AFMC/Director of Staff (DS). HQ AFMC/DS assigns all Command tasks requiring AFMC/CC/CV/CA approval/coordination and tasks the appropriate HQ 2-Ltr for accountability. HQ AFMC/DS serves as the final authority for completeness of all tasks prior to AFMC/CC/CV/CA approval.

6.1.2. (Added-AFMC) HQ AFMC/DS Workflow Office. This office manages the flow of all packages to the Top 3. They maintain and update the AO Resources website and the HQ AFMC AO Guide. The AO Resources website and the AO Guide have detailed information regarding the tasking process, staffing products, and established templates.

6.1.3. (Added-AFMC) HQ AFMC Directorates. A HQ 2-Ltr serves as the OPR for each Top 3 task within the Command. The OPR is responsible for tasking other affected organizations as OCR when coordination from a lateral or lower level is required. However, the HQ 2-Ltr retains overall ownership until completion.

6.1.3.1. (Added-AFMC) For tasks going to AFMC/CC/CV/CA, the HQ 2-Ltr leadership (Director/Deputy Director) is responsible for the review/quality check, approval, and submission of completed packages to the HQ AFMC/DS Workflow Office. In rare circumstances (e.g., leave, temporary duty (TDY)), an individual other than the Director/Deputy Director may sign a package. (This exception will be kept to the minimum necessary.)

6.1.4. (Added-AFMC) Centers. When Center coordination on a task is required and the task is for HQ AFMC Top 3 action, the HQ 2-Ltrs must obtain Center Top 3 coordination prior to submitting the staff package to the HQ AFMC/DS Workflow Office. In rare circumstances, if Center Top 3 is unavailable (e.g., leave and/or TDY), Center DS coordination will be accepted in lieu of Center Top 3. (This exception will be kept to the minimum necessary.)

6.1.5. (Added-AFMC) Action Officers. The AO owns the task from cradle-to-grave, needs to know the status of the package at all times and ensure their directorate chain of command receives task status updates during the life cycle of the task. At the OPR, an AO will be assigned to a task. The AO is responsible for adherence to staffing formats and policies.

WILLIAM T. LORD, Lt Gen, USAF
Chief of Warfighting Integration and Chief
Information Officer

(AFMC)

WALTER J. LINDSLEY, Colonel, USAF
Director of Staff

Attachment 1**GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

PL 104-13, *Paperwork Reduction Act of 1995*

NATO STANAG 2066 (Edition 5), *Layout for Military Correspondence*, 22 June 1990

JP 1-02, *Department of Defense Dictionary of Military and Associated Terms*, 14 April 2006

DoDI 5330.2, *Specifications for DoD Letterheads*, February 13, 1984

DoD 5200.1-R, *Information Security Program*, January 14, 1997

DoDI 4525.8/AFSUP 1, *DoD Official Mail Management*, 20 March 2006

DoD 5400.7-R/AFSUP 1, *DoD Freedom of Information Act Program*, 24 June 2002

EO 13526, *Classified National Security Information Memorandum*, 29 December 2009

Title 18 USC 506, *Crimes and Criminal Procedure*, 7 January 2011

AFDD 1-2, *Air Force Glossary*, 11 January 2007

AFPD 33-3, *Information Management*, 28 March 2006

AFI 33-119, *Air Force Messaging*, 24 January 2005

AFI 31-401, *Information Security Program Management*, 1 November 2005

AFI 33-321, *Authentication of Air Force Records*, 3 August 2011

AFI 33-324, *The Information Collections and Reports Management Program; Controlling Internal, Public and Interagency Air Force Information Collections*, 1 June 2000

AFI 33-328, *Administrative Orders*, 16 January 2007

AFI 33-332, *Privacy Act Program*, 29 January 2004

AFI 33-360, *Publications and Forms Management*, 18 May 2006 (Incorporating Change 1, 20 March 2007)

AFI 51-604, *Appointment to and Assumption of Command*, 4 April 2006

AFI 84-105, *Organizational Lineage, Honors and Heraldry*, 1 February 2006

AFMAN 23-110, *USAF Supply Manual*, 1 July 2006

AFMAN 33-363, *Management of Records*, 1 March 2008

AFH 33-337, *The Tongue and Quill*, 1 August 2004

HQ USAF HOI 33-3, *Information Workflow Management and Correspondence Preparation*, 31 May 2002

USPS Publication 28, *Postal Addressing Standards*, July 2006

Prescribed Forms

No forms are prescribed by this publication.

