

**BY ORDER OF THE  
SECRETARY OF THE AIR FORCE**

**HEADQUARTERS OPERATING  
INSTRUCTION 33-3**



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**CORRESPONDENCE PREPARATION,  
CONTROL, AND TRACKING**

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This publication implements Air Force Policy Directive (AFPD) 33-3, *Information Management*. It provides guidance and procedures for preparing staff packages and correspondence internal and external to the Headquarters of the Department of the Air Force (HAF). The HAF is the executive part of the Department of the Air Force (DAF), consisting of the Office of the Secretary of the Air Force (Secretariat), the Air Staff, and the Office of the Chief of Space Operations (Space Staff). This publication applies to all civilian employees and uniformed members of the Regular Air Force, the Air Force Reserve, the Air National Guard, the United States (U.S.) Space Force, the Civil Air Patrol when conducting missions as the official Air Force Auxiliary, all DAF civilian employees, and those with a contractual obligation to abide by the terms of DAF issuances. Use this publication with Department of Defense Manual (DoDM) 5110.04, Volume I, *Manual for Written Material: Correspondence Management*, DoDM 5110.04, Volume II, *Manual for Written Material: Examples and Reference Material*, Air Force Instruction (AFI) 65-302, *External Audit Services*, AFI 90-401, *Relations with Congress*, Air Force Manual (AFMAN) 33-326, *Preparing Official Communications*, Air Force Handbook (AFH) 33-337, *The Tongue and Quill*, HOI 33-10, *Suspense and Control of Congressional and White House Correspondence*, and HOI 33-14, *Secretariat and Air Staff Responsibilities and Procedures on Matters under Consideration by The Joint Chiefs of Staff (JCS)* to prepare staff packages and correspondence. In cases where there is conflicting guidance, follow this publication. Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using the DAF Form 847, *Recommendation for Change of Publication*, and forward to the Director of Staff, Office of the

Secretary of the Air Force at [SAF.DS.Workflow@us.af.mil](mailto:SAF.DS.Workflow@us.af.mil). This publication may be supplemented at any level, but all supplements must be routed to the OPR of this publication for coordination prior to certification and approval. Ensure all records generated as a result of processes prescribed in this publication adhere to AFI 33-322, *Records Management and Information Governance Program*, and disposed in accordance with the Air Force Records Disposition Schedule which is located in the Air Force Records Information Management System.

## **SUMMARY OF CHANGES**

This publication has been substantially revised and should be reviewed thoroughly. Major changes include the new Secretariat Director of Staff and the delineation of responsibilities with each of the Service's Directors of Staff, to include incorporation of the U.S. Space Force. The rewrite reflects the reorganization of the Headquarters Air Force Executive Secretariat under the Secretariat Director of Staff, and designation of the Secretariat Director of Staff and HAF Executive Secretariat to be the single point of entry for Office of the Secretary of Defense correspondence directed to the Secretary of the Air Force or his or her designee. Finally, it standardizes suspense dates for common HAF staff packages and correspondence, and incorporates detailed procedures for coordination previously found in separate memorandums or business rules.

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## Chapter 1

### OVERVIEW

**1.1. Purpose.** This publication details procedures for preparing staff packages and correspondence for DAF Senior Leaders. It defines HAF organizations' roles, responsibilities, relationships, and training of HAF organizations staff.

**1.2. DAF Senior Leaders (Top 8).** The DAF Senior Leaders are the Secretary of the Air Force (SecAF), Under Secretary of the Air Force (USecAF), Chief of Staff of the Air Force (CSAF), Chief of Space Operations (CSO), Vice Chief of Staff of the Air Force (VCSAF), Vice Chief of Space Operations (VCSO), Chief Master Sergeant of the Air Force (CMSAF), and the Chief Master Sergeant of the Space Force (CMSSF).

**1.3. Headquarters of the Department of the Air Force (HAF).** All references to the HAF include the Office of the Secretary of the Air Force (known as the Secretariat), Air Staff, and the Office of the Chief of Space Operations (known as the Space Staff) per Chapters 903, 905, and 908 of Title 10 (10 U.S. Code Sections 9014, 9031, and 9083), as the executive part of the DAF.

**1.4. Action Officer (AO).** An AO is *anyone* who takes action on behalf of a senior leader to solve a problem, research an issue, implement a new policy, or coordinate with a peer, subordinate, or higher-level organization.

## Chapter 2

### RESPONSIBILITIES

#### 2.1. Director of Staff, Office of the Secretary of the Air Force (SAF/DS).

2.1.1. Develops policy and direction for management of Departmental correspondence signed by SecAF and USecAF.

2.1.2. Coordinates with each of the Service's Directors of Staff to synchronize and incorporate policy and direction for Departmental correspondence signed by CSAF, CSO, VCSAF, and VCSO.

2.1.3. Serves as the senior level coordinator and central processing center for HAF staff packages and correspondence for SecAF and USecAF, working closely with each of the Service's Directors of Staff.

2.1.4. Connects across HAF organizations to ensure their work reflects SecAF and USecAF strategy and intent.

2.1.5. Oversees the HAF Executive Secretariat (SAF/DSE).

2.1.6. Designates an official task management system and, working closely with each of the Service's Directors of Staff, establishes HAF staffing business rules. (See [Chapter 3](#))

#### 2.2. Director of Staff, Headquarters United States Air Force (AF/DS).

2.2.1. Develops policy and direction for management of Air Staff and U.S. Air Force (USAF) correspondence signed by CSAF and VCSAF. Service-level policy and direction will be consistent with guidance in this publication.

2.2.2. Serves as the senior level coordinator and central processing center for Air Staff and USAF staff packages for CSAF, VCSAF, and CMSAF.

2.2.3. Connects across the Air Staff and USAF organizations to ensure their work reflects CSAF and VCSAF strategy and intent, and is consistent with Department strategy and intent.

2.2.4. Develops guidance and integrate the efforts of the Air Staff to improve the management and utilization of Air Staff resources.

2.2.5. Manages and coordinates Air Staff activities, to include all staff actions of the CSAF, VCSAF, and CMSAF.

#### 2.3. Director of Staff, Office of the Chief of Space Operations (SF/DS).

2.3.1. Develops policy and direction for management of Space Staff and U.S. Space Force (USSF) correspondence signed by CSO and VCSO. Service-level policy and direction will be consistent with guidance in this publication.

2.3.2. Serves as the senior level coordinator and central processing center for Space Staff and USSF staff packages for CSO, VCSO, and CMSSF.

2.3.3. Connects across the Space Staff and USSF organizations to ensure their work reflects CSO and VCSO strategy and intent, and is consistent with Department strategy and intent.

2.3.4. Develops guidance and integrates the efforts of the Space Staff to improve the management and utilization of Space Staff resources.

2.3.5. Manages and coordinates Space Staff activities, to include all staff actions of the CSO, VCSO, and CMSSF.

#### **2.4. HAF Executive Secretariat (SAF/DSE).**

2.4.1. Working closely through AF/DS and SF/DS, process and monitor staff packages and correspondence addressed to or originating from the DAF Senior Leaders.

2.4.2. Monitor non-operational staff packages and correspondence between the HAF and external agencies, to include but not limited to the Congress, White House, Government Accountability Office (GAO), Office of the Secretary of Defense (OSD), DoD Office of the Inspector General (DoD OIG), and the Joint Staff.

2.4.3. Ensure responses to tasks are complete (properly formatted, properly assembled, and appropriately coordinated).

2.4.4. Train HAF organizations and other personnel on the staffing process, the art of coordination, and plain language writing.

2.4.5. Assign tasks to a single, primary office with the vested or delegated authority from SecAF.

2.4.6. Preserve official records of DAF Senior Leader correspondence per HOI 33-17, *Headquarters Air Force Records Management Program*.

2.4.7. Maintain training guides and templates for all required staff packages and correspondence on the SAF/DSE SharePoint site (<https://usaf.dps.mil/sites/saf-ds/dse>) and the official task management system.

#### **2.5. HAF Organizations (2-Letter, Level 2, and equivalent).**

2.5.1. Promote knowledge management, information sharing, and collaboration to support each other and other organizations' decision making processes.

2.5.2. Ensure all newly assigned personnel attend staff package and correspondence process training provided by SAF/DSE, and, where appropriate, by AF/DSK and SF/DS.

2.5.3. Establish and manage workflow organizational email boxes for incoming correspondence and tasks.

2.5.4. Assign actions through controlled and established (written) procedures within their area of responsibility.

#### **2.6. Office of Primary Responsibility (OPR).**

2.6.1. Provides the final integrated, consolidated, and coordinated product to task originators.

2.6.2. Coordinates with others with relevant technical expertise or who may be affected by the outcome of the action to obtain and to reflect that input on the final product.

2.6.3. Collaborates using all available electronic platforms in addition to in-person meetings.

2.6.4. Documents all coordination in the official task management system.

2.6.5. Writes in a clear, concise, and specific manner. Writing must be error free in spelling and punctuation.

2.6.6. Meets suspense dates per the task instructions and requests extensions, if required.

2.6.7. Obtains legal reviews on the intended final staff package just prior to submission to DAF Senior Leaders, as required.

2.6.8. Distributes completed correspondence, as required.

**2.7. Office of Coordinating Responsibility (OCR).** The OCR will provide all required assistance to the OPR.

**2.8. Action Officers.**

2.8.1. Complete all staff package and correspondence process training. See the SAF/DSE SharePoint site (<https://usaf.dps.mil/sites/saf-ds/dse>) for more information.

2.8.2. Research assigned tasks, and prepare responses including, where appropriate, recommended data-informed courses of action.

2.8.3. Consult with all cross-functional and cross-component AOs with equity early in the response formulation.

2.8.4. Draft staff packages and correspondence in a clear, concise, and specific manner. See [paragraph 3.15](#).

2.8.5. Clearly mark staff packages and correspondence with appropriate classification or control markings per DoDM 5200.01V2 Department of the Air Force Manual (DAFMAN) 16-1404V2, *Information Security Program: Marking of Information*, Department of Defense Instruction (DoDI) 5200.48 Department of the Air Force Instruction (DAFI) 16-1403, *Controlled Unclassified Information (CUI)*, and other applicable guidance.

2.8.6. Supervise the assigned task to completion. The AO is responsible for his or her actions until a final decision has been made and final documents have been distributed.

**2.9. Military Assistants, Executive Officers, or Equivalent.**

2.9.1. Communicate positions and responses for his or her principal, and provide context to senior leader tasks, to include clarifying or amplifying guidance, to AOs.

2.9.2. Ensure senior leader actions are correctly prepared and routed in a prompt manner.

2.9.3. Provide feedback to staff on senior leader actions.



## Chapter 3

### THE STAFFING PROCESS

**3.1. The Secretary of the Air Force's Intent.** The staff's job is to complete assigned tasks with the appropriate coordination and completeness, as determined by the OPR, in a timely manner. When appropriate, the staff should present options supported by data, identify the pros and cons of each option, recommend the decision criteria, present views of others, and provide an objective recommendation. Consensus is not required for a decision, and non-concurrence is not a veto.

#### *Section 3A—Task Management System.*

**3.2. Enterprise Task Management Software Solution (ETMS2).** The staff will use ETMS2 as the official task management system for tracking Departmental staff packages and correspondence for visibility, unofficial record-keeping, and consistency. Store official records in the organization's approved record keeping system. The staff will use ETMS2 to:

3.2.1. Receive, generate, assign, and control correspondence.

3.2.2. Connect with other information technology systems, manually or automatically, to process staff packages and correspondence relating to organizations outside of the HAF.

3.2.3. Report metrics and suspense dates.

3.2.4. Upload documents and version control.

#### **3.3. Document Control.**

3.3.1. ETMS2 has three repositories to organize and store documents. Assigned roles determine which document tabs users are authorized to view and edit.

3.3.1.1. Original Documents. Contains the initial tasking documents uploaded by the task initiator. Only users assigned to the task initiator team may edit original documents. Original documents may include background information, the correspondence generating the task, specific formats, and documents requiring review.

3.3.1.2. Supporting Documents. Contains additional documents uploaded by any user or team assigned to the task. AOs should use the supporting documents folder for any working or draft documents collected during coordination.

3.3.1.3. Final Documents. Contains final versions of documents intended for the decision maker's review or signature.

3.3.2. ETMS2 is certified to hold moderate- to high-impact personally identifiable information (PII) as defined by AFI 33-332, *Air Force Privacy and Civil Liberties Program*, or other sensitive CUI to include full and partial social security numbers, health-related information, and personnel documents, provided all requirements are met per DoDI 1000.30, *Reduction of Social Security Number (SSN) Use Within DoD*. Users are responsible for applying the necessary controls within ETMS2 (see [paragraph 3.5.5.3](#))

#### **3.4. Alternative Systems.**

3.4.1. SAF/DS may approve an exception for the staff to use alternate means for managing staff packages and correspondence addressed to or originating from the SecAF and USecAF.

