

**Headquarters
United States Military Academy
West Point, NY 10996**

***USMA REG 25-2**

15 June 2000

**Information Management
USMA STAFFING PROCEDURES**

MASG

FOR THE SUPERINTENDENT:

/original signed/
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Chief of Staff

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DISTRIBUTION:
A-E electronic

Summary: This regulation covers detailed information on properly handling staff actions.

Applicability: This regulation applies to all USMA activities and West Point tenant activities for materials submitted to the Chief of Staff and the Superintendent.

*** This regulation supersedes USMA Regulation No. 25-2 dated 15 April 1995**

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CHAPTER 1 Introduction

Section 1 General

1-1. **Purpose.** This regulation prescribes administrative policies and staff procedures for the United States Military Academy (USMA) and West Point Military Reservation for preparing, coordinating, and controlling staff actions and materials prepared for the Superintendent and the Chief of Staff.

1-2. **Applicability.** This regulation applies to all USMA activities and West Point tenant activities for materials submitted to the Chief of Staff and the Superintendent.

1-3. **References.** Related publications are listed in Appendix A.

1-4. **Explanation of Abbreviations and Terms.** Acronyms and abbreviations used in this regulation are listed in Appendix B.

1-5. **Addresses.**

- a. The official mailing address of the USMA is:

United States Military Academy
Office Mail and Distribution Center
646 Swift Road
West Point, NY 10996-5000

- b. The official message address is: SUPTUSMA WEST POINT NY//MASP-SUPT//

- c. The official E-Mail address is: 8sgs@sunams.usma.army.mil

1-6. **Organization.** The United States Military Academy and the West Point Military Reservation are organized as shown. This organization differs somewhat in terminology and relationships commonly found in that there is no specific identification of coordinating, special, or personal staff sections.

a. **Command Group.** The USMA Command Group includes the Superintendent (SUPT), the Chief of Staff (C/S), and the Command Sergeant Major (CSM). The Office of the Superintendent (O/SUPT), which is not a part of the Command Group, includes the Superintendent's Executive Officer, Aide-de-Camp (ADC), the Superintendent's Secretary, the Enlisted Aides, and the Superintendent's Driver.

b. **Major Activity Directors (MADs).** The MADs at USMA are the Commandant of Cadets (CMDT), the Dean of the Academic Board (DEAN), the Chief of Staff (C/S), the Garrison Commander (GC), the Director of Admissions (DAD), the Director of Intercollegiate Athletics (DIA), and the Commandant, USMA Preparatory School (USMAPS). These acronyms, as well as SUPT for Superintendent, will be shown in all capital letters when used for routing and distribution purposes.

- c. **Activity Directors (ADs).**

(1) **Activity Directors under the Chief of Staff** are: the Adjutant General (AG); the Chaplain (CHAP); the Civilian Personnel Officer (CPAC); the Director of Academy Advancement (DAA); the Director of Operations, Plans, and Security (DOPS); the Director of Resource Management (DRM); the

Inspector General (IG); the Internal Review Officer (IRO); the Public Affairs Officer (PAO); the Director, Office of Policy, Planning, and Analysis (OPA); the Secretary of the General Staff (SGS); the Staff Judge Advocate (SJA); the USMA Engineer, and the USMA Surgeon.

(2) **Activity Directors under the Garrison Commander** are: the Commander, USMA Band (BAND); the Director of Community and Family Activities (DCFA); the Director of Housing and Public Works (DHPW); the Director of Contracting (DOC); the Equal Opportunity Officer (EO); the Director of Information Management (DOIM); the Director of Logistics (DOL); the Equal Employment Opportunity Officer (EEO); the Provost Marshal Office (PMO); the Safety Officer (SO); the Commander, 1st Battalion, 1st Infantry/Deputy Garrison Commander (Cdr 1-1/DGC-WP); and the Director, West Point Museum.

(3) **Activity Directors under the Commandant of Cadets** are: the Chief of Staff, USCC (C/S, USCC); the Brigade Tactical Officer (BTO); the Director of Physical Education (DPE); the Director of Military Instruction (DMI); the Director of the Center for the Professional Military Ethic (CPME); and the Director of Cadet Activities (DCA).

(4) **Activity Directors under the Dean of the Academic Board** are: Thirteen academic department heads; the Librarian, USMA; and the chiefs of the following divisions: the Academic Affairs Division (AAD); the Academic Research Division (ARD); the Operations and Registrar Division (ORD); the Plans and Resources Division (PRD); the Information and Educational Technology Division (IETD) and 12 research centers.

d. **Office.** This regulation uses the word office to apply to all organizational elements (e.g. directorate, department, division, branch, section, etc.).

1-7. General Policy Statements.

a. **Philosophy.** All members of the command will act, at times, as staff officers. The principles governing staff actions at USMA are communication, coordination, timeliness, and teamwork. The goal of staff work is presenting a complete and accurate action for timely decision by the Command Group. At USMA, the administrative processes of staff actions are secondary to the quality of product of the staff action.

b. **Establishing and Promulgating USMA Policy.** Only the Superintendent makes policy decisions. Therefore, all policy must be promulgated in an official, numbered USMA publication. Policies for command wide implementation will be published in appropriate USMA regulation, supplement to Army regulation, or circular signed by the AG. Operations orders (OPORD) and plans will be numbered by DOPS. USMA Regulations, Circulars, and Policy Memos will be numbered by DOIM Publications (see chapter 10 for guidance on USMA Publications) and signed by the Chief of Staff. USMA policy documents and regulations are posted electronically on USMA Public Folders. Policy decisions announced by the Superintendent at Policy Board meetings will be promulgated in appropriate form by the activity having the issue lead or by the Executive Secretary of the Policy Board in the Board's minutes.

c. **Economy.** Administrative costs can use a large portion of an activity's resources. Avoid making an exceedingly large number of unnecessary copies or making single-sided copies of documents of more than three pages. Also, use proper distribution schemes and carefully manage official mail costs and use of express mail.

1-8. **Responsibilities.** MADs and Ads will ensure procedures and formats prescribed in AR 105-31, Record Communications; AR 25-50, Preparing and Managing Correspondence; and other guidance as stated in Appendix A are followed when preparing staff actions and correspondence.

CHAPTER 2 CORRESPONDENCE POLICIES AND PROCEDURES

2-1. **General.** This chapter prescribes correspondence responsibilities and procedures.

2-2. **Responsibilities.** The SGS is responsible for issuing Command Group guidance regarding administrative procedures for Command Group correspondence and ensuring such guidance conforms with Department of the Army policies.

2-3. **Communications Channels.** Communications between USMA activities and higher or lateral headquarters, other USMA activities and agencies take place in one of three channels: command, staff-to-staff, or technical.

a. **Command Channel.** The command channel expresses the will of the Superintendent, states the official USMA position on an issue, and is the official link between USMA and the Department of the Army Staff, other headquarters, activities, and agencies.

(1) All command channel correspondence will be over the “FOR THE SUPERINTENDENT:” authority line except when signed by the Superintendent (the Chief of Staff, AG, and the AG’s designated assistants).

(2) All command channel correspondence will be approved in the Command Group prior to signature and release.

(3) Only the Superintendent may sign and release command channel correspondence over his signature block.

b. **Staff-to-Staff Channel.** The staff-to-staff channel is the principal link between USMA and higher or lateral headquarters of the Department of the Army, and between USMA Major Activity Directors and activities of USMA.

(1) The staff channel is used to provide information, gather information, provide advice and recommendations, and conduct the normal business of USMA with external agencies. Staff channel communications are not directive in nature, but may make requests.

(2) Staff channel correspondence will not contain the “FOR THE SUPERINTENDENT:” authority line. Normally, MADs, their designee, or the activity director of the initiating staff element will sign staff channel correspondence.

c. **Technical Channel.** This channel is used to exchange technical information between USMA and other organizations.

(1) It is normally addressed to the counterpart of the individual signing the correspondence.

(2) It does not contain the “FOR THE SUPERINTENDENT:” authority line.

