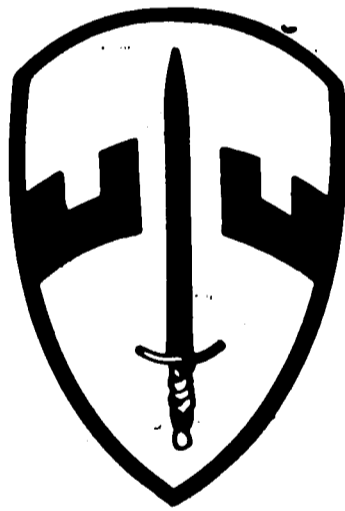


4
G.M.

OPERATIONS DIRECTORATE

STAFF OFFICERS GUIDE



HEADQUARTERS
UNITED STATES MILITARY ASSISTANCE
COMMAND VIETNAM
APO SAN FRANCISCO 96222

~~WORKING PAPER~~
~~NOT FOR CONTROL~~
DATE _____
BY _____

D

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PREPARATION OF STAFF ACTIONS

1. REFERENCES.

- a. MACV Staff Memorandum 340-1, Office Management Correspondence.
- b. MACV Staff Officer's Handbook.
- c. MACJ3 Memorandum 340-1, Correspondence Preparation of Staff Actions.

2. PURPOSE. To establish policies and procedures for the preparation of staff action papers within the offices of the Operations Directorate (DO).

3. POLICIES.

- a. Correspondence for signature by a member of the Command Group or the Director of Operations which will be dispatched from this headquarters will be error free, i.e., no erasures or strikeovers.
- b. Staffing papers and other correspondence to be routed outside DO will be prepared for the signature of the Director of Operations. Persons authorized to sign such correspondence may sign for the Director of Operations.
- c. All staff actions requiring coordination from offices/agencies outside DO will receive a "for coordination" signature or initial by the DO, Deputy DO, or a person acting in their place. This policy does not preclude coordination at action officer/branch level of actions in draft form. Such informal coordination is encouraged.
- d. Papers will be meticulously proofread by each supervisor to insure no mechanical errors exist, such as misspelled words, incorrect punctuation, etc. Use of the checklist at Appendix 1 should assist in reviewing each action for possible errors.
- e. A Memorandum for Record (MFR) and cover Disposition Form (DF) will be used when preparing correspondence to respond to a request from the Command Group. When action will be signed by the Director of Operations, only a MFR is required.
- f. When a negative response or disapproval is involved, the correspondence will be brought to the attention of the Chief of Staff. Only the Command Group can say "NO."
- g. Whenever an acronym is used, it will be completely identified the first time it appears in a piece of correspondence.

4. MEMORANDUM FOR RECORD (MFR). The MFR is the official Operations Directorate action officer record of the staff action and will be prepared in sufficient detail to provide the uninformed reader with all pertinent information about the action. MFR format is at Appendix 2. For actions submitted to the Command Group, when MFRs are abbreviated to prevent repetition, both MFR and DF become the official record of action.

a. The MFR will accompany all action papers forwarded to the Director of Operations. Disposition Forms or Memorandums will not be used for this purpose.

b. The MFR will be returned to the initiating division when the action is completed by the Director of Operations. It will be a permanent part of a staff action file maintained within the originating division. Policy concerning the downgrading and inactivation of actions in this file is at the discretion of the Division Chief.

c. Brevity in the MFR is desirable, but not at the expense of clarity.

5. DISPOSITION FORM (DF). The DF is used to submit recommendations, actions, correspondence or information to the Command Group.

a. The DF format in the SJS Handbook will not be modified. The three paragraphs, PURPOSE, DISCUSSION, and RECOMMENDATIONS, must be used.

b. The DF will not be dated until signed by the Director of Operations or his designated representative.

c. No initials will be placed on a DF other than those that release the staff action for external coordination and those confirming coordination.

d. The DF will be limited in length to 1 - 1 1/2 pages including signature block and coordination. Tabs will be used to present additional information too voluminous to be included in the body of the DF.

e. It is not mandatory that the original signature of a coordinating official be forwarded on the DF. The name rank, and telephone number may be typed on the coordination line. The original signed copy, however, must remain on file in the division.

f. In the PURPOSE paragraph state the nature of the action, the reason for its preparation and/or the expected results of the action.

g. The DISCUSSION paragraph will give sufficient information to

provide the uninformed reader with all pertinent data involved in the action. It will develop all pertinent facts in a logical sequence leading to the recommendation.

h. Included in the RECOMMENDATIONS paragraph will be an appropriate recommendation on the action and a statement regarding the historical value of the paper.

6. STAFF ACTION PACKAGE ASSEMBLY.

a. General Procedures:

(1) A cardboard-type backing will be used to give stability to the action package.

(2) The package will be clipped together with all tabs clearly visible.

(3) The action forwarded to the DO will contain one copy of all pertinent correspondence.

(4) The action sheet number (when assigned) will be written in the lower left corner of the MFR and DF. It will also be written in pencil in the drafter's block on the message mat.

(5) Any reference to tabs in the DF will be underlined in red. For actions within the Operations Directorate, forwarded only by a MFR, references to tabs will also be underlined in red.