3.4.2. AF/DS and SF/DS may approve an exception for their respective staff to use alternate means for managing staff packages and correspondence addressed to or originating from the CSAF, CSO, VCSAF, VCSO, CMSAF, and CMSSF.

### ***Section 3B—General Procedures.***

#### **3.5. Task Initiation.**

3.5.1. Each HAF organization or equivalent office requiring support and action from peer offices can initiate a task, with the following exceptions:

3.5.1.1. Subordinate offices, other than the offices identified in **Table 3.1**, should not task a higher level office (e.g., a 4-Letter should not task a 2-Letter or Level 2) but may elevate a task to a higher level office who will then task peer 2-Letter or Level 2 offices (e.g., a publication OPR in a subordinate office requesting its 2-Letter office to task peer 2-Letter offices on a publication coordination). This ensures appropriate vetting of tasks.

3.5.1.2. The AF/DS or Air Staff 2-Letter may task a Major Command (MAJCOM) or USAF Direct Reporting Unit (DRU). The SF/DS or Space Staff Level 2 may task a Field Command (FLDCOM) or USSF DRU. All other HAF organizations should initiate tasks through the appropriate Service's Director of Staff for support and action from a MAJCOM, FLDCOM, or DRU except as otherwise provided through a Mission Directive, DAFI, or other issuance.

3.5.2. DAF Senior Leader Tasking.

3.5.2.1. DAF Senior Leaders should assign tasks through the Secretariat or Service Directors of Staff. The staff principal or Directors of Staff should request clarifying guidance as soon as possible to ensure the task response addresses the DAF Senior Leader's request.

3.5.2.2. Send all SecAF and USecAF staff studies, requests for information, and other tasks to the SAF/DSE Workflow for assignment and appropriate action. Send Service Chief, Vice Chief, and Senior Enlisted Advisor tasks to the appropriate Service Director of Staff. Include all elements identified in **paragraph 3.6**.

3.5.3. HAF organizations can task external agencies for required coordination and should use the enterprise assignment function within ETMS2.

3.5.4. Correspondence initiated by an organization outside the DAF and addressed to a DAF official will be assigned for action by the entry points in **Table 3.1**.

**Table 3.1. Entry Points for Common Types of Correspondence.**

Entry Point	Corresponding Authority
Executive Secretariat (SAF/DSE)	SecAF or USecAF
	Office of the Secretary of Defense (OSD) for action or information by the Component Head
	White House
	Public Mail
Service Director of Staff (AF/DS or SF/DS)	Service Chief, Vice Chief, or Senior Enlisted Advisor
Director of Legislative Liaison (SAF/LL and subordinate offices)	Advance Policy Questions
	Congressional Correspondence
	Insert or Question for Record
Auditor General (SAF/AG)	DoD Office of the Inspector General
	Government Accountability Office
Joint Action Control Office (JACO) (AF/A3J and SF/S3J)	Joint Staff

3.5.5. Task initiators should control hard copy, sensitive, or protected staff packages and correspondence by creating an unclassified “ghost” task, unless otherwise directed. The staff may make tasks private to restrict access and visibility for sensitive task.

3.5.5.1. For actions associated with the DAF Senior Leaders, SAF/DSE or the Service’s Directors of Staff, will create ghost tasks on the sensitive but unclassified internet protocol router network (NIPRNet) for secure internet protocol router network (SIPRNet) actions for tracking and reporting.

3.5.5.2. DAF Special Access Program Central Office (SAF/AAZ) will establish control procedures to ensure accurate and prompt response to staff packages and correspondence requiring extraordinary protection per Executive Order 13526, *Classified National Security Information*.

3.5.5.3. If task documents contain PII, task initiators must make tasks private and not place any PII in the task instructions. Users must only assign the task to those who need to see the information (i.e., if an entire team does not need access, assign only to individuals.)

3.5.6. ETMS2 will automatically assign and identify tasks using a control number consisting of the letters “HAF” (NIPRNet) or “HAFS” (SIPRNet) followed by the all-numeric date notation (YYMMDD), and four alphanumeric characters. The staff should use the last four characters to reference and quickly search for the task.

**3.6. Task Standardization and Routing.** The staff will include the following information in a format consistent with the staff summary sheet (see [Chapter 5](#)) in the task instructions: point of contact (POC), purpose of task, required deliverable, suspense date, suggested level of coordination, and any additional helpful information to scope the response.

3.6.1. Assign one office the primary responsibility for each task.

3.6.2. Use a descriptive subject to identify the task and spell out all acronyms when practical.

3.6.2.1. Prefix the subject line with the office symbol of the task originator or the final signature authority for reporting purposes. Use the office symbols in [Table A3.1](#).

3.6.2.2. Include the action identification number for external correspondence, if not already provided.

3.6.3. Staff receiving correspondence outside of the designated entry point (see [Table 3.1](#)) should redirect the task originator to the appropriate office and entry point method within 1 business day of receipt.

3.6.4. Some staff packages and correspondence may be tasked simultaneously to multiple organizations. SAF/DSE, working closely with the Service's Directors of Staff, will verify the task and required release authority with the originator. If simultaneous coordination is requested, all staff package elements must be available for review.

3.6.5. Staff must forward any staff packages and correspondence requiring SecAF or USecAF action to SAF/DSE, or to the appropriate Service's Director of Staff for Service Chief, Vice Chief, or Senior Enlisted Advisor action, for controlling purposes.

### **3.7. Managing Suspense.**

3.7.1. The task originator directs the overall suspense date. The overall suspense date is the date by which the staff package or correspondence must be approved or signed by the decision maker.

3.7.2. The staff should request guidance on the suspense date from the task originator senior leader, whenever possible. DAF Senior Leader staff studies and requests for information are dependent on the event that resulted in the task, such as a meeting, trip, or conference, which determines the overall suspense date. In the absence of specific senior leader guidance, [Table 3.2](#) suspense applies.

3.7.3. The staff should allow sufficient time at each step in the coordination and approval process for offices to meet required suspense. Timeliness is critical.

3.7.3.1. Establish suspense dates for coordination by working backwards from the overall suspense date, taking into account the length and complexity of the requested action.

3.7.3.2. When feasible, allow 5 business days for DAF Senior Leaders' review.

3.7.3.3. For internal tasks initiated by HAF organizations or equivalent, provide at least 15 business days for 2-Letter, Level 2, or equivalent coordination. Spell out external suspense dates and other reasons for urgency in the task instructions.

**Table 3.2. Standard Overall Suspense Dates for Common Staff Actions.**

Action Type	Overall Suspense Date
President, Vice President, White House Chief of Staff	1 calendar day
Cabinet Heads, U.S. Governors, and Senior White House Staff	5 business days
White House (Reply Direct)	6 business days
White House Bulk Cases (Reply Direct)	14 business days
Answer Secretary or Deputy Secretary of Defense Note	5 business days
Comments and Recommendations to Secretary or Deputy Secretary of Defense	5 business days
Prepare Reply for Secretary of Defense, Deputy Secretary of Defense, or OSD Executive Secretary	10 business days
Invitations Tasked for Comments and Recommendations	14 business days
Reply Direct by Component Head	14 business days
Detail Requests from Outside DoD	30 business days
DAF Senior Leader Request for Information	10 business days
Congressional Constituent Inquiry Addressed to OSD (Reply Direct)	10 business days
Congressional Constituent Inquiry (HAF organizations)	14 calendar days
Members of Congress Addressed to DAF Senior Leaders	30 calendar days
Congressional Briefing (HAF organizations)	30 calendar days before overall suspense
Congressional Report (HAF organizations)	45 calendar days before overall suspense
Public Mail	30 calendar days
Entrance Conferences (POCs)	5 business days
Audit Draft Reports for Comments	30 calendar days
Government Accountability Office Final Report	181 calendar days (Primary Action Office)
Joint Staff Action	2 business days before overall suspense
DAF and Lower Level Publications Review	15 business days

**3.8. Task Prioritization.**

3.8.1. The staff should request guidance on the priority from the task originator senior leader, whenever possible. DAF Senior Leader staff studies and requests for information are dependent on the event that resulted in the task, such as a meeting, trip, or conference, which determines the urgency of the task.

3.8.2. Use the ETMS2 priority field to indicate the urgency of a task. While the term “hot” may be different for each staff organization, a task is not “hot” simply because it is late meeting a suspense. General guidelines are as follows:

3.8.2.1. Hot. Used when directed by DAF Senior Leaders, when required for ongoing contingencies, war efforts, or when the Secretary of Defense, Deputy Secretary of Defense, or OSD Executive Secretary asks for an immediate response (known as a flash coord).

3.8.2.2. Priority 1. Normally assigned to all President, Vice President, White House Senior Staff, Cabinet Heads, U.S. Governors, Secretary of Defense, or Deputy Secretary of Defense staff packages and correspondence with a suspense within 5 business days.

3.8.2.3. Priority 2. Normally assigned to staff packages and correspondence for DAF Senior Leaders’ approval with a suspense between 6 - 10 business days.

3.8.2.4. Priority 3. Normally assigned to staff packages and correspondence for DAF Senior Leaders’ approval with a suspense between 11 - 15 business days, or when HAF organizations may reply directly to the originating office.

3.8.2.5. Priority 4. Normally assigned to staff packages and correspondence with a suspense between 16 - 20 business days.

3.8.2.6. Priority 5. Normally assigned to staff packages and correspondence with a suspense greater than 20 business days.

### **3.9. Interim Replies and Extensions.**

3.9.1. If unable to meet the required DAF Senior Leader staff study or request for information, Congressional, White House, or Joint Staff suspense, the OPR must submit an interim reply.

3.9.2. For internal HAF correspondence, follow the task instructions for requesting extensions. Use the ETMS2 request extension feature for DAF Senior Leader tasks.

3.9.3. For other OSD component actions or coordination, the OPR must negotiate requests for extension with the OSD POC, keeping SAF/DSE informed of any requests for extension, cancellation, or reassignment. See [Table 3.3](#) for specific procedures.

3.9.4. Extension requests may be beyond the control of the task initiator due to external constraints by the Office of the President, Secretary of Defense, the Congress, or by law.

**Table 3.3. Procedures to Request Extensions for Common External Correspondence.**

Type of Correspondence	Procedure
Secretary of Defense, Deputy Secretary of Defense, or OSD Executive Secretary	Use SD Form 391, <i>Secretary of Defense Correspondence Action Report</i> to request an extension, provide an interim reply, request cancellation, or reassignment and forward to SAF/DSE for review. SAF/DSE will send to the Correspondence Management Division for consideration.
OSD Components	Contact the POC provided in the task instructions.
White House addressed to SecAF	Contact the White House Military Office POC or as directed in the correspondence.
Non-OSD assigned Congressional Correspondence	Contact the SAF/LL portfolio owner or POC provided in the task instructions.
DoD Office of the Inspector General	Use the ETMS2 reject feature or request extension feature. SAF/AG will forward to the audit team for consideration. Extensions will not be granted for scheduling entrance conferences or providing POCs.
Government Accountability Office	Use the ETMS2 reject feature or request extension feature. SAF/AG will forward to the Primary Action Office for consideration. If the DAF is the Primary Action Office, the AO will contact the Audit Management Division to request an extension or reassignment. Extensions will not be granted for scheduling entrance conferences or providing POCs.
Joint Staff	Contact the JACO point of contact provided in the task instructions. The JACO will facilitate discussion between the AO and the Joint Staff AO.

**3.10. Task Assignment.**

3.10.1. Task initiators will task all actions electronically through ETMS2 to a single OPR.

3.10.2. When a task requires input from both Services, assign the OPR to the office with the requisite authority to ensure an integrated and consistent DAF position (see also [paragraph 3.11.5](#)).

3.10.3. The OPR will review the task instructions and assign to appropriate offices. The OPR should contact the task initiator POC for any clarification of the task instructions.

3.10.3.1. Use ETMS2 when assigning 2-Letter/Level 2 or equivalent actions.

3.10.3.2. Each assigned office should ask clarifying questions early to eliminate wasted effort and ensure timeliness.

3.10.4. To appeal an assignment, the OPR must contact the task initiator within 1 business day. When provided with a reasonable rationale for reassignment, the task initiator should contact the new organization to coordinate the reassignment of the task. Follow the procedures in [Table 3.3](#) for external tasks.

3.10.5. After 1 business day of assignment, the tasked OPR becomes the OPR, but may coordinate transfer to another office. The tasked OPR will obtain agreement to transfer the assignment and will annotate in ETMS2 the accepting office POC. The task initiator should assign the task to the new OPR.

### *Section 3C—Coordination and Review.*

#### **3.11. Task Coordination.**

3.11.1. Coordination is the interaction between two or more offices to ensure the interest of each area is considered in the development of the proposed response. It involves study, discussion, and resolution of differences, and may be provided through participation in meetings, routine staff actions, and the communication between individuals at any organization level.

3.11.2. The OPR will identify OCR(s) if any, early in the process to expedite coordination. OCRs may recommend other offices to be tasked but are only suggestions. The OPR is responsible for the entirety of the action, to include the inclusion or removal of any proposed OCRs. **Note:** Task originators may list required OCRs.