2-4. **Appointment of Assistant Adjutants General.** Assistant Adjutants General will not be appointed solely to authenticate command channel correspondence. Personnel authorized to authenticate correspondence “FOR THE SUPERINTENDENT:” will use their official duty titles.

2-5. **Signature Authority.**

a. MADs are responsible for correspondence management within their organizations and may restrict release and signature authority within their organization as they deem appropriate.

b. ADs and their deputies are authorized to release staff and technical channel correspondence. Only the SGS will release correspondence using the “FOR THE CHIEF OF STAFF:” authority line. Such correspondence will affect only the USMA Staff and will be directive in nature.

**CHAPTER 3
CORRESPONDENCE**

3-1. **General.** All correspondence of Command Group interest is processed through the SGS Office.

a. Correspondence prepared for action/signature by the Command Group will use either Courier 12 font or Times New Roman 12 font style and size. Publications will be prepared as directed by DOIM.

b. Signed correspondence will be returned to the action office to be dated and mailed. Do not use a date stamp on command correspondence. The action office is the office of record.

c. When preparing mass “thank-you” letters or promotion notification letters on the Superintendent’s three-star stationary, a draft will be sent through SGS to the Chief of Staff for approval. Once the draft has been approved, mass production of the approved draft on three-star stationary may be printed.

d. Military pay grades should not be used when referring to soldiers in correspondence. If a pay grade is required by a document, then its use is authorized.

e. Office Symbols and Titles. Only correspondence originating within the Command Group or SGS will use the MASP or MACS office symbols or the titles Superintendent or Chief of Staff. The office symbol or title of the action office preparing correspondence will be used on all other correspondence.

f. Electronic Signatures. Signatures generated by personal computers will not be used. Electronic signature may be added to documents printed at the Print Plant only with Chief of Staff approval.

g. Stationary. The Superintendent uses two types of stationary. The first is his personal 3-star stationary (Appendix D, Figure 4-2). This is used for personal thank you letters and invitations. The second stationary is the Superintendent’s letterhead (Appendix D, Figure 4-3). This is used for official business only. Both types of stationary may be obtained by contacting the SGS Office at extension 4200.

h. Transmittal Document. The Routing and Transmittal Slip (OF41) can be used to transmit documents to the command group for action or information that does not require coordination between MADs. OF41 should be completed and authenticated but will not be used as a record of approval or disapproval.

i. Freedom of Information Act (FOIA) and Privacy Act Requests. The Directorate of Information Management administers the FOIA and Privacy Act Programs. Activities that receive written FOIA and

Privacy Act requests directly must refer to USMA Policy Memorandum Number 35-95 (located on USMA Public Folders) for instructions and coordination with DOIM.

3-2. **General Style Practices.** Correspondence prepared for the Command Group will be written in a direct and forthright style using the active voice. Use "we" and "our" rather than "I," unless a personal statement is necessary.

a. Providing points of contact. The closing paragraph of all military correspondence, except endorsements, should provide the name, office, and telephone number of a person who can provide additional information or assistance. Do not use: "My (Our) POC is." Use instead: "If you need additional information, please contact Major Jim Smith, our Provost Marshal, at (845) 938-3333, DSN 688-3333," or similar.

b. Avoid the following phrases:

(1) Indeed.

(2) "I must advise. . .," or similar.

(3) "It is recommended that . . . "

(4) "Cadet Smith was found." Use instead, "A conduct investigation found Cadet Smith deficient in conduct," or "The Academic Board found Cadet Smith deficient," or "An Honor Investigative Hearing found that Cadet Smith violated the Honor Code."

c. Do not cite a USMA regulation or policy as the basis for disapproving a request. Respond as if the requester has requested an exception to the policy.

d. Do not use euphemisms for "no" which are unclear, for example, ". . . cannot be favorably considered at this time." This is particularly important when the ability to approve the request is within the prerogatives of USMA. Avoid constructions that imply or encourage readers to infer an opportunity for approval if they are persistent, such as, "I regret that your request cannot be approved," or "Unfortunately, we are restricted by. . . ." If you mean "Yes," or "No," say so clearly.

e. Do not use USMA and West Point interchangeably in the same document. Be consistent throughout, particularly when differentiating between the institution and either the installation or geography.

f. Complimentary closing. Place the phrase "Best wishes from West Point." two lines below the last paragraph of letters. The complimentary closing "Sincerely," will be used on all letters for both the Superintendent and the Chief of Staff. They will personally append any additional closing.

g. Provide nicknames and/or surnames of persons to which the Command Group is corresponding to aid in personalizing correspondence.

3-3. **Delegated Authority.**

a. MADs and ADs, and those individuals they designate are authorized to take final action on routine operational and functional matters within their areas of responsibility and may sign such actions over their

signature blocks. Exceptions are those issues in which the Superintendent or Chief of Staff express personal interest or those which, by statute or regulation, require the Superintendent's approval.

b. MADs may delegate their coordination authority as they deem appropriate. ADs may delegate their coordination authority no lower than branch level.

c. All requests for the delegation of authority to act for the Superintendent will be submitted on a summary sheet for the Superintendent's approval. Minimum coordination is with the SJA. The SJA will publish annually a memorandum outlining all delegations of authority in effect. This memorandum will be published in December of each calendar year for the following calendar year.

3-4. **Decision Briefings.**

a. Decision briefings supplement formal staff papers. They are appropriate when the issue is of a complexity or contentiousness that the decision-making process benefits from the discussion among involved activities. Read ahead materials must be provided to all parties by the proponent of the action (Chapter 6).

b. Decision briefings will be scheduled through the Chief of Staff's or Superintendent's secretary, as appropriate. If you schedule a briefing with the Superintendent's secretary, activities are required to inform the Chief of Staff's secretary immediately thereafter. The briefing activity is responsible for ensuring that necessary audio-visual aids are available and operational, as well as providing read ahead materials.

3-5. **Committees and Working Groups.** Staff offices responsible for actions requiring the establishment of a committee or working group will follow the guidelines in AR 15-1, Committee Management. When the new committee's membership consists solely of Office of the Dean personnel, refer to paragraph 1.04c, Regulations for the United States Military Academy. Prepare a Summary Sheet for the Dean's or the Chief of Staff's approval, outlining the background and reason for requesting the formation of a committee or working group. Attach proposed orders establishing the committee to the Summary Sheet. Submit to the Assistant Dean for Operations for the Dean's approval, or to the SGS for the Chief of Staff's approval. Once the establishment of a committee is approved, forward the proposed orders to the Adjutant General for signature and publication.

CHAPTER 4 STAFF ACTION ASSIGNMENTS AND CONTROL

4-1. **Quality and Appearance.** Correspondence for dispatch from this headquarters will be typographically, grammatically, and administratively correct when submitted to the approving authority. The appearance and correctness of the correspondence directly influences the attention of the audience. Following established guidelines when preparing correspondence will provide the greatest opportunity for obtaining the desired results.

4-2. **Action Assignments.** Staff actions originate from a variety of sources, internal and external, to West Point. The SGS, acting for the Superintendent and Chief of Staff, is responsible for assigning staff actions, their priority, and suspense dates. MADs and their subordinate activity directors are responsible for internal management and completion of assigned staff actions. The SGS will assign actions to the MAD or AD levels.

a. Externally originating correspondence. The SGS reviews the material, determines the required action and prepares an SGS Tasking and Routing Memo (Appendix D, Figure 4-1). The Tasking and Routing Memo assigns the action to the action office, designates the required action, and assigns a control number and suspense date. The correspondence is then routed through the Chief of Staff and the Superintendent, as appropriate, for their review prior to dispatch to the action office. This review provides the Superintendent and the Chief of Staff the opportunity to give specific guidance to the action office or supplemental information that only they may have. In those instances where a short suspense requires it, or when the Superintendent is unavailable, an advance copy will be provided to the action office by the SGS.

b. Internally originating correspondence. The SGS reviews the material for completeness and accuracy, appropriately annotates suspense items as received, and forwards to the Chief of Staff and the Superintendent for final action or approval. The SGS may forward actions to other offices for coordination. The SGS does not track internally originated correspondence unless it is an SGS suspended item.