Adopted Forms

AF Form 74, *Communication Status Notice/Request*, AF Form 847, *Recommendation for Change of Publication*, AF Form 388, *Communication Control Record* and AF Form 1768, *Staff Summary Sheet*.

Abbreviations and Acronyms

AF—Air Force (when used on forms)
AFD—Automated File Designator
AFDD—Air Force Doctrine Document
AFH—Air Force Handbook
AFHRA—Air Force Historical Research Agency
AFI—Air Force Instruction
AFMAN—Air Force Manual
AFPD—Air Force Policy Directive
AFRIMS—Air Force Records Information Management System
AFSUP—Air Force Supplement
ANG—Air National Guard
APO—Army Post Office; Air Force Post Office
BITC—Base Information Transfer Center
BITS—Base Information Transfer System
cc—courtesy copy
CC—Commander
DII—Defense Information Infrastructure
DMS—Defense Message System
DoD—Department of Defense
DoDI—Department of Defense instruction
DRU—direct reporting unit
DSN—Defense Switched Network
E-mail—electronic mail
FAX—facsimile
FOA—field operating agency
FPO—Fleet Post Office
HAF—Headquarters Air Force
HOI—Headquarters Operating Instruction

HQ—Headquarters

HQ USAF—Headquarters United States Air Force

JP—Joint Publication

MAJCOM—Major Command

NATO—North Atlantic Treaty Organization

NOTAL—Not To All

OCR—Optical Character Recognition

OPR—Office of Primary Responsibility

OSD—Office of the Secretary of Defense

PL—Public Law

PMS—Pantone Matching System

RDS—Records Disposition Schedule

SAF—Secretary of the Air Force

STANAG—Standardization Agreement

URL—Uniform Resource Locator

US—United States

USAF—United States Air Force

USPS—United States Postal Service

WWW—World Wide Web

Terms

Correspondence—A letter, memorandum, memorandum for record, report, meeting minutes, or staff study. It does not include standard publications, periodicals (covered in AFI 33-360, administrative orders [covered in AFI 33-328, *Administrative Orders*]), decoration award elements, formats for special reports, or operation plans.

Electronic Communications—Any official item sent between organizations or individuals relating exclusively to the business of the US Government. E-mail supplements, but does not replace, existing administrative communication systems such as the USPS, the BITS, DSN, or the DMS.

Message—Information prepared in a format for transmission by a telecommunications system such as the DMS.

Attachment 1 (AFMC)**GLOSSARY OF REFERENCES AND SUPPORTIVE INFORMATION*****References***

AFH 33-337, *The Tongue and Quill*, 1 Aug 04

AFI 31-401, *Information Security Program Management*, 1 Nov 05

AFI 90-401 AFMC Supplement, *Air Force Relations with Congress*, 7 Oct 09

DoDM 5200.01, Volume 1, *DoD Information Security Program: Overview, Classification, and Declassification*, 24 Feb 12

DoDM 5200.01, Volume 2, *DoD Information Security Program: Marking of Classified Information*, 24 Feb 12

DoDM 5200.01, Volume 3, *DoD Information Security Program: Protection of Classified Information*, 24 Feb 12

Prescribed Forms

AF Form 847, *Recommendation for Change of Publication*

Abbreviations and Acronyms

AF – Air Force

AFH – Air Force Handbook

AFLCMC – Air Force Life Cycle Management Center

AFNWC – Air Force Nuclear Weapons Center

AFRL – Air Force Research Laboratory

AFSC – Air Force Sustainment Center

AFTC – Air Force Test Center

AFMAN – Air Force Manual

AFMC – Air Force Materiel Command

AO – Action Officer

CA – Executive Director

CC – Commander

CV – Vice Commander

DS – Director of Staff

DoDM – Department of Defense Manual

eSSS – electronic Staff Summary Sheet

ET – Eastern Time

GAL – Global Address List

HAF – Headquarters Air Force

HQ – Headquarters

IAW – In Accordance With

KB – Kickback

MAJCOM – Major Command

NIPR – Non-secure Internet Protocol Router

OCR – Office of Collateral Responsibility
OPR – Office of Primary Responsibility
ROE – Rules of Engagement
SAP – Special Access Program
SCI – Sensitive Compartmented Information
SIPR – Secret Internet Protocol Router
SOCGER – Senior Officer Communication and Coordination Electronic Resource
TDY – Temporary Duty
TS – Top Secret
2-Ltr – 2-Letter

Terms

Action Officer – At all levels, the AO is the person (whether military, civilian, or contractor), acting in the capacity to provide a response or information. An AO must be assigned for each OPR and OCR. The AO has the ultimate responsibility to ensure the task is completed by the suspense date.