(6) All papers requiring action or signature in a package will be carried at Tab A. In the event of multiple action papers, Tabs A-1, A-2, etc., will be used. All other documents attached to the action for reference purposes will be tabbed alphabetically in the sequence in which they are listed on the MFR and referred to in the DF.

b. Action Papers and References:

(1) Tabbing Procedure:

(a) Every separate paper attached to the action will be tabbed. Tabs will be spaced evenly and neatly. Tabs will be used running vertically with Tab A; the first at the bottom right of the package.

(b) Tabs will be affixed to sheets of bond paper and placed immediately above the document which they identify.

(c) Inclosures which subdivide a tab will be indexed by evenly spaced markers after the tab it subdivides. Inclosure designators

will be typed "Incl 1," etc., and be placed in plastic of a different color from that used for the tabs. Inclosure designators will be spaced equidistant within a group and will be attached to the right edge of standard bond but below the location of the tab to which they are inclosures, to preclude obscuring successive tabs.

(d) Colored metallic or plastic markers may be used to call attention to specific pages, paragraphs, statements, phrases, or figures. If required, markers will be affixed to the back of the page with a small piece of masking tape. Scotch tape will not be used.

(2) Inclosing Documents/References:

(a) When making response to a Command Group flag note/memorandum, the original copy is to be forwarded with the response as a separate tab. If the original is not available, a brief reason will be placed on the bottom of the copy provided. Director of Operations and Deputy Director of Operations flag notes will not be included at a tab in packages being forwarded to the Chief of Staff unless it is cleared through the appropriate executive officer.

(b) If reference is made to a conversation, a Memorandum for Record of the telephone conversation will be attached at a tab.

(c) Spread sheets will be placed in the package so they may be opened and read without disassembling the package.

(d) All reference material must be legible.

(3) Accountability of Documents:

(a) When a staff package contains TOP SECRET/SECRET material or CONFIDENTIAL/unclassified back channel messages prepared for dispatch, two or more receipts (DA Form 1203) will be prepared.

1. The first receipt will be on the outside of the package for the total contents. The additional receipt(s) will be inside the package immediately behind the item(s) to be separated and dispatched.

2. The staff package will be receipted using the outside receipt until that portion which is to be separated is ready for dispatch. At the time the dispatch portion is withdrawn, it will be accountable by its own separate receipt(s). The identity of the items withdrawn from the package will be lined out on the original outside receipt and the package (-) will be returned to the originator.

(b) The DA Form 1203 on the outside of the package will be stapled

to the cover sheet at the top left and right hand corners. Divisions submitting packages to the Deputy DO Executive Office will insure that three signature spaces remain open on the DA Form 1203.

(c) The preparation of receipts for classified documents is the responsibility of the office preparing the document(s) for routing or dispatch.

(d) SECRET and TOP SECRET working papers will be accounted for by a temporary DA Form 1203 when they are transmitted between divisions of DO or the other Directorates within MACV Headquarters.

(e) Finalized SECRET and TOP SECRET papers will be brought under formal accountability by proper logging and assignment of control numbers.

c. Suspend on Actions:

(1) Suspend dates are assigned by the Command Group, Secretary of the Joint Staff, Director of Operations, Deputy Director of Operations, or by the respective division chiefs in accordance with policy stated in paragraph 5, Annex C.

(2) The action officer must keep in mind the several offices which must act upon the package prior to the actual suspend date assigned. As a general rule, 50% of the allocated time for completion of an action should remain when the action is passed to the Office of the Director of Operations. It is recognized that this time allocation is not always possible. In all cases, instructions contained in paragraph 5b, Annex C will apply.

ADMINISTRATIVE CHECKLIST

SUBJECT: _____ () CofS Action # _____

SUSPENSE: date/time _____ / _____ / _____
Deputy Director / Director / CofS

- _____ 1. Proofread for spelling, punctuation, capitalization, verb-subject agreement, etc.
- _____ 2. Paragraph/subject/reference security classification:
 - a. Subject consistent on MFR, DF and message and have security classification indicated - (U) (C) (S) (TS). Subject and date on each page of MFR.
 - b. All paragraphs have security classification indicated.
- _____ 3. Stamping:
 - a. Covering documents (MFR and DF) stamped with the classification of the most highly classified inclosure.
 - b. Proper downgrading. For example, a MFR stamped SECRET downgraded to CONFIDENTIAL must still have a GDS marking.
 - c. Subparagraphs a and b above apply only to the first page of a covering document. Succeeding pages are stamped according to their content, regardless of inclosures.
- _____ 4. Use of references:
 - a. All references cited in DF and MFR MUST BE included in staff package.
 - b. Reference is at tab indicated and DTG and/or directive number has been correctly recorded.
 - c. Reference summarized in paragraph 1 of message.
 - d. TAB _ will be typed after each reference on the MFR and will be typed on a separate piece of paper and clipped to the right edge of the message to indicate location of references.
 - e. All tabs must be explained in DF.

f. Underline all tab cites in red on MFR and DF. Total inclosures should be noted at left margin adjacent to signature block.

5. Correct paragraph and subparagraph numbering and indentation.

6. Proper addresses on messages (example: DCGUSARV LONG BINH not CG USARV LBN).

7. Typographical errors:

a. No strikeouts, whiteouts, erasures, or typographical errors on letters or memorandums will be submitted to the Command Group or the Director of Operations for dispatch from the headquarters.

b. Erasures and whiteouts will be held to a minimum on all correspondence.