4-3. **Transfer of Action.** If an action is assigned improperly to an office the receiving office should notify the SGS, identify the appropriate office for action, request the action be changed, and explain the reason thereof. If the SGS concurs, the original action office will forward the material to the new action office with a note or return to the SGS as directed.

4-4. **Delivery for Correspondence Addressed to the Superintendent or the Chief of Staff.** The SGS Administrative Office, Room 211, Taylor Hall, is the designated place of delivery for all materials destined for the Chief of Staff or Superintendent, except for Read Aheads which are given directly to the Superintendent's Executive Officer or Chief of Staff's secretary. The only authorized bypass of the SGS staff is when a MAD personally delivers correspondence to the Chief of Staff or Superintendent or a USMA Staff Activity Director personally delivers correspondence to the Chief of Staff. Activity Directors will inform the Chief of Staff at the earliest opportunity of such a personal delivery.

4-5. **Suspenses.**

a. A suspense date is assigned to action correspondence to ensure timely completion of required actions. Suspended actions are to arrive at SGS by **1300** of the suspense date. This ensures a high probability of review by the SGS and Chief of Staff prior to the next duty day.

b. When the USMA suspense date is assigned to meet a higher headquarters suspense date, the SGS will not extend the USMA suspense date without higher HQ's approval. Providing rationale for an extension to SGS is the responsibility of the USMA action office. If the headquarters imposing the suspense approves an extension, SGS will provide a new USMA suspense date to the USMA action office.

c. When the USMA suspense date is assigned without a view to meeting a higher headquarters suspense, an extension may be granted by the SGS based upon the nature of the action, the length of extension requested, and the basis for the extension.

d. The decision to extend a suspense date is a subjective one. Whenever possible, a short extension will be granted. However, extending a suspense date is not automatic and should not be assumed. Call SGS.

e. When a lengthy (longer than one calendar week) extension is required, the action office should determine if an interim reply is appropriate or SGS will direct the action office to prepare an interim reply. The interim reply should be prepared for signature at the same level required by the tasking and meet the original USMA suspense date. Interim replies should indicate progress to date, any factors contributing to the delay, and the anticipated completion date.

4-6. **SGS Suspense System.**

a. Actions of interest to the Command Group requiring a response will be entered in the SGS Log System with a log number and suspense date prior to dispatch to the Action Officer. The SGS log number located at the upper right corner of the original (yellow) tasker (Appendix D, Figure 4-1) should be used when referring to an action.

b. The original (yellow) SGS Tasking/Routing Memo must be attached when returning the completed action. A suspended action must reach the SGS NLT 1300 on the suspense date for it to be cleared on that working day.

c. A list of late suspenses will be reported to activities, copied to Chief of Staff, via e-mail on a bi-weekly basis.

4-7. **Special Correspondence.**

a. **Congressional Correspondence.**

(1) Congressional correspondence has a high priority for timely completion. Congressional correspondence is normally received by the SGS from the Office of Congressional Legislative Liaison (OCLL) via facsimile. If other offices receive correspondence directly from a congressional office, the receiving office should immediately send a copy to SGS and begin working on a reply to respond by the suspense date. The SGS will establish a suspense date, assign a control number, and formally task the receiving office. If review indicates a change in the action office is appropriate, the SGS will advise the receiving office. Congressionals will be hand-carried through the staffing process; do not use the distribution system. SGS will coordinate congressional inquiries with the Inspector General if they suspect a previous or active Inspector General Action Requests (IGAR) on the inquiry. There are two exceptions: (a) Admissions correspondence concerning the management of congressional admissions slates and (b) DIA correspondence concerning the purchase of tickets for athletic events.

(2) When responding to congressional inquiries, answer all points raised with a minimum use of technical terms, detailed procedures or systems requirements, and jargon.

(3) Responses to congressional inquiries will be signed by the Chief of Staff. The exceptions are:

(a) When responding to inquiries originating from Congressional Members of the USMA Board of Visitors (Superintendent).

(b) When responding to congressional inquiries from the office of the Committee Chairman of the Senate Armed Services, House National Security, or Appropriations Committees (Superintendent).

(4) Format of Response. Responses to congressional inquiries will be prepared on Office of the Superintendent letterhead (Appendix D, Figure 4-3) or USMA letterhead as appropriate for the signer.

The format will be that of a military letter (AR 25-50, Chap 4). The first sentence of the text should read, "Thank you for your letter of (date) concerning (subject)."

b. Presidential Correspondence.

(1) Presidential correspondence is normally received from the USMA Desk Officer in the Office of the Deputy Chief of Staff for Personnel, HQDA. The SGS will task for either information to provide the Department of the Army as a basis for responding, a draft response for the Department of the Army to finalize, or for a direct response to the originator with a copy furnished to the White House Military Office through the USMA Desk Officer.

(2) The Chief of Staff will approve all draft responses prior to submission to DA. The Chief of Staff will sign all direct responses. When the tasking is to provide information on which DA will base a response, the information will be submitted in information paper format (Appendix D, Figure 7-1) and approved by the Chief of Staff for release by the SGS.

(3) Format. Draft responses will be prepared using double-spaced text on plain bond. Direct responses will be prepared on USMA letterhead. The first two sentences of the text in both draft and direct responses will be, "Thank you for your letter of (date) to the President. Your letter was referred to us for response."

c. **"Thank You" Letter.** When invited guests of the Academy present a lecture to the Staff and Faculty or the Corps of Cadets and the Superintendent has either hosted the visit, introduced the speaker, or had other significant involvement in the visit, the visit's proponent office will prepare a "thank you" letter for the Superintendent's signature for dispatch to the visitor. The "thank you" letter will be prepared on a 3-star format (Appendix D, Figure 4-2) and submitted to the SGS office NLT than two duty days following the event. Other "thank you" letters deemed appropriate by the proponent hosting an event will follow these guidelines. Provide nicknames and/or surnames of personnel to whom the Superintendent is corresponding.

d. **Acknowledgments of gifts to the Academy.** "Thank you" letters prepared for the Superintendent's signature acknowledging gifts to the Academy will be prepared in Army letter format on Office of the Superintendent letterhead (Appendix D, Figure 4-3). The letter will acknowledge the gift itself and any restrictive conditions placed on the gift.

4-8. **Superintendent Absences.** The SGS will inform the command of the Superintendent's absences and will publish Assumption of Command orders signed by the Acting Superintendent to all key Academy officials. An Acting Superintendent will not be appointed simply because the Superintendent is absent from West Point. The chain of command will be specified in accordance with Regulations for the United States Military Academy and AR 600-20.

4-9 **Information Items.** Only one copy of information items is required for the SGS, the Chief of Staff, and the Superintendent. This copy is routed through these offices in turn. In the interest of economy, information of more than four pages should be submitted printed head-to-head and front-to-back, unless it is the original copy.

**CHAPTER 5
SUMMARY SHEETS**

5-1. **General.** The summary sheet is the principal staff action paper at USMA (Appendix D, Figure 5-1 and 5-2). It is to be used in all cases when a decision or action is requested from the Superintendent or Chief of Staff. When a staff agency requires concurrence from more than one MAD, the decision authority will be the Chief of Staff or the Superintendent. The summary sheet provides a permanent record of coordination and action by the Command Group. The SGS returns all summary sheets to the proponent office to maintain for record. SGS does not retain historical records.