3.11.3. The OPR will consider offices in the Secretariat, Air Staff, and Space Staff to ensure proper coordination. Some responses require coordination with organizations outside the HAF, to include OSD, Joint Staff, National Guard, MAJCOMs, FLDCOMs, and DRUs. **Note:** For Departmental responses, lack of cross-staff coordination will result in task disapproval by the Secretariat or Service's Directors of Staff.

3.11.3.1. Obtain input from the Office of the General Counsel (SAF/GC) and the Office of The Judge Advocate General (AF/JA) on all staff packages and correspondence requiring action by a DAF Senior Leader. The legal review from both offices must be of the final adjudicated product and should be the final coordination before the staff package or correspondence is forwarded to the final decision authority for action.

3.11.3.1.1. To help facilitate timely reviews, the OPR may "info copy" SAF/GC early in the process, but will not assign or forward any products for input until all other coordination has been received and comments adjudicated.

3.11.3.1.2. SAF/GC and AF/JA review are not required for pro forma correspondence, if the pro forma language has already been approved by SAF/GC and AF/JA, or DAF Senior Leader staff studies or requests for information that do not involve legal or functional equities, unless otherwise required or desired.

3.11.3.2. Coordinate with SAF/LL on all HAF correspondence to members of Congress, their constituents, and other congressional entities.

3.11.3.3. Coordinate with SAF/PA on HAF actions likely to generate media attention or other public interest.

3.11.3.4. Coordinate with the Chief of the National Guard Bureau (CNGB) on matters of policy and procedures affecting the National Guard, and on coordination with the Joint Staff on guidance to the combatant commands regarding the Air National Guard.



3.11.3.5. Coordinate with the Director, Air National Guard (NGB/CF) on all policy and procedures affecting the Air National Guard, and the Director of Space Operations, Office of the CNGB (NGB-SO) for matters affecting the Space Force at Air Guard locations.

3.11.4. For staff actions requiring MAJCOM, FLDCOM, or DRU coordination, follow the requirements in [paragraph 3.5.1.2](#).

3.11.5. The OPR will integrate the Secretariat and each Service to ensure a comprehensive DAF position, where required and appropriate. Each Secretariat office is responsible to integrate within delegated authorities and functional areas. When there is no Secretariat clearly established for a function, the lead offices from each Service staff are responsible for producing an integrated solution.

3.11.6. The OPR will appropriately represent the views of others and document the absence of coordination from assigned OCRs. The OPR will not hold or stagnate the decision making process for late or absent coordination, except for legal reviews, when required.

**3.12. Organizing Comments.** When a task may generate a significant quantity of comments which require DAF Senior Leaders' review, or when instructed, the OPR and OCR(s) will organize comments using a comment resolution matrix (CRM).

3.12.1. The OPR and OCR(s) will organize comments sequentially by page number, paragraph, and line number. In addition, the OPR will resolve any internal discrepancies, such as multiple offices commenting on the same line with different viewpoints or substantially similar comments.

3.12.2. Categorize comments as follows:

3.12.2.1. Administrative. Proposed changes to the format, grammar, or language of the staff package. The staff should resolve administrative comments at the lowest practical level. **Note:** Administrative comments are not required in the final CRM for DAF Senior Leader action.

3.12.2.2. 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. A substantive comment is usually not sufficient justification for a nonconcur, however, several substantive comments, when taken together, may be grounds for a nonconcurrence.

3.12.2.3. Critical. Major deficiencies or disagreements with the intent or content that is an automatic nonconcur.

**3.13. Types of Coordination Responses.** The OPR and OCR(s) will provide coordination responses as described below, each supported by various categories of comments. See DAFMAN 90-161, *Publishing Processes and Procedures* for additional procedures on formal coordination, resolving comments, certification, and approval.

3.13.1. Concur. Agree with the staff package as written.

3.13.2. Concur with comment(s). Agree with the staff package as written but the coordinator has provided administrative or substantive comments.

3.13.3. Nonconcur. Disagree with the staff package as written. Nonconcur responses must be accompanied by specific comments, recommended changes, and supporting rationale.

3.13.4. **No Comment.** Neither concur, nonconcur, or comment. This response signifies the coordinator has reviewed the task and does not have an equity interest in it.

3.13.5. **No Response.** Used by the OPR when an assigned OCR does not respond within the suspense given. See [paragraph 3.17.1.2](#).

**3.14. Resolving Comments.** The resolution process is the responsibility of the OPR, including the manner in which conducted. OCRs will designate an AO to work with the OPR towards resolution. The OPR will not delay action beyond a reasonable suspense due to disagreements or a lack of response from OCRs.

***Section 3D—Task Response, Approval, and Release.***

**3.15. Writing Style.** When drafting staff packages and correspondence, AOs will follow the Federal Plain Language Guidelines (<https://www.plainlanguage.gov>), as appropriate, per DoDI 5025.13, *Plain Language Program*. Specialized language may be required depending on the intended audience, but language and document organization should be as clear as possible. Key concepts of plain language to keep in mind are noted in [Table 3.4](#).

**Table 3.4. Plain Language Concepts.**

Concept	Description
Be Clear	<p>Use plain language whenever possible; avoid jargon.</p> <p>Avoid overuse of acronyms. Use acronyms found in widely read publications such as newspapers, magazines, the dictionary (e.g., DNA, POW, MIA). In more technical or specialized publications intended for use only by Airmen (e.g., AFMANs) or Guardians (e.g., Space Force Manuals) who have graduated from specialized schools (e.g., flight training, intelligence) use good judgment on acronym use to ensure the audience understands the material. If used, make certain to establish (spell out) upon first use.</p> <p>Use the active voice.</p> <p>Format the document so it's easy to read and understand.</p> <p>Use tables or figures if it's the best way to show information.</p>
Be Concise	<p>Omit unnecessary words, such as “is responsible for” (replace with “will” or “must”) or “in order to” (replace with “to”).</p> <p>Write sentences with 20 words or fewer. Sentences should contain a single thought.</p> <p>Use seven sentences or fewer per paragraph.</p>
Be Specific	<p>Include only information the reader must know.</p> <p>Use words with precise meaning.</p> <p>Include details directly relevant to the main point.</p>

### 3.16. Components of a Staff Package.

3.16.1. In addition to the requirements in [paragraph 2.8](#), the OPR will develop staff packages according to task instructions and the guidelines in [Attachment 1, References](#).

3.16.2. All staff packages for DAF Senior Leader action should have an electronic staff summary sheet (eSSS) to summarize the issue, provide analysis, and make a recommendation.

3.16.2.1. Use the 8-paragraph eSSS for SecAF or USecAF action.

3.16.2.2. The eSSS must be no longer than 3 pages, to include a summary of any documents longer than 10 pages. If there are multiple documents in the package over 10 pages, the eSSS may extend beyond 3 pages, but should not exceed 5 pages total. Do not include 2-Letter, Level 2, or equivalent coordination information in the eSSS page count.

3.16.3. An eSSS is not required when responding to a DAF Senior Leader's request for information. Follow the formatting in [paragraph 3.17.2.1](#) and [paragraph 3.17.2.2](#).

3.16.4. The OPR will list the product or correspondence requiring action as Tab 1.

3.16.4.1. For multiple action Tabs, include as the first group of Tabs in sequential order.

3.16.4.2. OSD uses alphabetical tabs. To properly translate comments and conform to both business rules, the OPR will use a hybrid format when submitting staff packages and correspondence. For example, Tab 1 - Action Memo, Tab 2 (A) - Correspondence for signature, Tab 3 (B) - Coordination sheet.

3.16.5. For all written products for SecAF or USecAF action:

3.16.5.1. Lead with data then follow up with an explanation of the data.

3.16.5.2. Slide decks must stand alone and do not require narration.

3.16.6. For internal DAF Senior Leader tasks, annotate "Prepared by" and "Approved by" on the cover or front page of each document. The rank of the approver should be at least an O-6, GS-15, or equivalent.

3.16.7. For DAF Senior Leader staff studies and requests for information, the OPR has discretion on best formatting of products used to convey the information. The OPR should use existing products whenever possible.

### 3.17. Responding to Tasks.

3.17.1. The OPR will post information in ETMS2, and attach all documents associated with the response into the ETMS2 Final Documents library.

3.17.1.1. The OPR will identify disagreements and comments in its response in ETMS2. Critical comments not adjudicated, must be presented by the OPR as "views of others."

3.17.1.2. For failures to respond, the OPR will note in its response in ETMS2 when coordination was attempted but not accomplished, and notify those OCRs of their "no response" listing. The OPR will include the date assigned to the OCR and requested suspense date.

3.17.2. When responding to a DAF Senior Leader's request for information via email, send email responses to the DAF Senior Leader, his or her military assistant, executive officer, or

equivalent, and the respective Director of Staff. Follow the requirements in [paragraph 3.6.2](#) for the subject line.

3.17.2.1. Restate the question in the first line: (senior leader), on (date) you asked (question). For example, “Mr. Secretary, on 9 May 2022, you asked a question on Air Force capabilities on the KC-46.”

3.17.2.2. The response must follow the principles outlined in [Table 3.4](#). Use attachments as necessary (e.g., background or information papers, briefings), but written answers are preferable.

3.17.2.3. The OPR must still complete the task in ETMS2. **Note:** This cannot be done by SAF/DSE, AF/DSK, SF/DS, or any other task initiator.

3.17.3. For staff packages and correspondence requiring action by a DAF Senior Leader, the OPR should submit staff packages in ETMS2 using pre-built approval route templates or as determined by the OPR. Approval routes should include SAF/DSE, the Secretariat and Service’s Directors of Staff, the appropriate approval authorities, and end with SAF/DSE for processing.

**Table 3.5. Signature and Approval Authorities for OSD Correspondence.**

Symbol	Type of Action	Signature and Approval Authorities
ASN	Answer Note from the Secretary of Defense	SecAF or USecAF
PRS	Prepare Reply for the Secretary of Defense Signature	
ADN	Answer Note from the Deputy Secretary of Defense	
PRD	Prepare Reply for the Deputy Secretary of Defense Signature	
AMN	Answer Note from the Military Assistant to the Secretary or Deputy Secretary of Defense	
PRE	Prepare Reply for OSD Executive Secretary Signature	
C&R	Provide Comments and Recommendations to the Secretary or Deputy Secretary of Defense	
RDC	Reply Direct by Component Head	
RDC	Congressional letters referred to the DAF to reply	Individual appointed by the President needing Senate confirmation (PAS), Someone in an acting or performing the duties of status for the PAS position, or SAF/LL Principal or Principal Deputy.
RD	Reply Direct – at the appropriate level within the DoD component	As required by the task instructions or as determined by SAF/DSE.
FAA	For Appropriate Action	
I&R	Information and Retention	
-	DoD Directives, Instructions, and directive-type memorandums establishing policy	PAS official or Administrative Assistant to the SecAF (SAF/AA)
-	DoD Manuals, Administrative Instructions, and directive-type memorandums implementing policy	Same as above or authorized component coordinator per OSD Executive Secretary

### 3.18. Senior Leader Approval Process (SLAP).

3.18.1. Responses to a DAF Senior Leader’s staff study or request for information generally do not require pre-approval through other DAF Senior Leader offices. For responses to the SecAF or USecAF, the Secretariat and Service’s Directors of Staff will determine whether the response should first be approved by the appropriate Service Chief or Vice Chief.

3.18.2. The OPR must write the eSSS (or appropriate form of reply for DAF Senior Leader request for information) in the “My Response” section. For SAF/DSE tasks, the OPR should first mark the task “Complete,” otherwise select the “Submit for Approval” button. On the following screen, select “Route Templates” and choose the appropriate route from the list.

3.18.3. The Services’ Senior Enlisted are information only on most staff packages unless specifically requesting approval or signature. Include the appropriate Service Senior Enlisted for matters affecting uniforms or enlisted personnel.

3.18.4. SAF/DSE, Secretariat and Service’s Directors of Staff, and DAF Senior Leader military assistants, executive officers, or equivalent are empowered to make typographical, grammatical, formatting, or other minor changes to wording, without the need to return to the OPR. However, tasks can be returned to the OPR with specific instructions on what corrections are needed.

3.18.5. For staff packages requiring rework, the OPR will update the eSSS date and “views of others” to state what corrections were made and whether additional coordination was obtained. The approval route will start with SAF/DSE, and include the Secretariat and Service’s Directors of Staff to determine whether the response should be reviewed again by the appropriate Service Chief or Vice Chief.

**Table 3.6. Approval Route Action Pairs.**

Action Pairs	Description
Approve/Disapprove	Approve allows the package to move to the next stage.  Disapprove stops the process and returns to the initiator of the SLAP as “COORD Disapproved.”
Concur/Non-concur	Concur and Non-concur both allow the individual in a step to comment on the task. However, both Concur and Non-concur will keep the route active.
Information Only	No action required by the recipient unless this is used by itself in Stage 1 (similar to a courtesy copy of an email).