8. Packages size 8" x 10 1/2" throughout; messages and cardboard backing will be trimmed.

9. Page numbers on all pages except first. This includes back channels.

10. Numbers:

a. The general rule is that numbers from one to ten are spelled out, numbers above ten are not.

b. Always spell out a number when it begins a sentence.

c. Spell out numbers preceding nouns containing numbers. Example: twelve M16s.

11. Internal and external coordination on MFR and DF. What other coordination was considered? _____, _____, _____

12. Staff distribution section on message mats completed.

13. Addition of figures correct and consistent throughout package. (Include tape).

14. DO or CofS Action Number indicated on MFR, DF and typed in drafter's box of message form. Action sheet is to be attached to the front of the package.

_____ 15. Is DA Form 1203 attached?

_____ 16. Does action officer have a complete copy of the action?

Action Officer

Checked administratively: _____

Admin NCO

SPECIAL NOTES: When MFRs are forwarding action for signature of Director of Operations, the first paragraph under DISCUSSION will cite the purpose of the action. The last paragraph under DISCUSSION will cite appropriate recommendations.

(OFFICE SYMBOL)

(DATE)

(Date is typed when
MFR is prepared)

MEMORANDUM FOR RECORD

SUBJECT: Format for MFR (*)

1. (*) REFERENCES: (List all references necessary to reconstruct the staff action paper.)

a. MACV Staff Memo 340-1, subj: Correspondence (U), TAB A.

b. AR 340-15, subj: Preparing Correspondence (U), TAB B.

2. (*) BACKGROUND: Furnish background information summarizing references and guidance received. This paragraph may be marked "See DF" or "See message" if the action paper contains required background information.

3. (*) DISCUSSION: Sufficient information should be included in the discussion paragraph to explain and justify the proposed action, expected results, and analysis of facts. The discussion paragraph will not be redundant when read in conjunction with the action paper and may be marked "See DF" or "See message" if the action paper is self-explanatory.

4. (*) FURTHER ACTION REQUIRED: Identify follow-on action required and target date for completion.

ACTION OFFICER: (Name/Telephone number) _____ (Signature) _____

APPROVED: Branch Chief _____

Division Chief _____

INTERNAL COORDINATION: (List division(s) or state "None required.")

DO-4 Concur _____ Nonconcur _____

(APPROVED) (RECOMMEND APPROVAL) Deputy DO _____

EXTERNAL COORDINATION: (External coordination will be shown on Chief of Staff DF when the staff action is to be forwarded to the Command Group.)

(*) Classification as required.

(OFFICE SYMBOL)

(DATE)

SUBJECT: Format for MFR (*)

ACTION BY DO-1: (If the message, DF, letter, etc. is released by the DDO or DO for dispatch to an agency other than the Command Group, DO message center will indicate the action they took by appropriate annotation here.)

FINAL ACTION: (Action officer completion data: e.g., information submitted was approved on (date), letter was signed and dispatched on (date), message was dispatched (DTG), etc.)

(*) Classification as required.

DISPOSITION FORM

For use of this form, see AR 340-15; the proponent agency is The Adjutant General's Office.

REFERENCE OR OFFICE SYMBOL

SUBJECT

MACDO-4

Use of Disposition Form for Staffing Purposes (*)

TO Chief of Staff

FROM Dir of Ops

DATE

CMT 1

CPT Smebye/na/1430

1. (*) PURPOSE. To establish a standard format for submitting recommendations or actions to the Commander, Deputy Commander, DEPCORDS, or Chief of Staff for approval.

2. (*) DISCUSSION.

a. The disposition form will be as brief and concise as possible. It will normally be limited to one page and will in no case exceed one and one-half pages, including concurrences. Signatures, inclosures, and distribution may appear on the second page, if required. When necessary, tabs will be used to present additional information too voluminous to be included in the body of the DF. When required, tabbed inclosures will be attached vertically and folded to provide easy reference thereto.

b. Sufficient information will be included in the body of the DF to justify the proposed action and expected results and to insure full analysis of germane facts.

c. Proposed outgoing communications which are part of proposed actions will be prepared in final form by the originating staff office and attached as tabs to the DF.

d. In the case of nonconcurrency, the nonconcurring agency will indicate by comment at separate tab the specific reason(s) for the nonconcurrency. This comment should include an alternate recommendation.

e. The DF will be signed by the Director of Operations or some one authorized to sign for him.

f. DF's will be prepared in sufficient copies to insure that one copy of the DF is received in the Office of the Chief of Staff. Extra copies of inclosures need not be furnished.

g. Alternate courses of action considered and the reasons for their rejection will be included when applicable.

3. (*) RECOMMENDATIONS. Recommendations will be presented in such a manner as to insure that final action may be accomplished by the approving authority. As stated on page A-3, subparagraph 5h, historical interest statement should be included in this paragraph

(*) Classification as required.

Appendix 3, Annex A

A-3-1

DA FORM 2496
1 FEB 62

REPLACES DD FORM 96, EXISTING SUPPLIES OF WHICH WILL BE
ISSUED AND USED UNTIL 1 FEB 63 UNLESS SOONER EXHAUSTED.

☆ GPO 1970 O - 199-410

MACDO-4
SUBJECT: Use of Disposition Form for Staffing Purposes (*)

(DATE)

1 Incl
TAB A (Proposed Letter)

JOHN SMITH
Major General, USAF
Director of Operations

COORDINATION:

MACDP	Concur	/s/ COL C.H. Fye, 4499	Nonconcur	_____
MACDI	Concur	/s/ COL F.Y. Cheis, 3112	Nonconcur	_____
MACDL	Concur	/s/ I.S. Theme, 2345	Nonconcur	_____

(*) Classification as required.