5-2. Preparation of Summary Sheets.

a. The summary sheet will be organized as shown in Appendix D, Figures 5-1 and 5-2. Enclosures to summary sheets will be tabbed and in alphabetical or numerical order as well as referenced in the discussion paragraph of the summary sheet. The document for signature will always be the first tab. Enclosures will be tabbed in alphabetical or numerical sequence. Summary sheets may be originated and signed at any level within an activity. When signed by someone other than an Activity Director, the Activity Director will place his/her last name in the coordination block. The proponent office's MAD's concurrence is required on all actions destined for the Superintendent or Chief of Staff. Actions without proper MAD coordination will be returned to the proponent activity by the SGS. Requests for Command Group participation/attendance must be specified in the summary sheet as appropriate and initial coordination will be made with the Superintendent's or Chief of Staff's secretary.

b. Summary Sheets requesting approval or decision will be returned to the originator by the SGS after they are completed.

c. All coordinating activities will be addressed in the routing block. If the number of activities is more than three prior to the SGS Office, attach a coordination annex (Appendix D, Figure 5-2) on plain bond paper immediately under the summary sheet. Coordination with all activities associated with an event is essential and required. Coordinate initially with these activities prior to preparing a summary sheet. Indicate in the summary sheet the results of and with whom the initial coordination was made. This is especially important when sending out summary sheets simultaneously either hardcopy or electronic. The summary sheet is a decision document. Concurrence does not necessarily mean the action is completely coordinated. The proponent activity must coordinate the activity or event in detail. In Progress Reviews (IPR) or coordination meetings may be held as needed by the proponent activity.

d. All summary sheets submitted for action to the Superintendent will show the SGS and Chief of Staff as the final coordinating activities. All summary sheets submitted for action to the Chief of Staff will show the SGS as the final coordinating activity.

e. Assembly of Staffed Actions:

(1) Staff Summary Sheet is the cover document. Place coordination annex (Appendix D, Figure 5-2), if used, directly after summary sheet/before first tab.

(2) At the first tab place the action document to be signed or approved for signature.

(3) At the second tab place the correspondence which generated the staff action (SGS tasker, previous regulation, etc.).

(4) At other tabs place supporting documents in the order referenced in the summary sheet.

(5) Place Statement of Concur with Comment and Non-concur at separate tabs (Appendix D, Figure 5-3).

(6) Consideration of Concur with Comments and Non-concur will be placed on the same sheet of paper as the Statement of Concur or Non-concur if space is available (Appendix D, Figure 5-3).

(7) When the Concur with Comments and non-concurs are numerous and primarily administrative in nature or minor, a separate consideration page covering these may be appended as the last tab. If proponent activities can incorporate changes, clearly state changes have been incorporated.

(8) The advances in office automation technology provide each activity with the capability to prepare summary sheets without using a pre-printed form. The format shown in Appendix D, Figures 5-1 and 5-2 will be adhered to by all originators. Do not place borders and boxes on summary sheets or use graphics. Use of electronic mail is encouraged to save time in staffing. Use the simultaneous staffing method (Chapter 5, para 5-5.a) and the use a coordination annex.

5-3. Coordination. A coordinating activity has four options when responding to a summary sheet:

a. Concur. To concur with an action means you agree with the basis, the discussion and analysis, the resource implications and the recommendation as proposed by the proponent.

b. Concur with Comment. Concur with Comment means you agree with the basis for action, the discussion and analysis, the resource implications and the recommendation as proposed by the preparing activity. The comment should be used only when providing supplemental information that does not affect the staffed action. Too often, Concur with Comment means non-concur. Avoid statements such as "Concur in principle, but" The basis for Concur with Comment is that you concur with the action as prepared.

c. Non-concur. Non-concur means disagreement with the proposed action as prepared. The activity will prepare a Statement of Non-concur stating a list of objections to the action as prepared. The statement will be prepared on plain bond paper in the format shown in Appendix D, Figure 5-3. Activity Directors will authenticate Statements of Non-concur. The statement will be added to the summary sheet packet by the non-concurring activity as the last tab and annotated as such under "TAB" on the summary sheet.

d. If the proponent accepts the comments of a Concur with Comment or a Non-concur, and the changes represent, in the judgment of the originating activity, major change in the proposed action or recommendation, the proponent will note this in the staff summary sheet to SGS and provide courtesy copies to all activities involved in the staffing. The Chief of Staff will determine whether to restaff the action.

e. Noted. Normally used when the coordinating activity has no direct involvement in the action. Noted will be most frequently used by the Inspector General and Internal Review Office.

5-4. Consideration of Comments.

a. If the proponent accepts the Concur with Comments or the Non-concur with Comments, appropriate changes will be made to the action and re-staffed through all activities again, if required. Care must be exercised to ensure that accepting one activity's Non-concur with Comments does not cause other activities to change their responses.

b. If the proponent does not accept the Concur with Comment or the Non-concur with Comment, they will prepare a Consideration of Comments. The Consideration of Comments, signed by the proponent activity director, will address the issues from the Statement of Concur with Comments or Non-Concur with Comments and explain why the position can or cannot be accepted. It will be placed on the same sheet as the Statement of Concur with Comments or the Non-concur with Comments if there is space, or on a separate page at the same tab. A copy of the Consideration of Comments will be provided to all nonconcurring activities, prior to submission for final approval.

c. Coordination is an iterative process, but cannot be allowed to continue indefinitely. A Statement of Concur/Non-Concur with Comments and Consideration of Comments are forwarded to the Command Group for resolution when efforts to resolve the disagreement have been exhausted. Forwarding unresolved Non-concurs with Comments is evidence of a fundamental disagreement between activities on important issues. The Consideration of Comments will describe the efforts taken to resolve such disagreements.

5-5. Staffing Summary Sheets. There are two approaches to staffing summary sheets:

a. Simultaneous. When using this approach, the proponent office sends a separate copy, either paper or electronic, to each coordinating activity. The coordinating activity responds back to the proponent. The proponent reviews the responses, makes necessary adjustments, assembles the packet, and forwards original to the Command group for action. The proponent may either attach a coordination annex to the summary sheet or include the individual summary sheets in the packet. The coordination annex is preferred to consolidate responses. Separate tabs are required for nonconcurrency and considerations. This approach is preferred when coordination is required with more than three activities or when crossing MADs. When using this approach, do not include the Command Group in the distribution of copies. Include the SGS only when there is a specific requirement for SGS input prior to final submission.

b. Sequential. When using this approach, the proponent prepares a single copy of the action and sends it to the first coordinating activity. That activity reviews the action, takes its necessary action and forwards the action to the next activity in-turn. This is not a preferred method when there are more than three coordinating activities involved. It should be used only when the information contained in the summary sheet is sensitive in nature; or when the coordination is relatively routine, or does not cross Major Activity Director boundaries. When using the single copy in-turn approach, the proponent office must ensure that it is the last coordinating office listed before the SGS. This will ensure the action is returned for review prior to Command Group action. In addition, each activity is required to inform the proponent activity that it has forwarded the summary sheet to the next activity, and when an activity receives the summary sheet it will inform the proponent activity that it has received the summary sheet. The proponent activity may forward a copy furnished to other staff activities for information and should so annotate at the bottom of the summary sheet.

CHAPTER 6

SUPERINTENDENT'S DAYBOOK/READ AHEAD

6-1. **General.** The Superintendent uses a daybook to prepare for the following duty day. Each duty day by 1500, the Superintendent's Executive Officer prepares the Superintendent's Daybook for the following day. The Daybook is based upon the Superintendent's calendar and provides information on each scheduled item for that day. On the last duty day of the week, the Superintendent's Executive Officer prepares the Daybook for the weekend and for the first duty day of the following week.

6-2. Responsibilities.

a. Office of the Superintendent. When scheduling events on the Superintendent's calendar, remind activities and personnel of the requirement for Read Aheads (Appendix D, Figure 6-1) for the Daybook.

b. Superintendent's Executive Officer. Receive and maintain Read Aheads. Prepare the Superintendent's Daybook.

c. Activities. Activities responsible for events on the Superintendent's calendar will provide a Read Ahead on the event to the Superintendent's Executive Officer NLT 1200 hours one duty day prior to the date of the event either electronic or paper. Read Aheads for weekend and Monday events are due by 1200 on Friday. Read Aheads are not required for the Superintendent's regularly scheduled updates with MAD, however if a Read Ahead is prepared, it will be submitted in the proper format and submitted in accordance with the above timeline. Read Aheads may be provided electronically and activities may provide other attendees a copy of the Read Ahead at their discretion.

d. The Read Ahead is a concise presentation of the event and related issues including background, the more significant factors affecting the issue, personnel attending, and recommendations. The Read Ahead is not optional. It is required for all events to include official social events. Read Aheads will include biographical sketches and itineraries as appropriate.

e. The Read Ahead should be no more than one page in length and prepared in the format at Figure 6-1. Enclosures are permitted. They need not be referenced in the body of the Read Ahead, but should be listed as enclosures if not. Enclosures, such as copies of briefing slides, will be tabbed in sequence using lettered or numbered tabs. Read Aheads should be authenticated by the individual having the lead for the event. Appendix D, Figure 6-2, provides the organization of Read Aheads for selected types of events.

f. A separate briefing to the Superintendent on an event such as a parade, award ceremony, or similar event does not obviate the requirement for a Read Ahead for the day of the event but generates a requirement for a Read Ahead for the briefing. The event will also still require a Read Ahead.