**3.19. Task Closure.** A task is not complete until the task originator accepts the completed staff package or correspondence from the OPR in response to the task requirement.

3.19.1. The OPR will send the correspondence directly to the task originator, or provide to the task initiator (see [Table 3.1](#)) for Congressional, White House, DoD OIG, GAO, and Joint Staff tasks unless otherwise directed.

3.19.2. For Secretary of Defense, Deputy Secretary of Defense, or OSD Executive Secretary correspondence, SAF/DSE will provide hard copy correspondence to the Washington Headquarters Services Correspondence Management Division.

3.19.3. For internal HAF organization tasks, the OPR will send correspondence to the appropriate distribution (see [Attachment 3](#)).

## Chapter 4

### LETTERHEAD STATIONERY STANDARDS AND USES

**4.1. Overview.** The DoD Director of Administration and Management establishes the standards for letterhead stationery in DoDM 5110.04, Vol 1.

4.1.1. Pre-printed letterhead must be 8.5 by 11 inches in size and must be printed on bond paper in blue or black ink.

4.1.2. Computer-generated letterhead may be black or DoD blue. The DoD blue letterhead is preferred and can be found on the official task management system and the SAF/DSE SharePoint site (<https://usaf.dps.mil/sites/saf-ds/dse>).

**4.2. Standards.** Pre-printed and computer-generated letterhead must:

4.2.1. Include the DoD seal 1 inch in diameter and 1/2 inch from the upper left and top edges of the page. Use the one-color variation of the seal, either black or DoD blue (see **Table 4.1**).

4.2.2. Include the principal activity (either “Secretary of the Air Force,” “Under Secretary of the Air Force,” or “Department of the Air Force”) in all caps centered horizontally 5/8 inch from the top of the page, using 12-point Arial bold font.

4.2.3. Include the principal command immediately under the principal activity in all caps centered horizontally using 10.5-point Arial bold font, if applicable.

4.2.4. Include the address “Washington DC” in all caps centered horizontally using 10.5-point Arial bold font beneath the principal activity or command, if applicable. Do not use punctuation in the address line.

4.2.5. Include the office designator (either “Office of the Secretary,” “Office of the Under Secretary,” “Office of the Assistant Secretary,” or “Office of the General Counsel”) in all caps, beginning 1/2 inch from the left edge of the page, using 9-point Arial bold font beneath the DoD seal, if applicable.

4.2.6. Begin the second header line 3-points below the first line. Do not exceed four lines.

**Figure 4.1. Letterhead Stationery Standards.**





**Table 4.1. Primary Color Palette.**

DoD Blue	DoD Gray	White
HEX: #3355E3	HEX: #333333	HEX: #FFFFFF
RGB: (53, 94, 147)	RGB: (51, 51, 51)	RGB: (255, 255, 255)
CMYK: (64, 36, 0, 42)	CMYK: (0, 0, 0, 80)	CMYK: (0, 0, 0, 0)
PMS: 653 C	PMS: 447 C	PMS: N/A

**4.3. Authorized Uses.**

- 4.3.1. Use pre-printed letterhead when preparing correspondence for DAF Senior Leaders’ signature. The staff should remove the letterhead from computer-generated templates prior to submitting for approval.
- 4.3.2. The Secretariat will use the appropriate subordinate office designator.
- 4.3.3. The Air Staff, Space Staff, Field Operating Agencies, and DRUs will use the appropriate principal command designators.
- 4.3.4. The Military Services (USAF and USSF) will use the letterhead appropriate to the organization’s position per AFMAN 33-326.
- 4.3.5. SecAF or his or her designee may approve appropriate slogans and commemorative seals. The Military Services may use organizational logos and mottos, as approved by SecAF.

**4.4. Exceptions.**

- 4.4.1. Do not use letterhead for action or information memorandums prepared for the Secretary or Deputy Secretary of Defense.
- 4.4.2. Secretary or Deputy Secretary of Defense personalized letters and official memorandums must use their respective pre-printed official letterhead stationery per DoDM 5110.04, Vol 1. The staff should remove the letterhead from computer-generated templates prior to submitting for approval.

## Chapter 5

### THE STAFF SUMMARY SHEET

#### 5.1. Document Standards.

5.1.1. Use the electronic staff summary sheet (eSSS) to provide information needed by the decision maker to complete an action in a brief, consistent format. The eSSS provides the framework for a decision to be made, but in most cases is not the decision document.

5.1.2. Write the eSSS so it provides a synopsis of the background and a brief discussion of the salient points of the subject paper, not merely a chronological development of the problem. Include the views of others if applicable (reference [paragraph 3.17.1.1](#) and [paragraph 3.17.1.2](#))

5.1.3. List attachments (reference [paragraph 3.17.1](#)) to the eSSS as tabs and number sequentially. List the document for action as Tab 1. If multiple action documents, continue in successive Tabs. For OSD correspondence, include the original attachment reference (e.g., Tab 2 (A), Tab 3 (B), etc.) Electronic file names must match the tab names in the eSSS.

## Chapter 6

### THE PERSONALIZED LETTER

#### 6.1. Document Standards.

6.1.1. When preparing HAF correspondence, follow the formatting per [Figure 6.1](#) and [Table 6.1](#). Do not use the formatting prescribed in AFH 33-337, *The Tongue and Quill*. Reference [Attachment 5](#) for additional examples.

6.1.2. Use the personalized letter for correspondence with individuals outside the U.S. Government and for officials of other Federal Agencies, to include members of Congress, GAO, Cabinet officers, Ambassadors, heads of other U.S. Government agencies, and individuals of similar stature. In addition, use the personalized letter to respond to inquiries requesting casualty, health, or welfare information and to DoD components when considered more appropriate than other correspondence formats.

Figure 6.1. The Personalized Letter Template and Guidelines.

**DEPARTMENT OF THE AIR FORCE**  
WASHINGTON DC

①

**OFFICE OF THE ASSISTANT SECRETARY**

② [1.7 inches from top of page] August 23, 2022

¶  
 SAF/SQ ¶ [2 inches from top of page]  
 1060 Air Force Pentagon ¶  
 Washington, DC 20330-1060 ¶

¶

③ Mr. Walter J. Jones ¶ [Second line below the “From” address element]  
 2560 Monte Vista Place ¶  
 Alexandria, VA 22390-1234 ¶

¶

④ Dear Mr. Jones: ¶ [Second line below the “To” address element]

¶

⑤ This is an official letter that needs a personal touch or when warmth or sincerity are essential. The margins are 1 inch left, right, and bottom. Begin date at 1.7 inches from top of page. Begin address 2 inches from top of page. Use Times New Roman, 12-point font. ¶

¶

Double space between paragraphs. Use the salutation “Dear” and punctuation after abbreviations such as “Mr.,” “Mrs.,” and “Dr.” however, no punctuation is used with military rank abbreviations. Use a colon following the salutation and comma following the complimentary close. ¶

¶

[Second line at 3.25 inches plus 3 spaces] ⑥ Sincerely, ¶

¶

¶

¶

[Fifth line at 3.25 inches plus 3 spaces] ⑦ John J. Doe ¶  
 Assistant Secretary of the Air Force ¶  
 (Space Acquisition and Integration) ¶

¶

⑧ Attachments: ¶ [Begin on third line below the signature element]  
 1. Attachment 1 ¶  
 2. Attachment 2 ¶

¶

⑨ cc: ¶ [Second line below the attachment element]  
 SF/COO

- |                   |                                 |                      |
|-------------------|---------------------------------|----------------------|
| 1 Margins         | 4 Salutation                    | 7 Signature Element  |
| 2 Date            | 5 Paragraph Spacing (2 returns) | 8 Attachment Element |
| 3 Address Element | 6 Complimentary Close           | 9 Courtesy Copy      |

**Table 6.1. General Information for the Personalized Letter.**

Item	Name	Remarks	Format	Example
1	Margins	If SecAF, USecAF, CSAF, CSO, VCSAF, VCSO, or CMSSF signs  If CMSAF signs	Top margin is 2” for address element or 1.7” if date element used. Margins are 1” left, right, and bottom on first page. Continuation pages begin at 1” from top of page. Top margin is 2.3” with 1” left, right, and bottom on first page.	
2	Date	If OSD or DAF Senior Leader signs or otherwise using pre-printed letterhead	Leave blank <i>(Office of signature fills in.)</i>	
		If Secretariat signs	Type or stamp the date 2 returns below letterhead at right margin.	April 29, 2022
		If Air Staff or Space Staff signs	Type or stamp the date 2 returns below letterhead at right margin.	Or 29 April 2022 29 Apr 22
3	Address Element	If OSD or SecAF signs	Type “To” address at left margin 2” from top of page. <i>(Use comma between city and state, 2 spaces between state and zip code.)</i> “From” address NOT used.	August 23, 2022  Colonel First M. Last 2671 Street Address Dale City, VA 22193-5120
		If CSAF, VCSAF, or CMSAF flag letterhead used	“From” address NOT used. Type “To” address at left margin 2 returns below signature element (or last element). <i>(Use comma between city and state, 2 spaces between state and zip code.)</i>	NAME IN CAPS General, USAF Chief of Staff  Lieutenant Colonel First M. Last 3204 Hollow Lane, N.E. Alexandria, VA 22314-5784
		If CSO, VCSO, or USSF flag letterhead used	“From” address NOT used. Type “To” address at left margin 2 returns below signature element (or last element). <i>(Use comma between city and state, 2 spaces between state and zip code.)</i>	NAME IN CAPS General, USSF Chief of Space Operations  Lieutenant Colonel First M. Last 3204 Hollow Lane, N.E. Alexandria, VA 22314-5784
		If Secretariat, Air Staff, or Space Staff signs	Type “From” address at left margin 3 returns below date or 2” from top of page. Double space between “From” and “To” addresses at left margin. <i>(Use comma between city and state, 2 spaces between state and zip code.)</i>	(Date)  SAF/FM 1130 Air Force Pentagon Washington, DC 20330-1130  Lieutenant Colonel First M. Last 3204 Hollow Lane, N.E. Alexandria, VA 22314-5784
4	Salutation	If OSD or SecAF signs or otherwise using pre-printed letterhead	Type salutation at left margin, double space between last lines of address with colon after salutation.	Dear Mr. Last:
		If CSAF, CSO, VCSAF, VCSO, CMSAF, or CMSSF flag letterhead used	Type salutation at left margin as first line of text.	Dear General Last:
		If Secretariat, Air Staff, or Space Staff signs	Type salutation at left margin, double space between last lines of address with colon after salutation.	Dear Master Sergeant Last:

Item	Name	Remarks	Format	Example
5	Paragraph Spacing		Begin body 2 returns below salutation with 1/2" indented paragraphs (sub-paragraphs indented 1" and left justified.)	See Figure 6.1
6	Complimentary Close	If SecAF, Secretariat, Air Staff, or Space Staff signs	Type "Sincerely," 2 returns below text, 3 spaces to right of center. For Congressional Delegations, refer to DoDM 5110.04, Vol 2.	Sincerely,
		If more than one signature.	OMIT complimentary close.	
7	Signature Element	If Secretary or Deputy Secretary of Defense signs	Leave blank, signature block not used.	
		If SecAF or USecAF signs	Type name 5 returns below last line of text (if more than 1 page type title under name.)	First M. Last ( <i>or preferred style by signee</i> )  <i>Or</i> First M. Last Acting
		If Secretariat signs	Type name, rank, title 5 returns below last line of text. [Name upper and lower case]	First M. Last Administrative Assistant  First M. Last Acting ( <i>for acting Assistant Secretaries or General Counsel</i> )
		If Air Staff or Space Staff signs	Type name, rank, title 5 returns below last line of text. [Name in all caps]	FIRST M. LAST Lieutenant General, USAF Deputy Chief of Staff
		If CSAF, CSO, VCSAF, or VCSO signs (or dual signature of any combination)	Type name, rank, title 5 returns below last line of text. Type Air Force signature element on right, and Space Force signature element on left. [Name in all caps]	FIRST M. LAST General, USAF Chief of Staff of the Air Force  FIRST M. LAST General, USSF Chief of Space Operations
		If SecAF and CSAF or CSO dual signatures on flag letterhead	Type signature element of SecAF on left and CSAF or CSO on right	First M. Last    First M. Last Secretary of...    General, USAF
		If USecAF and VCSAF or VCSO dual signature	Type signature element of USecAF on right and VCSAF or VCSO on left	First M. Last    First M. Last General, USSF    Under... Vice Chief...
		For all other dual signatures	Type originator's signature element on right. Both names in upper and lower case, unless both signees are Air Staff and Space Staff then use all caps.	
8	Attachment Element	If Secretary of Defense, Deputy Secretary of Defense, or OSD signs	Type "Enclosure:" at left margin, 10 returns below last line of text or 3 returns below signature element. No number designator used.	Enclosure: 1. OSD Rewrites 2. OSD Format  If identified in text use Enclosure: As stated
		SecAF, Secretariat, Air Staff, or Space Staff signs	Type "Attachment(s):" at left margin, 3 returns below signature element.	Attachments: 1. Requested Data 2. Point Paper

Item	Name	Remarks	Format	Example
9	Courtesy Copy	If Secretary of Defense, Deputy Secretary of Defense, or OSD signs	Type lowercase "cc:" at left margin, 2 returns below attachment element, 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.	Signature  cc: Comptroller Personnel and Readiness (2)
	SecAF, Secretariat, Air Staff, or Space Staff signs	Type lowercase "cc:" at left margin, 2 returns below attachment element, or 3 returns below signature element. List office symbols one below the other.	Attachment element  cc: AF/RE	
10	Page Numbers		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" from bottom of page.	
11	Security Markings	If CUI or classified information	See DoDM 5200.01V2, DAFMAN 16-1404V2, DoDI 5200.48_DAFI 16-1403, and other applicable guidance	Banner and paragraph markings, CUI designation indicator on the first page, or declassification information

## Chapter 7

### THE OFFICIAL MEMORANDUM

#### 7.1. Document Standards.

7.1.1. When preparing HAF correspondence, follow the formatting per [Figure 7.1](#) and [Table 7.1](#). Do not use the formatting prescribed in AFH 33-337, *The Tongue and Quill*. Reference [Attachment 6](#) for additional examples.