PREPARATION OF CORRESPONDENCE

1. REFERENCES.

- a. AR 340-15.
- b. MACV Directive 310-2.
- c. MACV Directive 310-6.
- d. MACV Directive 310-7.
- e. MACV Directive 340-2.
- f. MACV Directive 341-2.
- g. MACV Staff Memorandum 340-1.
- h. MACV Staff Officers Handbook.
- i. MACJ3 Memorandum 340-1.
- j. MACV Chief of Staff Action Memo No. 70-53.

2. PURPOSE. To establish policy and procedures for the preparation of the numerous types of written correspondence utilized in Headquarters, MACV.

3. GENERAL.

a. Style. All correspondence originating in the Operations Directorate will be prepared using the Army modified block format as prescribed in reference 1g, above.

b. Definitions.

(1) Command correspondence. This term refers to military letters, indorsements, and forms using the Headquarters, USMACV letterhead and, when applicable, the command line, as well as the civilian type letter using the Headquarters, USMACV letterhead. The presumption is that the signer is speaking for the Commander. Any correspondence which purports to express his personal views will be forwarded through the Command Group for authentication.

(2) Technical correspondence can be identified by the use of a

subtitle in the letterhead and a command line other than "FOR THE COMMANDER." The presumption is that COMUSMACV is not necessarily committed to the views expressed in the correspondence.

c. Policies.

(1) Correspondence of the following types requires signature by a member of the Command Group:

(a) The nature of the subject material or the official status of the addressee may require it.

(b) That which is directed to a higher or subordinate headquarters which would establish or change command policy.

(c) That which is directed to a MACV component, commander, or operational command which denies or modifies a request personally signed by the commander concerned.

(d) That which censures or criticizes.

(e) That which is addressed personally to the Ambassador, Deputy Ambassador, Director of JUSPAO, or any person of equivalent status.

(2) The Director of Operations is authorized to authenticate command correspondence (FOR THE COMMANDER) on matters not precluded by the above, pertaining to his functional areas.

(3) Office symbols will appear on all correspondence, except non-military letters, forwarded to the Command Group for signature.

(4) Correspondence will be brief, concise and limited to substance. A letter should be limited to one page in length. Additional information should be included as an inclosure to the basic letter.

(5) All letters prepared for signature by COMUSMACV will be typed on letterhead stationary bearing the words "OFFICE OF THE COMMANDER." Letters prepared for signature by DEPCOMUSMACV will be typed on letterhead stationary with "OFFICE OF THE DEPUTY COMMANDER" typed below the letterhead.

(6) Words and phrases to be avoided are listed in Appendix 5.

4. THE MILITARY LETTER. Refer to SJS Staff Officers Handbook, page 5-3 and Appendix L.

5. THE NON-MILITARY LETTER. Refer to SJS Staff Officers Handbook, page 5-4 and Appendix M.

6. THE MEMORANDUM. Refer to SJS Staff Officers Handbook, page 5-4 and Appendix N.
7. THE MEMORANDUM FOR RECORD. Refer to SJS Staff Officers Handbook, page 5-4 and Appendix O.
8. FACT SHEET. Refer to SJS Staff Officers Handbook, page 5-5 and Appendix P.
9. TALKING PAPER. Refer to SJS Staff Officers Handbook, page 5-5 and Appendix R.
10. DISPOSITION FORM/CMT 2. Refer to SJS Staff Officers Handbook, page 5-3 and Appendix K.
11. TRIP REPORT (APPENDIX 1).
 - a. Trip reports are required to be submitted within 72 hours after completion of trip.
 - b. The prescribed format should be followed except in those cases which necessitate deviating because of the material covered.
12. STAFF STUDIES (APPENDIX 2).
 - a. Staff studies may be prepared and submitted on a DF in the format prescribed at Appendix 2.
 - b. The study should be addressed to the individual requesting the study, and it will be signed by the officer performing the study.
 - c. If the study is to be submitted to the Command Group, a separate DF will be used to carry the study forward.
13. CHIEF OF STAFF ACTION MEMORANDUMS (APPENDIX 3).
 - a. Staff sections submitting recommendations by DF involving requirements or action to be taken by more than one staff section will prepare a Chief of Staff Action Memorandum (CSAM) for submission to the Chief of Staff for his approval and signature.
 - b. The overall suspense date will be recommended by the division submitting the recommendation.
 - c. CSAMs are to be addressed: (MEMORANDUM FOR: SEE DISTRIBUTION). The expiration date is to be indicated in the last paragraph of the CSAM.

d. When CSAMs are classified, paragraphs are to be marked accordingly and appropriate downgrading instructions placed on the first page of the CSAM.

14. GENERAL SERVICE MESSAGES (APPENDIX 4).

a. MACV Forms 297 and 297-1 will be used when preparing messages for electrical transmission from this headquarters.

b. Format at Appendix 4 will be strictly adhered to and erasures held to a minimum.

c. When the component commands are listed as addressees, the command with the ranking officer will be first. When the four Regional Assistance Commands are listed, the list will be in geographical order north to south.

d. Geographical location of higher headquarters may be omitted. If the geographical location for one addressee is abbreviated, then all will be abbreviated.