CHAPTER 7

SPECIAL CORRESPONDENCE FORMATS AND USE.

7-1. **General.** Activities will often be tasked to provide special correspondence for use by the Command Group or for use outside the Academy. The most frequent requirements are information papers, talking papers, proposed remarks, and executive summaries.

7-2. **Information Papers.** Use an information paper to inform the reader of information on a particular subject. Information papers should not exceed two pages in length (less enclosures). The information paper will specify its purpose and intended audience. Only information papers intended for use outside the Academy require authentication by the MAD or AD and approved for release by the Chief of Staff. See Appendix D, Figure 7-1 for format.

7-3. **Talking Papers.** A talking paper is the outline of a proposed discussion. It contains sufficient information to assist the user in covering critical issues and points in the discussion. The level of detail is less than that of an information paper. Talking papers are generally restricted to use by Academy personnel. In exceptional cases, they may be prepared for use by individuals outside the Academy and require authentication by the preparing MAD or AD and release by the Chief of Staff. The talking paper is prepared in bullet format (see Appendix D, Figure 7-2).

7-4. **Proposed Remarks.** Proposed remarks are required whenever the Superintendent is scheduled to speak at a ceremony, symposium, dedication, or special event. Normally, the proponent will prepare the proposed remarks and submit them as part of the event Read Ahead. Proposed remarks will be in bullet format using complete sentences, not narrative paragraph, and submitted to the Superintendent's Speechwriter, OPA.

7-5 **Executive Summaries.** Executive Summaries provide the command significant information contained in a lengthy document or publication. No particular military format applies.

7-6. **Record/Conversations.** Use Memorandum for Record/Conversation when documenting telephonic conversations or meetings. Doing so will ensure coordination has occurred and has been recorded. Provide a copy to the other activity to ensure the activity concurs with the coordination that has occurred.

7-7. **Memorandum for Record.** Use Memorandum for Record when documenting occurrences of a meeting or to designate activities that must complete additional actions. Use the following format: Issue/Discussion/Action. Designate the activity and include the POC's name, phone number, and e-mail address for the originating activity.

7-8. **After Action Reports.** After Action Reports (AAR) will occur after every major event. Format will be Issue/Discussion/Recommendation. Use hard copy or e-mail, as appropriate, to forward AARs to the appropriate agency.

CHAPTER 8

SCHEDULING THE SUPERINTENDENT'S CONFERENCE ROOM AND THE THAYER AWARD ROOM

8-1. **General.** Any activity requesting use of the Superintendent's Conference Room or the Thayer Award Room will coordinate with the SGS for scheduling. Eating and drinking is not allowed in either room. If refreshments are desired, proponents may request an exception through the SGS to the Chief of Staff, USMA.

8-2. **Superintendent's Conference Room (SCR).** This room is for the use of the Superintendent, the Commandant, the Dean, and the Major Activity Directors. The Superintendent has priority over all activities. Any activity that rearranges the room must return the room to its original state.

8-3. **Thayer Award Room (TAR).** This room is used for awards, promotions, or recognition of individual accomplishments. Only the Superintendent, the Commandant, the Dean and the Major Activity Directorates may host an event in the TAR. Other individuals who are not mentioned above may request an exception through the SGS to the Chief of Staff. If the TAR is rearranged, it must be returned to its original state.

CHAPTER 9

OPERATIONS ORDERS/PLANS PREPARATION, STAFFING AND PUBLICATION

9-1. **General.** Operations orders/plans (OPORDs/OPLANs) direct and coordinate the activities of subordinate units and staff elements to ensure they accomplish a particular event. This chapter explains the procedures to prepare, staff, gain approval and publish an OPORD or OPLAN.

- a. An OPORD is written when an event will occur.

b. An OPLAN is written when an event may occur in the future.

c. Generally all events that occur at West Point must be posted on the USMA Master Schedule. Exceptions are considered on a case-by-case basis.

9-2. **Required OPORDs/OPLANs.** USMA Master Schedule events, VIP or foreign visits, conferences, etc., that require that multiple MADs support the event require the publication of an OPORD/OPLAN.

a. DOPS will publish a listing of events requiring OPORDs projected out for one year on an annual basis.

b. Selected visits may require the publication of an OPORD. Specific guidance will be provided by the DOPS or the SGS (See USMA Reg 360-3).

9-3. **Processing an OPORD/OPLAN.** The OPORD/OPLAN ensures timely tasking, coordination and execution. Prior to the publication of an OPORD/OPLAN, hosting/sponsoring activities must take the following steps.

a. Staff a summary sheet seeking approval for the event to occur at West Point unless already approved on the Master Schedule. If changes occur in the date, time, facilities required, resources, personnel, funding, etc., another summary sheet may be required. Check with the Scheduling Officer, DOPS, 7577.

b. If approved, the proponent will provide a copy of the summary sheet to DOPS and ensure the event is posted on the Master Schedule, if appropriate.

c. Check with the Operations & Plans Officer, DOPS, 4206, to find if an OPORD/OPLAN is required. If so, DOPS will provide guidance and assistance needed to prepare an OPORD/OPLAN.

d. Begin planning early by establishing milestones. An OPORD should be published 60 days prior to the start of the event. However, some events will require immediate action.

e. Meet with your superiors (i.e.; MAD, Chief of Staff, Superintendent) to determine the commander's intent and the concept of the operation.

f. Staff the draft OPORD/OPLAN with the activities involved and other activities deemed appropriate. Ensure coordination with DOPS. Use the attached sample OPORD. This is a standard five paragraph order. Not all subparagraphs (activity tasks) may be needed; others may need to be added. The memo is a guide for distributing the draft OPORD. Use electronic mail. Use Times New Roman 11 (font and font size respectively).

g. Hold action officer meetings or in progress reviews (IPR) to discuss the event and issues that still need resolution. Coordinate with DOPS to attend the IPR. If needed, staff the draft again. Hold as many meetings as deemed necessary to ensure proper coordination and task completion.

h. Brief your supervisor, MAD, the Chief of Staff, etc. This is the time to discuss those unresolved issues.

i. Brief the approving authority. Ensure all issues have been resolved before this briefing. If you are briefing the Superintendent, ensure that a read ahead is provided to the Superintendent's Executive Officer.

j. Upon completion of the above, send the final OPORD/OPLAN to DOPS via e-mail for a final review, assignment of an OPORD number and signature by the DOPS. Attach a statement that the draft OPORD was staffed with all tasked activities and all concur and that no issues remain to be resolved. Also, attach significant comments for the DOPS.

k. When signed, DOPS will notify all activities and post the order electronically as mapped below.

All Public; Public Folders; USMA; Information Services; Staff Information Area; DOPS; OPORDS

l. Once the originating activity has received the approved order from DOPS, it must make distribution to all tasked/interested activities as appropriate

m. Ensure all activities submit an after action report (AAR) in the outline format shown below. This important tool will improve the event for the next occurrence. Provide DOPS a consolidated final AAR.

Issue.

Discussion.

Recommendation.

Activity/action officer/telephone.

CHAPTER 10 USMA PUBLICATIONS

Section I: General

10-1. Staffing Policy

a. New or revised USMA publications (regulations, circulars, policy memos, etc.) will be staffed via summary sheet through a minimum of all MADs, except when the publication does not assign responsibilities or procedures outside the proponent. Staffing may be done as broadcast - to all reviewing agencies simultaneously, or sequentially – sent in turn from one agency to another. Recommend staffing by broadcast method whenever possible.

b. Staffing of administrative publications may be done electronically (see Chapter 10, Section IV).