7.1.2. Use the official memorandum for correspondence within the DoD, to the President and the White House staff, and for routine material to other Federal Agencies. In addition, use the official memorandum when conducting official business outside of the U.S. Government with vendors or contractors when the personalized letter is inappropriate.



Figure 7.1. The Official Memorandum Template and Guidelines.

**DEPARTMENT OF THE AIR FORCE**  
**HEADQUARTERS UNITED STATES SPACE FORCE**

① [1.7 inches from top of page] 23 August 2022

③ MEMORANDUM FOR SAF/AA [2 inches from top of page]

④ FROM: SF/CTIO [Second line below the "For" address element]

⑤ SUBJECT: Preparation of the Official Memorandum - if subject extends to second line align under the first character

⑥ References: (a) ----- [Third line below "Subject" for multiple references]  
 (b) If only one reference then include as part of the subject

⑦ This is an example of an unclassified memorandum with two or more references. Use indented paragraphs without numbers. Use Times New Roman, 12-point font.  
 Type paragraphs in an indented style 0.5 inch from the left margin, single-spaced, with double spaces between each paragraph. Keep brief, preferably no longer than one page.  
 a. A subdivided paragraph must have at least two subdivisions. If there is a subparagraph "a," there must be a subparagraph "b." Indent subparagraphs an additional 0.5 inch.  
 (1) When paragraphs are subdivided, lettered, and numbered, they are designated as follows: a., (1), (a), 1., a., (1), and (a).  
 (2) The second and subsequent lines of paragraphs and all subdivisions, except long quoted passages, align under the first letter of the first line.  
 b. Do not divide paragraphs of less than four lines between two pages or place signature element on a page by itself.  
 This arrangement may be varied to meet special requirements, such as from legal documents. If appropriate, include a statement of reference to email and telephone concerning the subject matter.  
 [Fifth line at 3.25 inches plus 3 spaces]

⑧ NAME IN CAPS, Colonel, USSF  
 Duty Title. If Duty Title extends to second line, align under the third character.

⑨ Attachment: [Begin on third line below the signature element]  
 Listed Here

⑩ cc: [Second line below the attachment element]  
 SF/DS

- |                |                     |                      |
|----------------|---------------------|----------------------|
| 1 Margins      | 5 Subject Caption   | 9 Attachment Element |
| 2 Date         | 6 References        | 10 Courtesy Copy     |
| 3 For Caption  | 7 Paragraph Spacing |                      |
| 4 From Caption | 8 Signature Element |                      |

**Table 7.1. General Information for the Official Memorandum.**

Item	Name	Remarks	Format	Example
1	Margins	If within the DAF	Top margin is 2" for address element or 1.7" if date element used. Margins are 1" left, right, and bottom on first page. Continuation pages begin at 1" from top of page.	
		If to OSD	Top margin is 1.75" for "FOR" caption. Margins are 1" left, right, and bottom on first page. Continuation pages begin at 1" from top of page.	
2	Date	If OSD or DAF Senior Leader signs or otherwise using pre-printed letterhead	Leave blank <i>(Office of signature fills in.)</i>	
		If Secretariat signs	Type or stamp the date 2 returns below letterhead at right margin.	April 29, 2022
		If Air Staff or Space Staff signs	Type or stamp the date 2 returns below letterhead at right margin.	Or 29 April 2022 29 Apr 22
3	"FOR" Caption		Type "MEMORANDUM FOR" in caps, 2" from top of page. Use a single space between "MEMORANDUM FOR" and recipient's organization.	See examples below
		Do not list street address	Use abbreviated organizational code or functional address symbol, title, or name (in caps). May use ATTN.	MEMORANDUM FOR SAF/AQ MEMORANDUM FOR AF/A4 MEMORANDUM FOR SF/CTIO
		If to OSD	Type full name. If more than one line is required for the addressee, indent the second line so the first character is below the third character of the addressee immediately above.	...FOR UNDER SECRETARY OF DEFENSE FOR POLICY UNDER SECRETARY OF DEFENSE FOR RESEARCH AND ENGINEERING
		If multiple addresses	Abbreviated organizational code, functional address symbol, or names must be consistent; use same format throughout. <i>Or</i> Type "SEE DISTRIBUTION." Include listing of addresses on separate page or place under "DISTRIBUTION" element.	...FOR DEPUTY UNDER SECRETARY OF THE AIR FORCE FOR MANAGEMENT DEPUTY CHIEF OF STAFF FOR... <i>Or</i> ...FOR SAF/MG AF/XX <i>Or</i> ...FOR SEE DISTRIBUTION
		If routed "IN TURN"	Use "IN TURN" to distribute in sequence. Type "IN TURN" 1 return below and in-line with last address of "FOR" caption.	MEMORANDUM FOR SAF/AQ SAF/MR IN TURN
		Attention or Through	Use "ATTN" or "THROUGH" in all caps 1 return after "FOR" caption, aligned under addressee.	...FOR SAF/IA ATTN: Ms. Doe  ...FOR AF/CC THROUGH: AF/JA

Item	Name	Remarks	Format	Example
4	"FROM" Caption	Capitalize first letter of each word except articles, prepositions, and conjunctions. Do NOT include "FROM" if correspondence is signed by Secretary or Deputy Secretary of Defense, SecAF, or USecAF.	Type "FROM" line at left margin 2 returns below last line of "MEMORANDUM FOR," "ATTN," or "THROUGH" as appropriate.	See examples below.
		If OSD signs	Use organizational title. Do NOT abbreviate. If "FROM" line requires second line, align under 3rd letter of title.	FROM: Assistant Secretary of Defense for International Security Affairs
		If Secretariat, Air Staff, or Space Staff signs	If within Pentagon, use abbreviated organizational code or functional address symbol	FROM: SAF/MR FROM: AF/SG FROM: SF/S1
			If outside Pentagon, Line 1 - Org code or symbol Line 2 - Street Address Line 3 - City, State, Zip+4	FROM: SAF/FM 1130 Air Force Pentagon Washington, DC 20330-1130  FROM: HQ USAF/CC 1670 Air Force Pentagon Washington, DC 20330-1670
		If more than one signature	"FROM" address not used	
5	Subject	Capitalize the first letter of each word except articles, prepositions, and conjunctions unless they are the first or last word of the subject. Type appropriate classification symbol in parentheses prior to the first word in subject line.	Type "SUBJECT:" in all caps, 2 returns below last line of address. Begin the subject two spaces to the right of the colon. When typing the subject and it requires a second line, align under the first letter.	SUBJECT: Preparation of Official Memos
6	References	Capitalize first letter of each word except articles, prepositions, and conjunctions.		See examples below
		If single reference	Type in parentheses after last word of subject	SUBJECT: Preparation of Official Memos (Your Memo, 23 Aug 22)
		If multiple references	Type "References:" 3 returns below "SUBJECT:" caption.	SUBJECT: Preparation of Official Memos  References: (a) AFI xx-xxx (b) AFI xx-xxx
7	Paragraph Spacing	Single space within paragraph; double space between paragraphs and subparagraphs.	Start body 2 returns below "SUBJECT:" or multiple references. Indent all major paragraphs 1/2 inch and subparagraphs an additional 1/2 inch. If you have subparagraph "a" must have "b." Single paragraph of less than 5 lines <u>may</u> be double spaced. DO NOT place signature element (or subsequent elements) on page by itself.	See Figure 7.1
8	Signature Element	If Secretary or Deputy Secretary of Defense signs	Leave blank, signature block not used.	

Item	Name	Remarks	Format	Example
8	Signature Element (cont.)	If SecAF or USecAF signs	Type name 5 returns below last line of text (if more than 1 page type title under name.)	First M. Last ( <i>or preferred style by signee</i> )  <i>Or</i> First M. Last Acting
		If Secretariat, Air Staff, or Space Staff signs	Type name, rank, title 5 returns below last line of text, 3 spaces to right of page center. If duty title extends to second line, align under 3rd letter.	FIRST M. LAST, SES, DAF Chief Information Officer  FIRST M. LAST, Lt Gen, USAF Deputy Chief of Staff for Intelligence, Surveillance, Reconnaissance, and Cyber Effects Operations  FIRST M. LAST, Lt Gen, USSF Deputy Chief of Space Operations for Operations, Cyber, and Nuclear
		If SecAF, CSAF, and CSO tri-signature	SecAF signature element is centered, 5 returns below is CSO (left) and CSAF (right) signature elements. All names will use upper and lower case.	See Figure A6.1
		If USecAF, VCSAF, and VCISO tri-signature	USecAF signature element is centered, 5 returns below is VCISO (left) and VCSAF (right) signature elements.	See Figure A6.1
		If SecAF, USecAF, CSAF, CSO, CMSAF, and CMSSF hexa-signature	SecAF signature element is justified left with USecAF signature element right, 5 returns below is CSO (left) and CSAF (right) signature elements, 5 returns below is CMSSF (left) and CMSAF (right) signature elements. All names will use upper and lower case.	See Figure A6.1
		If SecAF and CSAF dual signature (on pre-printed flag letterhead) <i>Or</i> SecAF, CSAF, and CMSAF tri-signature	SecAF signature element is placed on left, CSAF on right to match flags. All names will use upper and lower case.	See Figure A6.2
		If SecAF and CSO dual signature (on pre-printed flag letterhead) <i>Or</i> SecAF, CSO, and CMSSF tri-signature	SecAF signature element is placed on left, CSO on right to match flags. All names will use upper and lower case.	See Figure A6.3 and A6.4
		If CSAF, CSO, CMSAF, and CMSSF quad-signature	CSO (left) and CSAF (right) signature elements are 5 returns below last line, 5 returns below is CMSSF (left) and CMSAF (right) signature elements. Names will be in all caps.	See Figure A6.5
		If CSAF and CSO dual-signature	CSAF signature element is placed on right, CSO on left. Both names will be in all caps.	See Figure A6.5

Item	Name	Remarks	Format	Example
8	Signature Element (cont.)	If USecAF and VCSAF dual-signature	VCSAF (left) and USecAF (right) signature elements are 5 returns below last line. Both names will use upper and lower case.	See Figure A6.4
		If USecAF and VCSO dual-signature	VCSO (left) and USecAF (right) signature elements are 5 returns below last line. Both names will use upper and lower case.	See Figure A6.4
		If VCSAF and VCSO dual-signature	VCSO (left) and VCSAF (right) signature elements are 5 returns below last line. Both names will use all caps.	See Figure A6.5
		For all other dual signatures	Type originator's signature element on right. Both names in upper and lower case. Use font and style of originator.	
9	Attachment Element		Type "Attachment(s):" information at left margin, 3 returns below signature element.	Attachments: 1. Official Memo, 1 Nov 21 2. HOI xx-xx
10	Courtesy Copy		Type lowercase "cc:" at left margin, 2 returns below attachment element, 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.	Signature  cc: SAF/OS AF/CC (2) SF/CSO
11	Page Numbers		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" from bottom of page.	
12	Security Markings	If CUI or classified information	See DoDM 5200.01V2, DAFMAN 16-1404V2, DoDI 5200.48_DAFI 16-1403, and other applicable guidance	Banner and paragraph markings, CUI designation indicator on the first page, or declassification information

## Chapter 8

### HAF STAFFING NOTICES TO AIRMEN AND GUARDIANS

**8.1. Updates to Guidance.** Notices to Airmen and Guardians (NOTAMs) are an authoritative source used to disseminate immediate updates to guidance on preparing, controlling, and tracking HAF staff packages and correspondence. NOTAMs will be approved by SAF/DS.