HEADQUARTERS
UNITED STATES MILITARY ASSISTANCE COMMAND, VIETNAM
APO SAN FRANCISCO 96222



(OFFICE SYMBOL)

(DATE)

MEMORANDUM FOR: NAME OF DIVISION CHIEF
NAME OF DEPUTY DIRECTOR, OPERATIONS
NAME OF DIRECTOR, OPERATIONS

SUBJECT: Trip Report of Visit to Vung Tau

1. PURPOSE:

(Include personnel contacted.)

2. OBSERVATIONS:

(Present a complete picture of the unit visited, to include impressions and factual data as to unit's posture/status and utilization of resources as appropriate.)

3. DEFICIENCIES:

4. ACTION TAKEN:

(Signature block and signature
of individual making report.)

DISPOSITION FORM

For use of this form, see AR 340-15; the proponent agency is The Adjutant General's Office.

REFERENCE OR OFFICE SYMBOL

SUBJECT

MACDO

Preparation of Staff Studies

TO Chief of Staff

FROM Dir of Ops

DATE

CMT 1

MAJ Smebye/na/2161

1. PROBLEM. To establish a standard format for preparation of staff studies at HQ, MACV.
2. ASSUMPTIONS.
 - a. A complete staff study consists of six paragraphs.
 - b. Staff studies will be prepared in clear and concise language.
3. FACTS BEARING ON THE PROBLEM.
 - a. The basic format for staff studies is contained in FM 101-5.
 - b. A staff study is a completed staff action.
 - c. Preparation of staff studies demands knowledge and research.
4. DISCUSSION.
 - a. Although complete staff studies contain six paragraphs, any of them may be omitted if inappropriate.
 - b. Before starting the staff study, the author must study all available information and extract that which is pertinent to a logical conclusion or conclusions. He must then develop his study in clear and concise terms which will be readily understood by the reader who may have limited knowledge of the subject.
 - c. The discussion paragraph should, if appropriate, include the advantages and disadvantages of possible solutions to the problem. Often times, there may not be a clear-cut, single solution, but the solution selected must be supported.
 - d. If lengthy discussions are essential, they should be placed in annexes and the discussion paragraph should be used as a summary. Ordinarily, staff studies (less annexes) should not exceed two pages.
 - e. Annexes, if used, should be alphabetically tabbed from the bottom to the top, e.g., TAB A indicator will appear near the bottom of the page with the TAB B indicator further up on its page etc.
 - (1) Tab indicators should be on separate sheets preceding the data.
 - (2) Tabs which require approval or signature by the commander or reviewer will be attached as TAB A; information documentation will follow in alphabetical order.

Appendix 2, Annex B

B-2-1

DA FORM 2496
1 FEB 62

REPLACES DD FORM 96, EXISTING SUPPLIES OF WHICH WILL BE
ISSUED AND USED UNTIL 1 FEB 63 UNLESS SOONER EXHAUSTED.

☆ GPO 1970 O - 392-410

MACDO
SUBJECT: Preparation of Staff Studies

(DATE)

(3) Annexes should be attached vertically and folded to provide easy reference thereto.

5. CONCLUSIONS. The staff study format prescribed in FM 101-5, is generally adapted to the presentation of studies in HQ, MACV.

6. ACTION RECOMMENDED. That the staff studies prepared by the MACV staff be prepared in accordance with this directive.

Annexes
A. Proposed Directive
B. Discussion

J. JONAS
Major General, USAF
Director of Operations

CONCURRENCES:

Major General Carlsen, DL, 2088

NONCONCURRENCES: In addition to the information required for concurrences, this action will indicate the reason for nonconcurrences.

CONSIDERATION OF NONCONCURRENCES: In the event of a substantive nonconcurrency in the action proposed and prior to forwarding the action to the Chief of Staff with an unresolved nonconcurrency, the head of the Directorate preparing the action personally will arrange a conference with the head of the nonconcurring Directorate in an effort to resolve the nonconcurrency. If the nonconcurrency cannot be resolved by the conference, a consideration of nonconcurrency will be written and forwarded with the action stating the fact of the meeting referred to above and the considerations made in an effort to ameliorate the disagreement.

ACTION BY APPROVING AUTHORITY:

Approved: _____ Disapproved: _____

UNCLASSIFIED--SAMPLE ONLY

MACV JOINT MESSAGEFORM CONTINUATION SHEET	SECURITY CLASSIFICATION CONFIDENTIAL	
<p>8. (U) The security classification blocks of successive pages will contain the overall security classification of the message.</p> <p>9. (U) Internal distribution will be marked as appropriate, with an "A" in the DO block.</p> <p>10. (U) Downgrading instructions as appropriate. GDS 1978.</p> <p>UNCLASSIFIED--SAMPLE ONLY</p>	DO NOT USE THIS SPACE	
	SECURITY CLASSIFICATION CONFIDENTIAL	OFFICE SYMBOL MACDO-4/2859

A FEW PRACTICES WHICH IMPROVE MESSAGE PREPARATION

1. Use proper addressing.
2. Do not exceed 65 typewritten characters per line, including spaces.
3. Begin internal instructions at left margin.
4. Double space between all elements of the message format.
5. Use MACV Form 297-1, Continuation Sheet, if message is more than one page.
6. If message is classified, indicate appropriate transmission group code (downgrading instructions) as the last element of message text, e.g., GDS/XGDS. (See AR 380-6, AFR 205-2, OPNAVINST 5500.40B, or MACV Dir 380-5).
7. If message is FOUO, indicate when marking can be removed. (See AR 345-15).