Section II: Responsibilities

10-2. MADs and ADs will ensure that procedures and formats prescribed in AR 105-31, Record Communications; AR 25-50, Preparing and Managing Correspondence; and other guidance as stated in Appendix A are followed when preparing staff actions and correspondence.

10-3. Activity Initiating New/Revised Publication (Proponent) will:

a. Coordinate with DOIM Publications for administrative and format review prior to summary sheet staffing. Contact the Publications Control Officer, DOIM Publications, for review and assistance.

b. The standard distribution scheme for USMA publications put on-line in an electronic library will be: "A-E Electronic." This scheme gives the widest dissemination at USMA. Use an approved distribution scheme IAW USMA Reg 25-9 when a hardcopy distribution is required. Select the distribution scheme to reach only the intended audience.

c. Address all comments and non-concurrences to the staffing action. If major changes affecting policy, responsibilities, activity mission, etc., are incorporated the publication must be restaffed. Non-concurrences not incorporated in the publication must be explained in a cover memo accompanying the action to the C/S. The explanation must state why the recommendation was not incorporated.

d. Forward final draft and summary sheet documents to DOIM Publications for final processing or restaffing.

e. Provide DOIM Publications a revised electronic copy when revisions are made based on summary sheet feedback.

f. Proponents will review all publications for which they are responsible at least every two years or as requested. Revise and staff if changes are needed.

g. Advise DOIM Publications of the review and the decision to leave as is or revise.

10-4. DOIM Publications will:

a. Assist customers in designing electronic USMA publications.

b. Review/format all draft publications in coordination with the proponent.

c. Initiate summary sheet staffing once the draft is finalized with the proponent office. Coordinate with the proponent on any other staffing routing other than MADs.

d. Assist proponent in conducting additional staffing if necessary.

e. Conduct final staffing to SJA, SGS, and C/S.

f. Acquire authentication signature once publication is approved by the Chief of Staff.

g. Publish the publication.

(1) Make approved publication available electronically.

(2) Print and distribute copies only if necessary.

(3) Notify USMA personnel of all new/revised publications put on-line.

h. Provide copy of signed publication to proponent office.

i. Maintain all original staffing documents and signed publication in a master file.

j. Assist customers in locating electronic versions of other government publications.

10-5. Activities Reviewing Publication Summary Sheet will:

- a. Meet the suspense date of the summary sheet.
- b. Initial, date, and select the review decision (concur/non-concur) on the summary sheet routing. Additional comments/information may be attached as a TAB, which should be designated on routing list.

10-6. SJA will conduct a legal review and forward to SGS if concurring or return to proponent if non-concurring.

10-7. Chief of Staff will:

- a. Review all USMA publication drafts and make approval decision for the Superintendent.
- b. Forward all publications and staffing documents to DOIM Publications for final processing or further coordination with proponent office.

Section III: Publications Procedures**10-8. Initial Coordination**

- a. Initiating activity will conduct all internal/external coordination for the publication.
- b. The initial draft of the publication will then be coordinated through DOIM Publications for administrative, format and layout review. Format review will ensure all publications are structured consistently (title page, table of contents, text format/layout, etc.) Will also include review of basic grammar, punctuation, etc.
- c. When the draft is ready to staff, DOIM Publications will conduct a summary sheet staffing action. The proponent will provide to DOIM Publications the required summary sheet information and an electronic copy of the publication. The summary sheet should include DOIM Publications, all appropriate MADs/activities, and any other applicable agencies for the initial staffing. Final staffing will be to SJA, SGS, and C/S. Sample as follows:

1. DOIM Pubs
2. GC
3. DEAN
4. USCC
5. DAD
6. SJA
7. SGS
8. C/S

d. Responses to the staffing will be returned to the proponent. The proponent will coordinate with DOIM Publications to restaff if necessary or submit for final staffing to the following:

- (1) SJA for legal review.
- (2) SGS for final review.

(3) C/S for decision.

- e. If any of the above disapprove the staffing action will be returned to the proponent.
- f. If approved, the staffing action will be sent to DOIM Publications for final processing.
- g. DOIM Publications will get the appropriate authentication signature when needed and publish the document.
- h. The publication will be put on-line (see Chapter 10, Section V) and USMA personnel will be notified.

Section IV: Electronic Staffing of Administrative Publications

10-9. USMA Administrative Publications may be staffed electronically. Administrative publications are those that do not have a critical requirement for a signature on responses.

- a. The publication can be staffed via e-mail to designated Action Officers in those agencies whose review is required.
- b. The electronic file must include at a minimum an electronic summary sheet file and the publication file. These e-files may be combined into one attached file for staffing purposes or as separate files.
- c. The electronic summary sheet is available as:

a MS-Word template in the USMA Publications Electronic Library. Intranet access to the template is via the DOIM DSD server at: <http://www-internal.dsd.usma.edu/bod/pubs/rpb.htm>

Select **USMA Publications**, then **templates**

Select the summary sheet option. Copy the template to your computer.

Via Exchange Mail Public Folders. Select:

All Public Folders – USMA – Information Services – USMA Pubs & Forms – Templates

- d. Reviewing Officers may edit the files electronically providing the changes do not replace the original text, i.e., using MS Word Revisions or using boldface, colors, underline, etc. Hardcopy replies may be made to the proponent. After review the reply will be forwarded back to the Action Officer.
- e. A handwritten signature of the reviewing official is not required if electronic staffing is used. The electronic header on the e-mail message will suffice for a signature.
- f. Non-administrative publications requiring actual signatures throughout the staffing process will not be staffed electronically.

Section V: USMA Publications Electronic Library

- a. The USMA Publications Electronic Library is controlled and maintained by DOIM Publications.
- b. All USMA organizations having publications of interest to USMA may include them in the library. Contact DOIM Publications for assistance.

c. The electronic library, via the intranet, links to other USMA web pages, such as a link to the Dean's web page for DPOMs.

d. The web page and the public folders also provide access to other government electronic libraries on the World Wide Web.

10-10. Access to Electronic Library

a. Via the USMA DOIM Publications branch web page:
<http://www-internal.dsd.usma.edu/bod/pubs/rpb.htm>

b. Via USMA Exchange Mail Public Folders:
All Public Folder – USMA – Information Services – USMA Pubs & Forms

Section VI: Electronic Letterhead

10-11. USMA Letterhead

a. Available as a template in the electronic library. Accessible via the intranet and Exchange Mail Public Folders as above. The letterhead file is under **Templates**.

b. Letterhead should be copied to user's computer for easy access and for creating form letters where applicable.

c. Electronic letterhead is an excellent media for form letters sent on letterhead stationery. Using Mail Merge word processing function (such as in MS Word Mail Merge) the user can draw the changeable data from a database, spreadsheet, Word table, etc. and incorporate it into the document. The basic document is only written one time

10-12. Superintendent Letterhead

a. Available as described above.

b. Final copy for signature **must** be printed only on good quality bond paper having a watermark.

Section VII: Economy

10-13. Administrative Costs

a. Administrative costs will use a large portion of an activity's resources. Due care and consideration must be given to such mundane facets of administration as making unnecessary copies, making single-sided copies of documents of more than three pages, use of proper distribution schemes (not everyone needs a copy of everything printed), official mail costs and use of Express Mail.

b. Many government publications, and forms, are automated and available through DOIM Publications, on the internet/intranet, or via Exchange Mail Public Folders. These media should be used in lieu of making printed copies, which should only be made when a hard copy is necessary.

c. Publications available electronically should not be kept on hand in quantity in hard copy unless there is a definite need.

d. Multiple copies, if needed, should not be printed on a laser printer. An original print should be made and additional copies made as necessary. Laser prints are much costlier than copies. Copies should be duplexed (from and back) if possible.

APPENDIX A REFERENCES

REQUIRED REFERENCES

AR 1-20, Legislative Liaison

AR 15-1, Committee Management

AR 25-50, Preparing and Managing Correspondence

AR 105-31, Record Communications

AR 310-50, Authorized Abbreviations, Brevity Codes, and Acronyms (under revision)

AR 600-20, Army Command Policy

FM 101-5, Staff Organization and Operations

APPENDIX B - ACRONYMS/ABBREVIATIONS

The following acronyms/abbreviations are for use at USMA.