**8.2. Procedures and Retention.**

8.2.1. SAF/DS will send a notification to HAF organizations for all new or revised NOTAMs. The staff is responsible for being current on all staffing guidance.

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

8.2.3. SAF/DSE maintains staffing NOTAMs on the SAF/DSE SharePoint site (<https://usaf.dps.mil/sites/saf-ds/dse>) and the official task management system.

JENNIFER L. MILLER  
Director of Staff

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

10 USC Section 9014, *Office of the Secretary of the Air Force*, as amended 1 January 2021

10 USC Section 9031, *The Air Staff: function; composition*, as amended 1 January 2021

10 USC Section 9083, *Office of the Chief of Space Operations; function; composition*, as amended 1 January 2021

Executive Order 13526, *Classified National Security Information*, 29 December 2009

DoDI 5025.13, *Plain Language Program*, 23 January 2020

DoDI 5200.48\_DAFI 16-1403, *Controlled Unclassified Information (CUI)*, 5 October 2021

DoDM 5110.04, Volume 1, *Manual for Written Material: Correspondence Management*, 16 June 2020

DoDM 5110.04, Volume 2, *Manual for Written Material: Examples and Reference Material*, 9 July 2020

DoDM 5200.01, Volume 2\_DAFMAN 16-1404, Volume 2, *Information Security Program: Marking of Information*, 7 January 2021

DAFPD 90-1\_DAFPM 2021-01, *Policy, Publications, and DoD Issuance Management*, 2 September 2021

AFPD 33-3, *Information Management*, 8 September 2011

DAFI 90-160, *Publications and Forms Management*, 14 April 2022

AFI 33-322, *Records Management and Information Governance Program*, 23 March 2020

AFI 33-332, *Air Force Privacy and Civil Liberties Program*, 10 March 2020

AFI 65-302, *External Audit Services*, 23 August 2018

AFI 90-401, *Relations with Congress*, 15 September 2020

DAFMAN 90-161, *Publishing Processes and Procedures*, 15 April 2022

AFMAN 33-326, *Preparing Official Communications*, 31 July 2019

AFH 33-337\_DAFGM 2021-01, *The Tongue and Quill*, 9 December 2021

HOI 33-10, *Suspense and Control of Congressional and White House Correspondence*, 16 December 2003

HOI 33-14, *Secretariat and Air Staff Responsibilities and Procedures on Matters under Consideration by The Joint Chiefs of Staff (JCS)*, 21 March 2011

HOI 33-17, *Headquarters Air Force Records Management Program*, 26 January 2021

***Prescribed Forms***

None

***Adopted Forms***

DAF Form 847, *Recommendation for Change of Publication*

DD Form 818, *DoD Issuances Coordination Response*

SD Form 391, *Secretary of Defense Correspondence Action Report*

***Abbreviations and Acronyms***

**AFH**—Air Force Handbook

**AFI**—Air Force Instruction

**AFMAN**—Air Force Manual

**AFPD**—Air Force Policy Directive

**AO**—Action Officer

**CMSAF**—Chief Master Sergeant of the Air Force

**CMSSF**—Chief Master Sergeant of the Space Force

**CNGB**—Chief of the National Guard Bureau

**CSAF**—Chief of Staff of the Air Force

**CSO**—Chief of Space Operations

**CUI**—Controlled Unclassified Information

**DAF**—Department of the Air Force

**DAFI**—Department of the Air Force Instruction

**DAFMAN**—Department of the Air Force Manual

**DANG**—Director of the Air National Guard

**DoD**—Department of Defense

**DoDI**—Department of Defense Instruction

**DoDM**—Department of Defense Manual

**DoD OIG**—Department of Defense Office of Inspector General

**DRU**—Direct Reporting Unit

**eSSS**—Electronic Staff Summary Sheet

**ETMS2**—Enterprise Task Management Software Solution

**FLDCOM**—Field Command

**FOA**—Field Operating Agency

**GAO**—Government Accountability Office

**HAF**—Headquarters of the Department of the Air Force

**HOI**—Headquarters Operating Instruction



**JACO**—Joint Action Control Office  
**MAJCOM**—Major Command  
**NIPRNet**—Sensitive but Unclassified Internet Protocol Router Network  
**NOTAM**—Notice to Airmen and Guardians  
**OCR**—Office of Coordinating Responsibility  
**OPR**—Office of Primary Responsibility  
**OSD**—Office of the Secretary of Defense  
**PAS**—Presidential Appointment Requiring Senate Confirmation  
**PII**—Personally Identifiable Information  
**POC**—Point of Contact  
**SecAF**—Secretary of the Air Force  
**SIPRNet**—Secure Internet Protocol Router Network  
**US**—United States  
**USAF**—United States Air Force  
**USecAF**—Under Secretary of the Air Force  
**USSF**—United States Space Force  
**VCSAF**—Vice Chief of Staff of the Air Force  
**VCSO**—Vice Chief of Space Operations

*Office Symbols*

**SAF/AA**—Administrative Assistant to the Secretary of the Air Force  
**SAF/AAZ**—Directorate for Security, Special Program Oversight, and Information Protection, Office of the Administrative Assistant to the Secretary of the Air Force  
**SAF/AG**—Auditor General  
**SAF/DS**—Director of Staff, Office of the Secretary of the Air Force  
**SAF/DSE**—Headquarters of the Department of the Air Force Executive Secretariat  
**SAF/GC**—General Counsel of the Department of the Air Force  
**SAF/LL**—Director of Legislative Liaison  
**AF/A3J**—Director of Joint and National Security Council Matters, Office of the Deputy Chief of Staff of the Air Force for Operations  
**AF/DS**—Director of Staff, Headquarters U.S. Air Force  
**AF/DSK**—Knowledge Management Office, Office of the Director of Staff, Headquarters U.S. Air Force  
**AF/JA**—The Judge Advocate General of the Department of the Air Force

**SF/DS**—Director of Staff, Office of the Chief of Space Operations

**SF/S3J**—Joint and National Security Council Matters Division, Office of the Deputy Chief of Space Operations for Operations

**NGB/CF**—Director of the Air National Guard

**NGB-SO**—Director of Space Operations, National Guard Bureau

### *Terms*

**Action Officer**—Anyone who takes action on behalf of a senior leader to solve a problem, research an issue, implement a new policy, or coordinate with a peer, subordinate, or higher-level organization.

**Air Staff**—The Air Staff consists of the Chief of Staff, Vice Chief of Staff, Deputy Chiefs of Staff, Surgeon General, Judge Advocate General, Chief of the Air Force Reserve, and other officials as may be established by law or as the Secretary of the Air Force designates.

**Advance Policy Question**—An official question submitted by the Senate Armed Services Committee to nominees for positions requiring a congressional hearing. The nominee must provide the answers to the committee prior to his or her hearing.

**Congressional Briefing**—Similar to a Congressional Report but presented in a less formal manner, such as a personal briefing with PowerPoint slides.

**Congressional Inquiry**—Correspondence originating from a private citizen or constituent sent through a member of Congress, Committee, The White House, DoD components, or other elected official requesting a response on a particular subject related to the DAF.

**Congressional Report**—An official report to members of Congress or Congressional Committee directed by the National Defense Authorization Act or other law.

**Correspondence and Task Management System (CATMS)**—Task management system used by all OSD and DoD Components for staff packages and correspondence for the Secretary of Defense, Deputy Secretary of Defense, and OSD Executive Secretary.

**Department of the Air Force**—One of three military departments in the DoD organized under the Secretary of the Air Force. It operates under the authority, direction, and control of the Secretary of Defense. The Department is composed of air, space, and cyberspace forces, both combat and support, not otherwise assigned. The Department's military services are the U.S. Air Force (USAF) and the U.S. Space Force (USSF).

**DAF Senior Leaders (Top 8)**—The Secretary of the Air Force, Under Secretary of the Air Force, Chief of Staff of the Air Force, Chief of Space Operations, Vice Chief of Staff of the Air Force, Vice Chief of Space Operations, Chief Master Sergeant of the Air Force, and the Chief Master Sergeant of the Space Force.

**Entrance Conference**—At the beginning of an audit, a formal meeting is held with the organization head of the area being audited and the auditors. The auditors discuss the scope and objectives of the review and gives Department of the Air Force officials and subject matter experts an opportunity to share any concerns.

**Exit Conference**—At the conclusion of the audit, a formal meeting is held with the organization head to present the draft audit report and discuss the findings and recommendations in detail. Department of the Air Force officials and subject matter experts will have the opportunity to ask questions and voice concerns.

**Flash Coord**—Secretary of Defense, Deputy Secretary of Defense, or OSD Executive Secretary correspondence requiring an immediate response, usually within 24 hours.

**Front Office Document**—Used by the OSD Executive Secretary to specify an action by a DoD component within the Correspondence and Task Management System.

**Headquarters of the Department of the Air Force**—The executive part of the Department of the Air Force consisting of the Office of the Secretary of the Air Force (Secretariat), Air Staff, and the Office of the Chief of Space Operations (Space Staff).

**Insert for Record**—Question asked during a hearing by a committee member but the witness could not answer or did not answer fully at that time. The question must be answered using information available at the time of the hearing.

**Level n**—The staff structure of the Office of the Chief of Space Operations (Space Staff) at the Pentagon. The Level 2 (L2) is the principal staff advisor to the Secretary of the Air Force for their functional area of responsibility, with the Level 3 and Level 4 subordinate to the L2.

**n-Letter**—The staff structure of the Office of the Secretary of the Air Force (Secretariat) and the Air Staff at the Pentagon. The 2-Letter (2-Ltr) is the principal staff advisor to the Secretary of the Air Force for their functional area of responsibility, with the 3- and 4-Letter subordinate to the 2-Ltr.

**Office of the Chief of Space Operations (known as the Space Staff)**—The Space Staff consists of the Chief of Space Operations, Vice Chief of Space Operations, Deputy Chiefs of Space Operations, and other officials as may be established by law or as the Secretary of the Air Force designates.

**Office of the Secretary of the Air Force (known as the Secretariat)**—The Secretariat consists of the Under Secretary, the five Assistant Secretaries, General Counsel, Inspector General, Chief of Legislative Liaison, and other offices and officials as may be established by law or as the Secretary of the Air Force designates.

**Pro Forma**—Correspondence provided as a courtesy, such as invitation declinations.

**Public Mail**—Bulk or incoming mail addressed to DAF Senior Leaders, whether electronic or other means, require a general response.

**Question for Record**—Additional question received after a hearing by the committee of jurisdiction. The question must be answered using information available at the time of the hearing.

**Request for Information**—Written or verbal communication originating from DAF Senior Leaders, a member of Congress, or Congressional Committee requesting information on a specific policy, program, decision, or activity related to the DAF. This may include follow-up requests from a previous engagement.

**Staff Study**—A problem-solution report that presents data collected, discusses possible solutions to the problem, and indicates the best solution.

**Snowflake**—A short note from action officers as a summary of the response or guidance for senior leaders.

**Task Originator**—The office or official requesting an action or information.

**Task Initiator**—The team or person that creates the overall task in the task management system.

**Washington Headquarters Services**—A DoD field activity organizationally aligned under the Director of Administration and Management for the Office of the Secretary of Defense. The **WHS Audit Management Division** administers the DoD Government Accountability Office liaison and follow-up program. The **WHS Correspondence Management Division** administers the correspondence management policies and processes for the Secretary of Defense, Deputy Secretary of Defense, and OSD Executive Secretary.

**Attachment 2**

**TIPS FOR PREPARING CORRESPONDENCE**

**Table A2.1. Writing Mechanics.**

<b>1. Format</b>
a. Use a period after Mr., Mrs., Ms., Jr., Sr., Dr., or similar titles.
b. Use clear, concise, and specific language.
(1) Avoid military jargon and phraseology.
(2) Avoid abbreviations and acronyms ( <i>If used, spell out words/phrases first time used; following with abbreviation/acronym in parentheses.</i> )
c. Attribute information, based on technical or military evaluation, to the staff office or individual that made the evaluation.
d. Use “first” person plural, e.g., I, we, us, our, or ours.
e. “Request” rather than “Direct” when sending instructions to the MAJCOMs, FLDCOMs, field operating agencies (FOA), or DRUs.
<b>2. Capitalization</b>
a. Do capitalize “Air Force” and “Space Force” when referring specifically to the USAF and USSF. Do not capitalize air force when referring to air forces in general terms.
b. Do capitalize “Nation” when referring specifically to the U.S.; you could properly substitute “United States,” or “America” in a sentence for the word “Nation.”
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.
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.”
e. Do capitalize “Coalition” in the same sense as “Joint” above. Otherwise, do not capitalize coalition.
f. Do capitalize “Century” when referring to a specific century, e.g., 21st Century. Do not capitalize century otherwise.
g. Do capitalize “Combatant Commander.”
h. Do capitalize “Interagency” in the same sense as “Joint” and “Coalition” above. Again, do not capitalize the word “team.”
i. Do capitalize “Government” when referring to “United States Government.”
<b>3. Abbreviations</b>
a. Abbreviate Secretary of the Air Force with SecAF.
b. Abbreviate Under Secretary of the Air Force with USecAF.
c. Abbreviate Chief of Staff of the Air Force with CSAF.
d. Abbreviate Chief of Space Operations with CSO.
e. Abbreviate Vice Chief of Staff of the Air Force with VCSAF.
f. Abbreviate Vice Chief of Space Operations with VCSO.
g. Abbreviate Chief Master Sergeant of the Air Force as CMSAF. Note: CMSAF is a rank, not just a title.
h. Abbreviate Chief Master Sergeant of the Space Force as CMSSF. Note: CMSSF is a rank, not just a title.