DICTION AND USAGE GUIDELINES FOR THE PREPARATION OF STAFF PAPERS

1. Avoid using "My office" or "My Staff." Use "this headquarters," "the MACV Staff," or "the Staff." Use third-person pronouns whenever possible.
2. Avoid the terms "great personal concern" or "share your concern" in letters for Command Group signature. All subjects addressed are of concern.
3. Avoid "search and destroy" in reference to a military operation.
4. Avoid "Vietnamization" in correspondence to Vietnamese agencies.
5. "Viable" and "meaningful" should be used sparingly. Both words have become trite.
6. Do not use "fragging" in reference to grenade or explosive incidents.
7. "Consensus of opinion" is redundant. The proper usage is "consensus."
8. "Because of" is preferable to "due to" in an introductory adverbial phrase.
9. Avoid using "Warm regards" and similar phrases at the conclusion of messages and letters.
10. Do not use the phrase "You may recall" to introduce a subject.
11. Be cautious with the words "always" and "never."
12. Identify acronyms the first time by using the long version followed by the acronym in parentheses. Only acronyms such as "MACV" and a few others are unmistakable and do not require initial identification.

ROUTING OF CORRESPONDENCE

1. REFERENCES.

- a. MACV Staff Memorandum, 5-1.
- b. MACV Staff Officer's Handbook.
- c. MACJ3 Staff Memorandum, 340-1.

2. PURPOSE. To familiarize personnel with the Chief of Staff Action Sheet System and the DO Action Sheet System as they are used within this Directorate. This annex further explains the method of routing correspondence through the system.

3. CHIEF OF STAFF ACTIONS.

a. Actions initiated by members of the Command Group or by the Secretary, Joint Staff are controlled through the CofS Action Sheet System.

(1) An action sheet (Appendix 1) is sent to the DO office with guidance written in the appropriate block. This sheet is then passed directly to the division that has the action. One additional copy is passed to the Deputy Director of Operations so he may give additional guidance. If additional guidance is felt necessary, it will be written on the extra copy and sent to the division.

(2) The action sheet is the staff officer's record of action taken. All pertinent steps involved in completing the requirement should be logged on the sheet.

(3) The sheet will accompany the action forward. Once the action is passed to SJS Actions Branch, the action sheet will be removed from the package and returned to the XO, Operations Directorate with an adjusted administrative suspense date. The XO will take the necessary steps to close the action at the appropriate time. A burn copy of the closed action sheet will be returned to the division as permanent record of the action.

b. Suspenses on CofS actions must be adjusted through the DO XO. Normally, requests for extension will not be granted prior to the due date. Suspense set by higher headquarters will not be extended unless sufficient justification, in writing, is provided.

4. MACDO ACTIONS.

a. Actions initiated by the office of the D0 will be handled in the same manner as CofS actions (Appendix 2) except the action sheet will be terminated by the Operations Directorate X0.

b. The D0 Action Sheet will list all steps taken in fulfilling the requirement. The sheet must accompany the action forward to the D0. When the action is completed, a copy will be returned to the division.

c. The Deputy D0 may initiate an action; however, it will be entered into the D0 Action Sheet System.

5. SUSPENSE CRITERIA.

a. The following suspense criteria apply:

(1) Normal Routine: 7 days.

(2) Time Sensitive: 3-5 days, depending on the subject matter.

(3) ASAP: Priority action; interim reply, if not completed action, required in 3 days. Some very critical actions require completion on the same day they originate.

(4) Long-term studies: 30(+) days.

b. The deadline for submission of all actions to the D0 is 1400 hours on the designated suspense date.

(1) Actions will be submitted to the Deputy at least 1 day prior to due date except in those cases covered in 4a above.

(2) X0, Operations Directorate, will be notified of a possible delay in submitting an action as soon as it is known.

6. TRANSFER OF ACTION. In those cases where action is misassigned to a division, the following procedure will be followed:

a. The division chief or his representative will bring the problem to the attention of the X0, Operations Directorate. The name of an action officer in the gaining agency will be provided.

b. If the problem cannot be resolved at this level, the X0 will take the problem to the Deputy Director of Operations for resolution. Division personnel will not go straight to the Deputy Director.

7. ROUTING OF PACKAGES.

a. Actions submitted to the Deputy Director will have internal DO coordination completed.

b. Actions requiring external coordination will be submitted to the Deputy for his approval prior to coordination with outside agencies.