AAD	Academic Affairs Division
AD	Activity Director
ADC	Aide-De-Camp
AG	Adjutant General
ARD	Academic Research Division
BTD	Brigade Tactical Department
C/S	Chief of Staff
CHAP	Chaplain
CMDT	Commandant
CPAC	Civilian Personnel Advisory Center
CPME	Center for the Professional Military Ethic
CSM	Command Sergeant Major
DAA	Directorate of Academy Advancement
DAD	Directorate of Admissions
DCFA	Directorate of Community and Family Activities
DCA	Directorate of Cadet Activities
DEAN	Dean of the Academic Board
DGC-WP	Deputy Garrison Commander (West Point)
DHPW	Directorate of Housing and Public Works
DIA	Directorate of Intercollegiate Athletics
DMI	Department of Military Instruction
DPE	Department of Physical Education
DOC	Directorate of Contracting
DOIM	Directorate of Information Management
DOL	Directorate of Logistics
DOPS	Directorate of Operations, Plans, and Security
DRM	Directorate of Resource Management
EEO	Equal Employment Opportunity Officer
EO	Equal Opportunity
GC	Garrison Commander
IG	Inspector General
IETD	Information and Educational Technology Division
IRO	Internal Review Office
MAD	Major Activity Director
OPA	Office of Policy, Planning, and Analysis
ORD	Operations and Registrar Division
PAO	Public Affairs Office
PMO	Provost Marshal Office
PRD	Plans and Resources Division
SGS	Secretary of the General Staff
SO	Safety Officer
SJA	Staff Judge Advocate
SUPT	Superintendent
USCC	United States Corps of Cadets
USMA	United States Military Academy
USMAPS	United States Military Academy Preparatory School
1-1	1st Battalion, 1st Infantry

**APPENDIX C
STAFF ACTION PROCESSING GUIDE**

ACTION	PROPONENT	MEDIUM	COORDINATION	ACTION DOCUMENT
	Remarks/Reference			
Appointment of Investigating Officers	SJA	Summary Sheet	AG	Memo for SUPT
Awards and Decorations (civilian)	CPO	Summary Sheet	AD, MAD (as appropriate)	Certificate and DD 1556 for SUPT
Awards and Decorations (military)	AG	Summary Sheet	Office as appropriate	Certificate and DA 638-1 for SUPT
Cadet Medical Leaves	USCC	Summary Sheet	Surgeon, SJA	Memo for SUPT
Cadet Permissive TDY	USCC	Summary Sheet	BTO, CMDT	Summary Sheet
Cadet Resignations	S-1, USCC	Summary Sheet	BTO, CMDT, SJA	Memo for SUPT
Cadet Separations	SJA	Memorandum		Memo for SUPT
Exception to Policy Cemetery Burials	DOL	Summary Sheet	DHPW, GC	Memo for CS
Exception to Policy Use of Post Chapels	CHAP	Summary Sheet		Memo for CS
Letters of Invitation	Originating Activity	Summary Sheet	AD, MAD	Letter for SUPT
Presentation of Cadet Sabers (not USCC)	Requesting Activity	Summary Sheet	CMDT	Summary Sheet
Requests for Data on USMA	Receiving or tasked activity	Summary Sheet	OPA	Policy Memo

Staff Action Processing Guide

ACTION	PROPONENT	MEDIUM	COORDINATION	ACTION DOCUMENT
	Remarks/Reference			
Tour Extensions or Curtailments	AG	Summary Sheet	AD, MAD	Summary Sheet
Request for Extensions in Housing (individual)	DHPW	Summary Sheet	AD, MAD, GC	Summary Sheet
Suspension of Driving Privileges	PMO	Summary Sheet	SJA, MAD (as appropriate), GC	Summary Sheet
Post Barment	PMO	Summary Sheet	SJA, GC, PAO	Summary Sheet
Reports of Audit	IRO	Summary Sheet	Audited Activity AD, MAD	Prepared for CS
Request for Proposals(NAF)	NAF Activities	Summary Sheet	MAD, SJA	Prepared for CS as Approving Authority



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APPENDIX D, FIGURE 5-1

SUMMARY SHEET

Routing

Office		Date/Initials	Tab	
1. CMDT	Concur/Non-Concur	_____	___	
2. DEAN	Concur/Non-Concur	_____	___	
3. DAD	Concur/Non-Concur	_____	___	
4. DIA	Concur/Non-Concur	_____	___	
5. GC	Concur/Non-Concur	_____	___	
6. DRM	Concur/Non-Concur	_____	___	
7. Proponent	Concur/Non-Concur	_____	___	(After initial staffing, the proponent consolidates comments/non-concurs as appropriate in a coordination annex to be included in the staff action; see Chapter 5, para 5-2. Once comments have been addressed, forward action to the Command Group for decision.)
8. SGS	Concur/Non-Concur	_____	___	
9. C/S	Concur/Non-Concur	_____	___	

ACTION OFFICE: (Office Symbol) (MARKS)

S: Suspend Date for initial coordination

ACTION OFFICER/PHONE: Name/extension

DATE:

SUBJECT: Preparation of a Staff Summary Sheet

1. PURPOSE: To provide the reason (bottom line) for the staff action; should be an action statement. (Do not confuse with RECOMMENDATION which goes at the end of the summary sheet. To obtain a Command Group signature is not a PURPOSE).

2. BACKGROUND: What has transpired that led the proponent to prepare the staff summary sheet.

3. DISCUSSION: Use subparagraphs to provide the information, facts, and issues concerning the action.

a. Routing (addressees). Indicate addressees and the order of routing under the column entitled "Office". If more than five addressees are before the SGS, use a coordination annex at next consecutive tab. The summary sheet will be given to each addressee or coordination will be made by telephone and so indicated in the routing. Coordinate with OPA when items have policy implications. Coordinate with PAO when items have publicity implications or will affect the local community. If comments are made by any of the addressees, their comments may be added as consecutive tabs in a format which will include the subject and date of summary sheet, identification of the commenting office, date of the comments, and signature of the office head (see Chapter 5 and Appendix D, Figure 5-3 for additional explanations). Summary sheets will be returned to the proponent for final coordination and to address any non-concurrence prior to being forwarded to SGS.

b. Action Office. Enter Office symbol, MARKS, action officer and telephone number.

c. Date. Day of dispatch from proponent.

d. Format and length. Prepare in clear, concise, and direct language. Format will follow this sample.

e. Signature. The summary sheet should be signed by the Activity Director or an individual to whom signature authority has been delegated.

f. Decision office. Enter the office approving the summary sheet.

4. RESOURCE IMPACT: Identify and quantify the resource impact the recommended action will have on funds, manpower, energy, etc. If the action impacts on resources, it must be staffed/coordinated with the proponent resource manager or Directorate of Resource Management.

5. RECOMMENDATION: The recommendation informs the decision officer what he/she is supposed to do (Approve, Disapprove, and sign letter at Tab A).

Encls

(Signature Block)
Proponent Activity Director

DECISION OFFICE

(Enter name of appropriate decision office)

APPROVED

APPROVED AS MODIFIED

DISAPPROVED

SEE ME

Initials _____ Date _____

CF: (appropriate staff activities for information)

NOTE: Once a decision is made on a staffed summary sheet, the action officer will notify all agencies involved in the staffing of the decision. SGS will return the entire action to the proponent for historical record.

**APPENDIX D, FIGURE 5-2
COORDINATION ANNEX**

(Office Symbol) (MARKS)

(Date)

SUBJECT: Preparation of a Staff Summary Sheet

(The proponent prepares a coordination annex for summary sheets with more than three staff offices, prior to SGS, in this format. Proponent will hand write in the date and initials of the staff officer who reviewed the summary sheet. The Proponent will maintain original comments for record purposes. Dependent upon an activities comment/non-concurs, the proponent will address their position as in Appendix D, Figure 5-3, and include those comments as a new tab for the Command Group to review in the summary sheet.