**A2.1. Quality Control Checklist.** SAF/DSE maintains quality control checklists on the SAF/DSE SharePoint site (<https://usaf.dps.mil/sites/saf-ds/dse>) and the official task management system. AOs should use the quality control checklist to assist in the preparation of staff packages and correspondence.

Attachment 3

DISTRIBUTION AND ORGANIZATION CODES

A3.1. Distribution.

A3.1.1. The OPR reproduces and distributes Distribution A, B, C, and D correspondence. Send subordinate and Military Services organization correspondence per the recipient’s business rules.

A3.1.2. SAF/DS will maintain HAF distribution lists in the Global Address List active directory.

A3.1.3. The distribution lists should be composed of the organizations’ workflow mailboxes per [paragraph 2.5.3](#).

Table A3.1. Headquarters of the Department of the Air Force Distribution Codes.

Distribution Code	Recipients					
DISTRIBUTION A: Secretariat (SAF)	OS	AG	DI	IE	MR	SQ
	US	AQ	FM	IG	PA	
	DS	CA	GC	LL	SA	
	AA	CN	IA	MG	SB	
DISTRIBUTION B: Air Staff (AF) and Director, Air National Guard	CSAF	CX	A3	A10	JA	ST
	VCSAF	COVID	A4	HC	RE	TE
	CMSAF	A1	A5/7	HO	SE	NGB/CF
	DS	A2/6	A8	IO	SG	
DISTRIBUTION C: DISTRIBUTION A + DISTRIBUTION B + DISTRIBUTION D						
DISTRIBUTION D: Space Staff (SF) and Director of Space Operations, National Guard Bureau	CSO	SIG	CTIO			
	VCSO	S1	SDA			
	CMSSF	COO	NGB-SO			
	DS	CSRO				
DISTRIBUTION A = 21 copies						
DISTRIBUTION B = 23 copies						
DISTRIBUTION C = 55 copies						
DISTRIBUTION D = 11 copies						
Variations in this distribution scheme are authorized. EXAMPLES:			DISTRIBUTION A minus SAF/GC			
			DISTRIBUTION B plus SAF/LL			
			DISTRIBUTION C			

**Table A3.2. Subordinate and Military Services Organization Codes.**

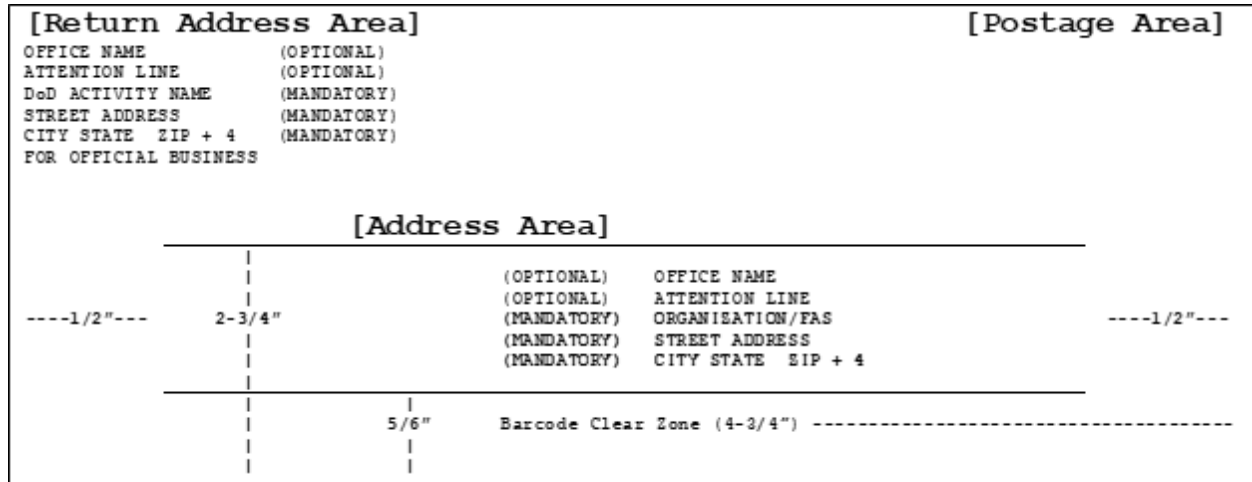
Organization Code	Recipients	Example
ALMAJCOM	Major Commands: Air Combat Command Air Education and Training Command Air Force Global Strike Command Air Force Materiel Command Air Force Reserve Command Air Force Special Operations Command Air Mobility Command Pacific Air Forces U.S. Air Forces in Europe - Air Forces Africa	ALMAJCOM/CC
ALMAJCOM-FOA-DRU	Major Commands (see above)  Field Operating Agencies: Air Force Agency for Modeling and Simulation Air Force Audit Agency Air Force Cost Analysis Agency Air Force Flight Standards Agency Air Force Historical Research Agency Air Force Inspection Agency Air Force Legal Operations Agency Air Force Manpower Analysis Agency Air Force Medical Readiness Agency Air Force Mortuary Affairs Operations Air Force Office of Special Investigations Air Force Operations Group Air Force Personnel Center Air Force Program Executive Office Air Force Public Affairs Agency Air Force Review Boards Agency Air Force Safety Center Air National Guard Readiness Center Department of Defense Cyber Crime Center National Air and Space Intelligence Center  Direct Reporting Units: Air Force District of Washington Air Force Operational Test and Evaluation Center Space Rapid Capabilities Office U.S. Air Force Academy	ALMAJCOM-FOA/CC (includes DRUs)
ALFLDCOM	Field Commands: Space Operations Command Space Systems Command Space Training and Readiness Command	ALFLDCOM/CC
ALMAJCOM-ALFLDCOM-FOA-DRU	All Major Commands, Field Commands, Field Operating Agencies, and Direct Reporting Units.	ALMAJCOM-ALFLDCOM-FOA/CC (includes DRUs)
ALMAJCOM (plus selected FOAs/DRUs)	All Major Commands and only those Field Operating Agencies and/or Direct Reporting Units selected by the tasking office.	ALMAJCOM AFOSI/CC
ALZICOM	All Continental U.S. (CONUS) Major Commands and Field Commands.	ALZICOM/CC



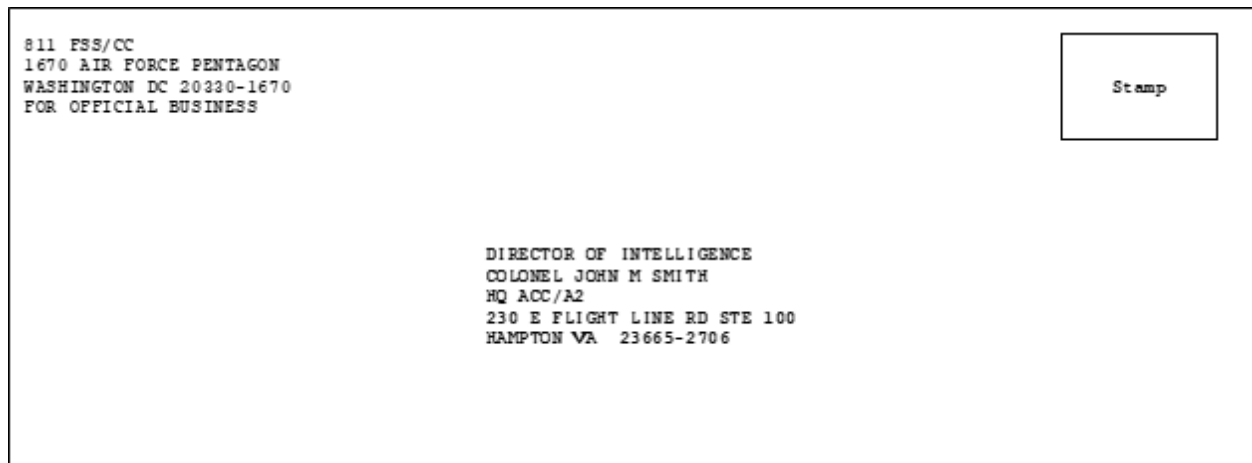
Organization Code	Recipients	Example
ALZICOM-FOA/DRU	All CONUS Major Commands, Field Commands, Field Operating Agencies, and/or Direct Reporting Units.	ALZICOM-FOA/CC (includes DRUs)
ALZICOM (plus selected FOAs/DRUs)	All CONUS Major Commands, Field Commands, Field Operating Agencies, and those Direct Reporting Units selected by the tasking office.	ALZICOM AFPC AFOTEC/CC

## Attachment 4 ENVELOPE RULES

**Figure A4.1. Envelope Template.**



**Figure A4.2. Envelope Sample.**



**Table A4.1. Envelope Guidelines.**


Return Address Area:	Must include the 3 mandatory lines (see below). Maximum of 5 lines may be used.
Suggested Address Area:	Abbreviated addresses shown in Functional Address Symbols (FAS) per AFMAN 33-326. Approved addresses also included in U.S. Postal Service (USPS) National Postal Directory.
Line 1 (Optional):	Office Name
Line 2 (Optional):	Attention Line, i.e., person's name
Line 3 (Mandatory):	DoD Activity Name (Abbreviated Organizational Code/FAS)
Line 4 (Mandatory):	Street Address (Street #/Name or PO Box #) May also include suite/room # on Air Force bases or Space Force garrisons
Line 5 (Mandatory):	City/State/Zip+4 One space between city and state, two spaces between state and Zip+4

**Note:** All characters should be typed in all caps. Punctuation is not permitted by USPS *except* for optional address lines. Use a dash between Zip+4 and slash between organizational code and FAS. Hand printing and rubber stamps are not allowed in "Address Area" since USPS automation equipment cannot process; acceptable for Return Address.

Attachment 5

THE PERSONALIZED LETTER EXAMPLES

Figure A5.1. Sample of Tri-/Hexa-Signature Personalized Letter on DAF Letterhead.



**DEPARTMENT OF THE AIR FORCE**  
WASHINGTON DC

Date (month day, year)


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

Dear Mr. Smith:

This is a personal letter prepared for SecAF signature. The date format is: month day, year. Please note the font is Times New Roman, 12-point, printed on pre-printed or computer generated letterhead. A colon is placed after the salutation.

Paragraphs are double spaced. Note the paragraphs are indented 1/2 inch. Use two spaces after a period or colon. Single space after semicolon.

First M. Last Secretary of the Air Force	First M. Last Under Secretary of the Air Force
First M. Last General, USSF Chief of Space Operations	First M. Last General, USAF Chief of Staff of the Air Force
First M. Last Chief Master Sergeant of the Space Force	First M. Last Chief Master Sergeant of the Air Force