EXAMPLE

MR. JACOBSON	MG BOWLEY	<u>MG FUSON</u>	MG POTTS	MG CARLEY	MR. DUVAL
BG JOHNSON	BG TROGDON	BG McCLELLAN	BG SCOTT	BG WICKHAM	COL COOK
COL COOCH	COL O'CONNOR	COL McDONALD	COL PRESSON	COL BRUMME	COL SENECHAL
COL RUSSELL	COL THOMAS	COL STEVENS	LTC ZIMMER		

FOR APPROPRIATE ACTION

MEMO FOR RECORD BY DIRECTION OF THE CHIEF OF STAFF:

Example
 JOHN F. BAKER
 LTC, USA
 Deputy Secy Joint Staff
 (OVER)

ACTION

SUBJECT: *Request For LCMS*

BASIC DOCUMENT:

HQ <u>CINCPAC</u>	DATE ASSIGNED <u>24 APR 72</u>
FILE <u>230123Z APR 72</u>	ACTION NUMBER <u>0999-72</u>
DATE _____	SUSPENSE <u>5 MAY 72</u>
BC _____ GENSER <u>S</u> SPECAT _____	HIGHER HQ SUSPENSE <u>6 MAY 72</u>

EXAMPLE

Col Hentley

INSTRUCTIONS/GUIDANCE:

Sec 80, 53 for guidance

MEMO FOR RECORD: (INCLUDE LIST OF ALL OTHER ACTIONS AND MSGS PERTAINING TO THE SUBJECT)

(OVER)

SUBJECT:

Senior Officer Debriefing Program (U)

ACTION

BASIC DOCUMENT:

HQ CINCUSARPAC CLASSIFIED FILE NUMBER C DATE ASSIGNED 27 Jan 72

FILE _____ ACTION NUMBER 049-72

DATE 230230Z NOV71 SUSPENSE OPEN

MACJ3 Form 9 20 Jan 70

Appendix 2, Annex C

C-2-1

CONTROL, PREPARATION AND USE OF BACK CHANNEL COMMUNICATION

1. REFERENCES.

- a. MACV Staff Memorandum, 105-17.
- b. MACJ3 Memorandum, 340-1.

2. PURPOSE. To prescribe procedures for control, preparation and handling of back channel messages.

3. POLICIES.

- a. Front channel messages (GENSER) are to be used whenever possible.
- b. Reference to back channel messages is prohibited in GENSER traffic.
- c. United States Army Special Security Group (USASSG) is the sole source of all copies of back channel messages. Reproduction by non-USASSG personnel is PROHIBITED.
- d. Any back channel message received from any source relating to official MACV business, as opposed to personal matters, constitutes an item of Command Group concern and will be submitted to the Director or Deputy Director for guidance.
- e. All replies to back channel messages having to do with MACV business will be channeled through the Director of Operations.

4. PREPARATION.

- a. Back channel messages will be prepared on plain bond paper (in one original and three copies if the message is to be released by persons other than the Command Group) in the format shown in Appendix 1, this Annex.
- b. Messages will be double spaced and typed in capital letters. No more than 65 characters and spaces will be used per single line.
- c. Special note should be taken to insure that appropriate delivery instructions are included. One of the following should appear per format:
 - (1) Deliver Upon Receipt.

- (2) Deliver During Waking Hours.
- (3) Deliver During Opening Duty Hours.
- (4) Deliver During Duty Hours.

d. Addressees on back channel messages normally will be the next senior or subordinate commander to COMUSMACV. Multiple addressees will be listed in order of precedence by rank. When addressing a message to a senior or subordinate of the principal addressee(s), the latter will be listed as an "INFO" addressee.

e. In responding to messages which require replies to a series of specific questions, insure that the verbatim text of each question is repeated as the lead-in to each specific reply.

5. ROUTING AND CONTROL.

a. All referred and action type back channel messages received from the Command Group, except those indicated in "c" below, will be delivered to DO-1 by SSO personnel. Two copies of referred messages and three copies of action messages will be received. They will be placed under immediate log control by the XO, Operations Directorate, located in DO-1 and routed to appropriate DO Divisions.

b. Initial internal distribution will be indicated by the Director in the upper right-hand corner of the message. Normally, this will then be given to the Deputy Director. Referred messages will be in one copy and action message in two copies. Should the Deputy pass the message to a Division Chief for action or information, he will indicate the recipient by name in the upper right-hand corner of the message.

c. Should a requirement arise for additional copies of a back channel message, a request will be made to the XO, Operations Directorate, DO-1, who will obtain same from SSO. In no case will copies of back channel messages be REPRODUCED within offices of the Operations Directorate.

d. In the Operations Directorate, only the Director and the Deputy Director are authorized to designate additional recipients of such messages.

e. Division Chiefs receiving Chief of Staff action assignments in which back channel messages are utilized will comply with the following guidance:

- (1) Wait at least 45 minutes from time of receipt of Chief of Staff Action Sheet before contacting DO-1 for staff action copy. SSO

processing and distribution take approximately 45 minutes.

(2) Identify an outgoing back channel message in reply to a Chief of Staff directed action by indicating the Chief of Staff action number on the message, i.e., (CofS Action 4130-72). See Appendix 1.

f. Log books will be maintained by each office that receives back channel traffic. Divisions will return back channel messages to the XO, Operations Directorate so that the log may be corrected to reflect turn-in.

6. INVENTORIES. Weekly inventories will be made to eliminate messages no longer required. These obsolete messages will be turned over in accordance with subparagraph 5f above.

SECRET

DELIVER DURING DUTY
HOURS

REQUEST TWO COPIES OF
OUTGOING MESSAGE BE
FURNISHED MACDO-1

DTG: _____

FROM: GEN ABRAMS, COMUSMACV, SAIGON, VIETNAM

TO: ADM MC CAIN, CINCPAC, HONOLULU, HAWAII

INFO: (IF DESIRED)

S E C R E T

MAC (LEAVE BLANK) E.O.