		Date	Initials	Tab
COMDT	concur/non-concur	_____	_____	_____
DEAN	concur/non-concur	_____	_____	_____
DAD	concur/non-concur	_____	_____	_____
DIA	concur/non-concur	_____	_____	_____
USMA STAFF:				
(ACTIVITY DIRECTOR)	concur/non-concur	_____	_____	_____
GARRISON STAFF:				
(ACTIVITY DIRECTOR)	concur/non-concur	_____	_____	_____

APPENDIX D, FIGURE 5-3
STATEMENT OF CONCUR WITH COMMENTS/NON-CONCUR

(OFFICE SYMBOL) (MARKS)

(current date)

SUBJECT: Preparation of a Document to Articulate Comments Related to Concur With Comment or a Non-Concur Position on Staff Summary Sheet

1. Use plain bond paper. Begin on the sixth line below top of paper with the office symbol, date, and MARKS from the basic summary sheet. End the current date on the right margin.
2. Precisely articulate your activity's comments and rationale. Reference paragraph numbering to the staff summary sheet documents.
3. Include signature block of Major Activity or Activity Director.

(signature block)
(AD/MAD)

CONSIDERATION OF COMMENTS

(OFFICE SYMBOL) (MARKS)

(current date)

SUBJECT: Consideration of Comments

1. If the proponent does not accept the Concur with Comments or the Non-Concur with Comments, it will prepare a Consideration of Comments. The Consideration of Comments, signed by the proponent Activity Director, addresses the issues from the Statement of Concur with Comments or the Non-Concur with Comments and explains why the position can or cannot be accepted.
2. If the proponent accepts the comments from a Concur with Comments or a Non-Concur response, and the changes represent, in the judgment of the proponent, a major change in the proposed action or recommendation, the proponent will note this in the staff summary sheet to SGS and provide courtesy copies to all activities involved in the staffing. The Chief of Staff will determine whether restaffing is necessary.
3. The Consideration of Comments will be typed. It may be placed on the same sheet as the Statement of Concur with Comments or Non-Concur with Comments if there is space, or on a separate page at the same tab.
4. A copy of the Consideration of Comments will be provided to all non-concurring activities. Results of discussion will be included in the consideration of comments.

(signature block)
(Activity Director)

**APPENDIX D, FIGURE 6-1
SUPERINTENDENT'S READ AHEAD**

1. **EVENT:** Name of the event
DATE: Self Explanatory
TIME: Self Explanatory
LOCATION: Where the event is held

2. **Purpose of Event:** Courtesy/Office Call, Social Event, Dedication, Interview, Information Briefing, Decision Briefing.

3. **Parties Involved:** Who are the key players or who is attending.

4. **Discussion:** What are the major points the Superintendent needs to focus on?
 - a.

 - b.

 - c.

5. **Expected outcome:** What results are expected from the event.

6. **Related materials attached:** Biographies for office calls and itineraries; guest lists, table seating, sequence of events or program for social events; briefing slides; information papers, etc.

(bottom right hand corner 1" from bottom)
Action Officer's Name
Office Symbol/extension

**APPENDIX D, FIGURE 6-2
SUPERINTENDENT'S READ AHEADS**

EVENT	SUBMITTED	ENCLOSURES	REMARKS
Academic Board Meetings	Dean	*As deemed appropriate by Dean	Separate Book provided directly to Superintendent's Secretary as an authorized exception
Awards Ceremony	CPAC	*Biography, Citation	Civilian
Awards Ceremony	AG	*Biography, Citation	Military
Board of Visitors	SGS	*Itineraries *Business Agenda *Copies of materials provided to Board Members: -Information Papers -Topic Updates -Briefing charts and slides *Social Events: -Escorts -Guest Lists -Seating Arrangements	
Cadet Actions	SJA	*The case file provided for action is Read Ahead	Provided Separately
Decision Briefings to Superintendent	Requesting or Tasked Activities	*Background Papers *Copies of significant slides *Evaluation of Options *Recommendation *Proposed Action Document	
Distinguished Lecture Series	Hosting Academic Department	*Biography *Itinerary *Guest Lists *Seating Arrangements	
Funeral Ceremonies	AG		
Information Briefings to Superintendent	Requesting or Tasked Activities	*As Appropriate: -Background papers -Copies of significant slides	

SUPERINTENDENT'S READ AHEADS

EVENT	SUBMITTED	ENCLOSURES	REMARKS
Meetings with Superintendent	Requesting or Tasked Activity	*As Appropriate: -Information Papers -Copies of significant briefing slides -Other data as deemed necessary	
Office call with newly assigned Senior Personnel	MAD or USMA Staff AD	*Biography *ORB	
Office Call/Mtg with Distinguished Visitor	Inviting/Hosting Activity	*Visitor Biography *Visitor Itinerary *Possible discussion points	Coordinate with Protocol (as appropriate)
OPD Lecturer	DMI	Same as Distinguished Lecturer Series	
Patriot League Conf-USA or NCAA Meetings	DIA	*Agenda *Discussion points	
Policy Board	OPA	*As provided by proponent activities of discussion topics	Normally included in Daybook unless excessively large
Social Event (Superintendent has a role other than guest)	Inviting Activity	*Agenda *Guest List *Seating Arrangements *Proposed remarks	
Sol Feinstone Lecture	Sol Feinstone Committee	*Same as Distinguished Lecturer Series	
Superintendent speaking engagements	Action Office	*Speech text (OPA) *List of attendees *Expected Questions & Answers	

**APPENDIX D, FIGURE 7-1
INFORMATION PAPER**

(Office Symbol) (Marks Number)

(Date)

SUBJECT: Information Paper Guidelines

1. The Information Paper is used to transmit factual information in concise terms, normally to assist decision makers in preparing for a discussion. Only essential facts concerning the subject are included.
2. An Information Paper should not exceed two pages in length (less enclosures).
3. Any Information Paper that is used outside the Academy will require authentication. Authentication should be by the Activity Director or Major Activity Director and approved for release by the Chief of Staff.
4. Once the Information Paper is complete, at the lower right hand corner type the Action Officer's rank, name and extension number.

(Rank/Name/extension)

**APPENDIX D, FIGURE 7-2
TALKING PAPER**

(Office Symbol) (Marks Number)

(Date)

SUBJECT: Talking Paper Guidelines

- A Talking Paper is a memory aid for an informed reader which outlines a proposed discussion.
- List important elements in short, concise, telegraphic sentences.
- List principal elements of facts or rationale that can be used to support the recommended position.
- A Talking Paper is generally restricted to use by Academy personnel.
- Use outside of the Academy will require authentication by the preparing Activity Director or Major Activity Director and release by the Chief of Staff.
- The rank, name and extension of the preparer goes at the lower right hand corner of the paper.

(Rank, name/extension)

**APPENDIX E
SAMPLE OPORD**

**HEADQUARTERS
United States Military Academy
West Point, New York 10996
(Draft as of date)**

USMA OPORD 20YY-XX, PREPARATION OF AN OPERATION ORDER

1. **SITUATION.**
2. **MISSION.**
3. **EXECUTION.**

Commander's Intent.

- a. **Concept of Operation.**
- b. **MADs.** List each MAD separately showing responsibilities for each MAD. It is the MADs responsibility to determine which of its sub activities perform the specified and implied tasks.
- c. **CofS's Activities.** List each activity separately showing responsibilities for each activity.
- d. **Tenant Activities.** List each activity separately showing responsibilities for each activity.
- e. **Coordinating Instructions.** List all responsibilities that cover more than one MAD or activity.

An after action report (AAR) will be submitted in the following format to DOPS NLT 10 working days after the conclusion of the event (or set a date).

Issue.
Discussion.
Recommendation.
Activity/action officer/telephone.

4. **SERVICE SUPPORT.**

5. COMMAND AND SIGNAL.

SUPERINTENDENT
LTG

OFFICIAL:

DIRECTOR, DOPS
DOPS

ANNEXES:
List annexes/appendices

DISTRIBUTION: via electronic mail
List tasked activities