HQ AFMC/CCK – HQ AFMC Knowledge Operations. The office that scans the eSSS and any associated signed documents for the official electronic record. They also manage accountability of SIPR packages.

HQ AFMC/CCX-LL – HQ AFMC Legislative Liaison office.

AFMC/DS Workflow – HQ AFMC/DS Workflow Office’s email address on NIPR and SIPR.

Center Top 3 – Refers to Center Commander, Vice Commander, and Executive Director.

Command Office – AFMC/CC/CV/CA (including Executive Officers).

HQ AFMC/DS Workflow – The office within DS who manages the suspense tracking process.

Office of Collateral Responsibility – The HQ 2-Ltr/Center whose assigned function is involved to a secondary degree in a task that is primary responsibility of another 2-Ltr/Center. They are responsible for reviewing a task and providing input to the OPR in a timely manner. Negative replies are required from the OCR to the OPR.

Office of Primary Responsibility – The HQ 2-Ltr having primary functional interest and responsibility of preparing, coordinating, monitoring progress, and ensuring a task is complete. This is a cradle-to-grave responsibility.

Package – The final staff product to include the original task and supporting material (e.g., eSSS, Bullet Background Paper, Briefs, Data, etc.).

Suspense – The date the task is due to the customer.

Task – A generic name for the deliverable required by the customer. A task travels down through the Command in Phase One (Tasking phase), while in Phase Two (Response Phase), a task travels up through the Command.

Top 3 – For staffing purposes, Top 3 refers AFMC/CC/CV/CA.

Workflow – A centralized office or position within HQ AFMC 2-Ltrs and Centers that controls the flow of tasks and related information within the tasking process, both up and down the chain of command.

Attachment 2

DEPARTMENT OF THE AIR FORCE SEAL, COAT OF ARMS, AND CREST

A2.1. Functional Area Responsibilities. It is the OPRs responsibility.

Note: Refer questions about this attachment to Air Force Historical Research Agency (AFHRA/RS), 600 Chennault Circle, Maxwell AFB AL 36112-6424.

A2.1.1. Office of the Secretary of the Air Force. The Administrative Assistant to the Secretary of the Air Force (SAF/AA) is the custodian of the Air Force Seal (Figure A2.1) and is solely responsible for approving the use of its impression on official departmental documents and records.

Figure A2.1. Department of the Air Force Seal.



A2.1.2. AFHRA approves use of facsimiles of the seal. This includes use on insignia, flags, medals, and similar items. AFHRA also approves requests from industry or Air Force groups for use of other parts of the seal.

A2.1.3. Policy and Compliance Division. The Secretary of the Air Force, Policy and Compliance Division (SAF/A6PP) approves the manner in which the seal is used on printed material.

A2.2. Description and Significance. The official Air Force colors of ultramarine blue (Pantone Matching System [PMS] Reflex Blue) and Air Force yellow (PMS 116) are used prominently on the Air Force seal (see AFI 84-105, *Organizational Lineage, Honors, and Heraldry*). The seal is described as follows:

A2.2.1. A circular disc of ultramarine blue edged with a narrow Air Force yellow border.

A2.2.1.1. Centered on the disc, the Air Force coat of arms, consisting of the crest and shield.

A2.2.1.2. The crest is made up of the eagle, wreath, and cloud form. The American bald eagle symbolizes the United States and its air power and is depicted in its natural colors.

The wreath under the eagle is made up of six alternate folds of metal and light blue. This repeats the metal and color used in the shield. The white clouds behind the eagle denote the start of a new sky.

A2.2.1.3. The shield, directly below the eagle and wreath, is divided horizontally into two parts by a nebular line representing clouds. The top part bears an Air Force yellow thunderbolt with flames in natural color that shows striking power through the use of aerospace. The thunderbolt consists of an Air Force yellow vertical twist with three natural color flames on each end crossing a pair of horizontal wings with eight lightning bolts. The background of the top part is light blue representing the sky. The lower part is white representing metal silver.

A2.2.2. The 13 white encircling stars represent the original 13 colonies.

A2.2.3. The Air Force yellow numerals under the shield are 1947. This is the year the Department of the Air Force was established.

A2.2.4. The band encircling the whole design is white edged in Air Force yellow with black lettering. The inscriptions read "Department of the Air Force" on the top part and "United States of America" on the lower part.

A2.3. Using the Seal. The seal is permitted only as outlined in this attachment. Falsely making, forging, counterfeiting, mutilating, or altering the seal, or knowingly using or possessing with fraudulent intent is punishable by law (Title 18 U.S.C. § 506). Displaying the seal is allowed in certain instances. Commanders make sure the display is in good taste and appropriate to the occasion.