**Figure A5.2. Sample of Personalized Letter on 7x9-inch SecAF 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:**

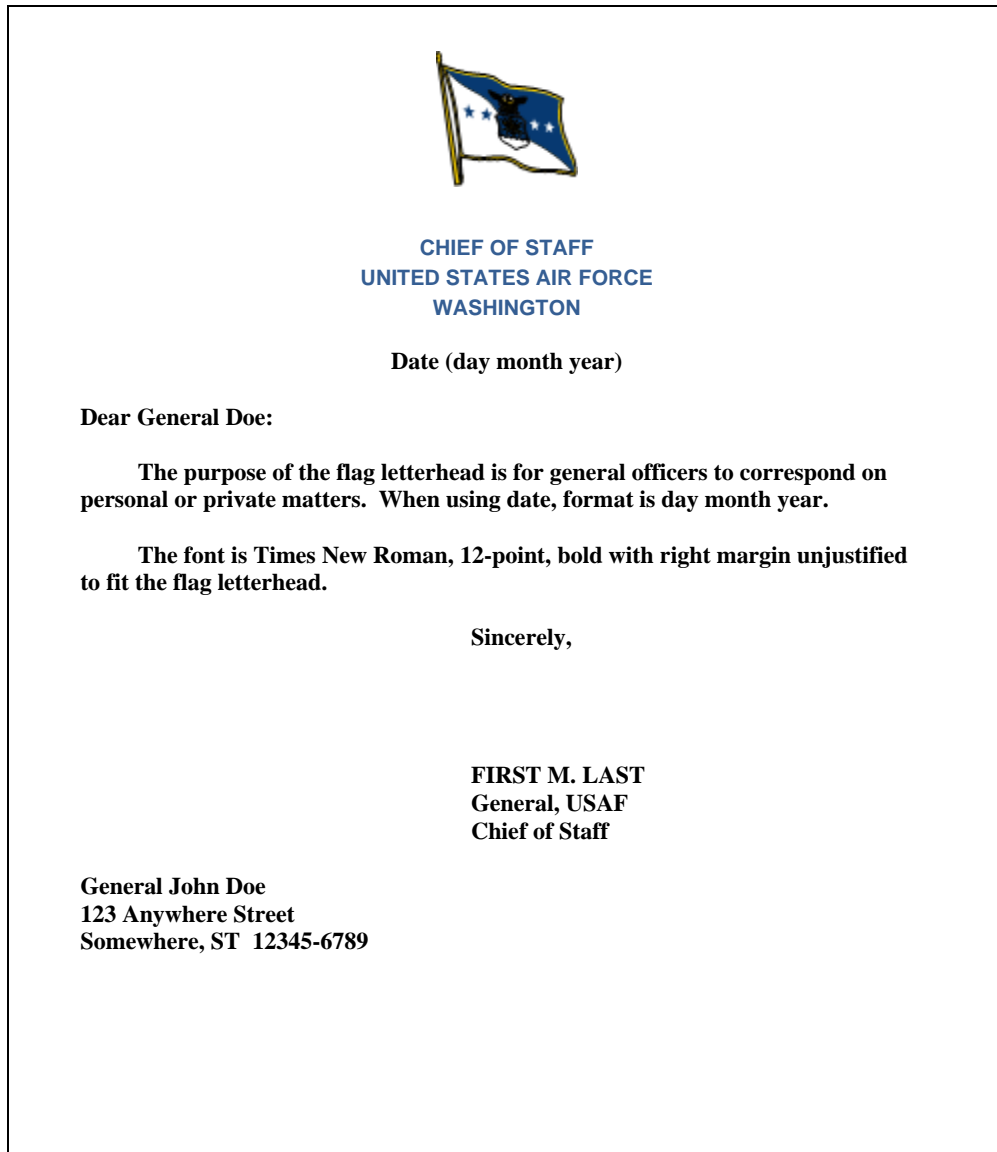
**The purpose of the flag letterhead is for SecAF to correspond on personal or private matters. When using date, format is month day, year.**


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

**Sincerely,**

**First M. Last**

Figure A5.3. Sample of Personalized Letter on 7x9-inch CSAF Flag Letterhead.



**Figure A5.4. Sample of Personalized Letter on 7x9-inch CSO Flag Letterhead.**

**CHIEF OF SPACE OPERATIONS  
UNITED STATES SPACE FORCE**

**Date (day month year)**

**Dear General Doe:**

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

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

**Sincerely,**

**FIRST M. LAST  
General, USSF  
Chief of Space Operations**

**General John Doe  
123 Anywhere Street  
Somewhere, ST 12345-6789**

Figure A5.5. Sample of Dual-/Tri-Signature Letter on SecAF and CSAF Flag Letterhead.





	<b>THE SECRETARY OF THE AIR FORCE CHIEF OF STAFF, UNITED STATES AIR FORCE WASHINGTON DC</b>	
		Date (month day, year)
<p>Mr. Joe Smith ABC Bank 123 Anywhere Street Alexandria, VA 22201-2929</p>		
<p>Dear Mr. Smith:</p>		
<p>This is a dual-signature personal letter prepared for SecAF and CSAF signature. If writing a tri-signature letter, add 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 pre-printed flag letterhead.</p>		
<p>Please note no complimentary closing is used and signature blocks are upper and lower case. Paragraphs are double spaced. Note the paragraphs are indented 1/2 inch. Use two spaces after a period or colon. Single space after semicolon.</p>		
<p>First M. Last Secretary of the Air Force</p>	<p>First M. Last General, USAF Chief of Staff</p>	
	<p>First M. Last (if tri-signature letter) Chief Master Sergeant of the Air Force</p>	

Figure A5.6. Sample of Dual-/Tri-Signature Letter on SecAF and CSO Flag Letterhead.



THE SECRETARY OF THE AIR FORCE  
CHIEF OF SPACE OPERATIONS  
UNITED STATES SPACE FORCE



Date (month day, year)

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

Dear Mr. Smith:

This is a dual-signature personal letter prepared for SecAF and CSO signature. If writing a tri-signature letter, add 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 pre-printed flag letterhead.

Please note no complimentary closing is used and signature blocks are upper and lower case. Paragraphs are double spaced. Note the paragraphs are indented 1/2 inch. Use two spaces after a period or colon. Single space after semicolon.

First M. Last  
Secretary of the Air Force

First M. Last  
General, USSF  
Chief of Space Operations


First M. Last (if tri-signature letter)  
Chief Master Sergeant of the Space Force



Attachment 6

THE OFFICIAL MEMORANDUM EXAMPLES

Figure A6.1. Sample of Tri-/Hexa-Signature Official Memorandum on DAF Letterhead.



**DEPARTMENT OF THE AIR FORCE**  
WASHINGTON DC

Date (month day, year)

MEMORANDUM FOR ALMAJCOM-ALFLDCOM-FOA-DRU/CC  
DISTRIBUTION C

SUBJECT: Tri-/Hexa-Signature Official Memorandum

The official memorandum is Times New Roman, 12-point font with the right margin unjustified. Do not use FROM line with two or more signatures.

Follow the standards in Chapter 7 and letterhead use cases in Chapter 4. The date is normally blank and will be stamped or digitally annotated when signed. Note the paragraphs are indented 1/2 inch. Use two spaces after a period or colon. Single space after semicolon.

For tri-signature, the SecAF signature element is centered 5 returns below the last line of text, in upper and lower case. The Service Chiefs are 5 returns below SecAF (CSO to the left and CSAF to the right.) Apply the same format to tri-signature memorandums with USecAF, VCSAF, and VCISO. The CMSAF and CMSSF signature element 5 returns below their respective Service Chief for hexa-signature memorandums. Begin the attachment element 3 returns below the last line of the signature element.

<p>First M. Last Secretary of the Air Force</p>	<p>First M. Last Under Secretary of the Air Force</p>
<p>First M. Last General, USSF Chief of Space Operations</p>	<p>First M. Last General, USAF Chief of Staff of the Air Force</p>
<p>First M. Last Chief Master Sergeant of the Space Force</p>	<p>First M. Last Chief Master Sergeant of the Air Force</p>

Attachments

1. Attachment 1
2. Attachment 2

Figure A6.2. Sample of Dual-/Tri-Signature Letter on SecAF and CSAF Flag Letterhead.





	<p><b>THE SECRETARY OF THE AIR FORCE CHIEF OF STAFF, UNITED STATES AIR FORCE WASHINGTON DC</b></p>	
		Date (month day, year)
<p>MEMORANDUM FOR ALMAJCOM-ALFLDCOM-FOA-DRU/CC DISTRIBUTION C</p>		
<p>SUBJECT: Dual-/Tri-Signature Official Memorandum</p>		
<p>The official memorandum is Times New Roman, 12-point font with the right margin unjustified. Do not use FROM line with two or more signatures.</p>		
<p>Follow the standards in Chapter 7 and letterhead use cases in Chapter 4. The date is normally blank and will be stamped or digitally annotated when signed. Note the paragraphs are indented 1/2 inch. Use two spaces after a period or colon. Single space after semicolon.</p>		
<p>The signature elements are 5 returns below the last line of text, in upper and lower case, with the Secretary to the left and Service Chief to the right. Begin the attachment element 3 returns below the last line of the signature element.</p>		
<p>First M. Last Secretary of the Air Force</p>	<p>First M. Last General, USAF Chief of Staff</p>	
		<p>First M. Last (if tri-signature letter) Chief Master Sergeant of the Air Force</p>

Figure A6.3. Sample of Dual-/Tri-Signature Letter on SecAF and CSO Flag Letterhead.

	<p><b>THE SECRETARY OF THE AIR FORCE CHIEF OF SPACE OPERATIONS UNITED STATES SPACE FORCE</b></p>	
Date (month day, year)		
MEMORANDUM FOR ALMAJCOM-ALFLDCOM-FOA-DRU/CC DISTRIBUTION C		
SUBJECT: Dual-/Tri-Signature Official Memorandum		
<p>The official memorandum is Times New Roman, 12-point font with the right margin unjustified. Do not use FROM line with two or more signatures.</p> <p>Follow the standards in Chapter 7 and letterhead use cases in Chapter 4. The date is normally blank and will be stamped or digitally annotated when signed. Note the paragraphs are indented 1/2 inch. Use two spaces after a period or colon. Single space after semicolon.</p> <p>The signature elements are 5 returns below the last line of text, in upper and lower case, with the Secretary to the left and Service Chief to the right. Begin the attachment element 3 returns below the last line of the signature element.</p>		
<p>First M. Last Secretary of the Air Force</p>	<p>First M. Last General, USSF Chief of Space Operations</p>	
		<p>First M. Last (if tri-signature letter) Chief Master Sergeant of the Space Force</p>

**Figure A6.4. Sample of Dual-/Tri-Signature Official Memorandum on DAF Letterhead.**



	<p><b>DEPARTMENT OF THE AIR FORCE</b> WASHINGTON DC</p>	<p>Date (month day, year)</p>
<p>MEMORANDUM FOR ALMAJCOM-ALFLDCOM-FOA-DRU/CC DISTRIBUTION C</p>		
<p>SUBJECT: Dual-/Tri-Signature Official Memorandum</p>		
<p>The official memorandum is Times New Roman, 12-point font with the right margin unjustified. Do not use FROM line with two or more signatures.</p>		
<p>Follow the standards in Chapter 7 and letterhead use cases in Chapter 4. The date is normally blank and will be stamped or digitally annotated when signed. Note the paragraphs are indented 1/2 inch. Use two spaces after a period or colon. Single space after semicolon.</p>		
<p>The signature elements are 5 returns below the last line of text, in upper and lower case, with the Service Chief to the left and Secretary to the right. Apply the same format to dual-/tri-signature memorandums with Service Vice Chief and Under Secretary. Begin the attachment element 3 returns below the last line of the signature element.</p>		
<p>First M. Last General, USSF Chief of Space Operations</p>	<p>First M. Last Secretary of the Air Force</p>	
<p>First M. Last (if tri-signature memorandum) Chief Master Sergeant of the Space Force</p>		

Figure A6.5. Sample of Dual-/Quad-Signature Official Memorandum on DAF Letterhead.



**DEPARTMENT OF THE AIR FORCE**  
WASHINGTON DC

Date (month day, year)

MEMORANDUM FOR ALMAJCOM-ALFLDCOM-FOA-DRU/CC  
DISTRIBUTION C

SUBJECT: Dual-/Quad-Signature Official Memorandum

The official memorandum is Times New Roman, 12-point font with the right margin unjustified. Do not use FROM line with two or more signatures.

Follow the standards in Chapter 7 and letterhead use cases in Chapter 4. The date is normally blank and will be stamped or digitally annotated when signed. Note the paragraphs are indented 1/2 inch. Use two spaces after a period or colon. Single space after semicolon.

The signature elements are 5 returns below the last line of text, in upper and lower case, with CSO to the left and CSAF to the right. Apply the same format to dual-signature memos with VCISO and VCISO or quad-signature memos with SecAF, USecAF, CSAF, and CSO (use upper and lower case names.) Add CMSSF and CMSAF signature elements 5 returns below Service Chiefs if needed. Begin the attachment element 3 returns below the last line of the signature element.

<p>FIRST M. LAST General, USSF Chief of Space Operations</p>	<p>FIRST M. LAST General, USAF Chief of Staff of the Air Force</p>
<p>FIRST M. LAST (if quad-signature) Chief Master Sergeant of the Space Force</p>	<p>FIRST M. LAST (if quad-signature) Chief Master Sergeant of the Air Force</p>

Attachments:  
1. Attachment 1  
2. Attachment 2

Figure A6.6. Sample of Tri-Service Signature Memorandum.

<p style="text-align: center;">②</p> <p>Office of the Secretary of the Navy 1051 Navy Pentagon Washington, DC 20350-1051</p>	<p style="text-align: center;">①</p> <p>Office of the Secretary of the Army 101 Army Pentagon Washington, DC 20310-0101</p>
<p style="text-align: center;">③</p> <p>Office of the Secretary of the Air Force 1670 Air Force Pentagon Washington, DC 20330-1670</p>	<p>Date (leave blank)</p>

MEMORANDUM FOR THE CHIEF OF NAVAL OPERATIONS

SUBJECT: Dual-/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 top of the page. Begin "MEMORANDUM FOR" caption at least five returns from the last line of the address element.

Use OSD letterhead for memorandums requiring signatures of the Secretary of Defense, SecAF, and Service Chief(s). Leave the date blank to be filled in after last signature.

- a. Indent each paragraph 1/2 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 at (2), and lowest at (3). For example, the Secretary of Defense would be placed on the right, SecAF would be flush with the left margin, CSAF or CSO would begin five returns below the last line of previous signature elements, flush with left margin.

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