A2.3.1. Authorized Users. Commanders of MAJCOMs, FOAs, DRUs, Air Force missions, military assistance advisory groups, air attaches, professors of aerospace studies, and Air Force general officers may use the Air Force seal in the performance of their official duties. Museums may use the seal when specifically authorized by AFHRA.

A2.3.2. Authorized Uses. You may use the seal or any part of it--in black and white, color monochrome reproduction, pictorial, or sculptured relief--as follows:

A2.3.2.1. On printing issued at departmental-level for general Air Force use.

A2.3.2.2. In official Air Force films, videotapes, or television programs.

A2.3.2.3. On programs, certificates, diplomas, invitations, and greetings of an official nature.

A2.3.2.4. On memorials or monuments erected or approved by the Department of the Air Force.

A2.3.2.5. With any official Air Force exhibit.

A2.3.2.6. On wall plaques at Air Force facilities with the approval of the appropriate commander or agency chief.

A2.3.3. Unauthorized Uses. The seal will not be used in any way that implies Air Force use or endorsement of an item. For example:

A2.3.3.1. Air Force property and equipment for identification.

A2.3.3.2. Souvenir or novelty items.

A2.3.3.3. Printed matter copied or collected by an Air Force activity, except as shown in paragraph A2.3.2.

A2.3.3.4. Toys or commercial gifts and premiums.

A2.3.3.5. Stationery as a letterhead design.

A2.3.3.6. Menus, matchbook covers, sugar envelopes, calendars, and similar items.

A2.3.3.7. Military or civilian clothing.

A2.3.3.8. Membership cards of military or quasi-military clubs, and societies.

A2.3.3.9. Athletic clothing and equipment.

A2.3.3.10. Any article that may discredit the seal or reflect unfavorably on the Department of the Air Force.

A2.3.3.11. Commercial or private printed matter.

A2.4. Using the Coat of Arms. The Coat of Arms (Figures A2.2 and A2.3) is authorized for ornamental use when approved by AFHRA and commercial use when authorized by the Air Force Public Affairs Agency. Refer to the Air Force Trademark & Licensing Program at the following web link for more details and request process for commercial use of the coat of arms. <http://www.trademark.af.mil/>. The coat of arms may be in black and white, color monochrome reproduction, pictorial, or sculptured relief form.

Figure A2.2. Coat of Arms With Encircling Stars.



Figure A2.3. Coat of Arms Without Encircling Stars.



A2.4.1. The coat of arms with or without encircling stars may be authorized for:

A2.4.1.1. Official use on Air Force flags, pennants, emblems, medals, badges, buttons, and similar devices.

A2.4.1.2. Nonofficial use on articles of jewelry such as watches, rings, tie clasps, cuff links, bracelets, cigarette lighters, and similar articles when appropriate and in good taste. Approval is given with the understanding that such usage in no way reflects Air Force endorsement of the product involved.

A2.4.2. The coat of arms without encircling stars may be used by active duty, reserve, and retired Air Force military personnel without AFHRA approval as ornamentation on:

A2.4.2.1. Personal stationery or framed for display in the home as a painting or a wall plaque.

A2.4.2.2. Civilian jackets or blazers of conservative color. Authorized personnel are expected to protect the dignity of the Air Force Coat of Arms by ensuring that its display is in good taste and appropriate to the occasion.

A2.5. Using the Crest. The Crest (Figures A2.4 and A2.5) with or without encircling stars, may be used by commanders on approved organizational emblems for ornamentation purposes. This authorization is restricted to heraldic-type emblems of organizations group-level or higher. The colors in the wreath beneath the eagle will be as described in paragraph A2.2.1.2. Using the crest should not be taken as authority for changing and/or modifying Air Force flags.

Figure A2.4. Crest With Encircling Stars.



Figure A2.5. Crest Without Encircling Stars.



A2.6. Supply and Issue.

A2.6.1. Request official drawings of the seal or any part for reproduction, as authorized for use in paragraphs A2.3 and A2.4 from AFHRA/RS, 600 Chennault Circle, Maxwell AFB AL 38112-6424. The request must include a complete justification. Commercial requests for

use of the coat of arms should be directed to the Air Force Public Affairs Agency, Trademark and Licensing, 3515 S General McMullen Dr, San Antonio, TX 78226, or via the Internet at <http://www.trademark.af.mil>.

A2.6.2. Wall plaque, Air Force seal (National Stock Number 9905-00-766-0426), may be requisitioned. The cost of these items is borne by the using activity.