SUBJECT: FORMAT FOR BACK CHANNEL MESSAGES (U)

REF: (IF DESIRED) (S)

1. (S) DELIVERY AND/OR SPECIAL INSTRUCTIONS AND COMEBACK
REQUESTS WILL BE PLACED IN THE UPPER RIGHT HAND CORNER OF THE
MESSAGE. ONE OF THE FOLLOWING DELIVERY INSTRUCTIONS SHOULD BE
USED.

- (A) IMMEDIATELY.
- (B) DURING WAKING HOURS.
- (C) DURING OPENING DUTY HOURS.
- (D) DURING DUTY HOURS.

2. (C) THE SUBJECT WILL HAVE A SECURITY CLASSIFICATION INDICATED
AS SHOWN ABOVE.

3. (U) THE CLASSIFICATION OF EACH PARAGRAPH WILL BE INDICATED.

4. (S) DOWNGRADING INSTRUCTIONS WILL BE STAMPED ON THE FIRST
PAGE OF THE MESSAGE AND THE GDS/XGDS MARKING WILL BE INCLUDED AS

Ref Action 4120-75

(This page is not classified. It is classified and stamped for instructional
purposes only.)

Appendix 1, Annex D

D-1-1

SECRET

SECRET

THE LAST ENTRY WITHIN THE TEXT OF EACH MESSAGE.

5. (S) NO MORE THAN 65 CHARACTERS AND SPACES WILL BE USED ON ANY SINGLE LINE. GDS 1980.

(This page is not classified. It is classified and stamped for instructional purposes only.)

D-1-2

SECRET

CONTROL, PREPARATION AND USE OF SPECAT EXCLUSIVE FOR (SEF) MESSAGES

1. REFERENCES.

- a. MACJ3-01 Memorandum, subject as above, dated 6 Feb 71.
- b. MACV Staff Memo 380-1.

2. PURPOSE. To prescribe procedures for control, preparation and use of SEF messages.

3. POLICIES.

a. The sensitive nature of information contained in SPECAT EXCLUSIVE FOR messages makes it mandatory that special handling procedures be established. Access to SEF messages will be restricted to those individuals having a specific need-to-know. The following are definitions for SPECAT and EXCLUSIVE FOR, and instructions for their use.

(1) SPECAT. This term is used for messages requiring special security protection and handling by specially designated personnel. The SPECAT designator inherently includes limited distribution (LIMDIS) requirements; therefore the LIMDIS marking will not be used in SPECAT messages.

(2) EXCLUSIVE FOR. This term is used to identify specific addressees on messages, who in turn may assign further distribution. Within this directorate all distribution will be assigned by either the Director or Deputy Director. Messages so addressed require SPECAT handling.

b. The Operations Directorate SEF Control Point will be the D0 message center. As an exception to MACV Staff Memo 380-1, divisions establish sub-control points for the receipt, storage, retention and destruction of SEF material.

c. Division Chiefs will designate in writing to D0-1 those personnel authorized to receipt for SEF material.

4. MESSAGE FORMAT.

a. To qualify for handling under the provisions of MACV Staff Memo 380-1 messages must:

- (1) Contain the term SPECAT:
- (2) Contain the words EXCLUSIVE FOR, or recognized variants

thereof, i.e., EYES ONLY, PERSONAL FOR.

(3) Be addressed to or released by a member of the Command Group, or other specifically authorized releaser.

b. Releasing authority for SEF messages is retained by the Command Group except when specifically authorized in writing.

5. HANDLING.

a. All SEF material addressed to the Command Group will be treated in the same manner as TOP SECRET regardless of its actual classification.

b. SEF material will always be protected by a SPECAT cover sheet. MACV Form 251 will be attached and completed by the receiving staff agency, indicating all personnel who have had access to the message. Control at all levels will be established to insure need-to-know before allowing access.

c. All SEF material will be covered by a continuous receipting system.

d. SPECAT material will be stored in the same manner as TOP SECRET material.

e. All SEF working papers will be marked as specified in MACV Dir 380-5. However, SEF working papers must be destroyed upon finalization of the action. SEF working papers may not be retained on file.

UNCLASSIFIED--SAMPLE ONLY

MACV JOINT MESSAGEFORM CONTINUATION SHEET	SECURITY CLASSIFICATION TOP SECRET SPECAT EXCLUSIVE		
4. (U) DOWNGRADING INSTRUCTIONS MUST BE INCLUDED AT THE END OF EACH MESSAGE IN ACCORDANCE WITH MACV DIR 380-5, I.E. GDS 1982.	DO NOT USE THIS SPACE		
	UNCLASSIFIED--SAMPLE ONLY		
SECURITY CLASSIFICATION TOP SECRET SPECAT EXCLUSIVE	OFFICE SYMBOL MACDO-4/4859	PAGE NR 2	NR. OF PAGES 2

MACV FORM 297-1, 1 May 71

LIST OF ADDRESSES/TITLES

1. REFERENCES.

a. MACV Directive 340-2.

b. MACJ1 Ltr, Subj: Roster of RVNAF Military Personalities (Updated monthly).

2. PURPOSE. To provide a list of addresses which are commonly used by this Directorate.

3. GENERAL.

a. Electrical addresses will be capitalized. Geographical locations will be added when location may not be commonly known. All in-country addresses will have the location specified.

b. Appendix 1 contains a list of Command Addresses. Names of individuals currently filling the positions have been included.

c. Appendix 2 contains additional addresses commonly used in message traffic from this Directorate.

d. Appendix 3 contains a list of RVNAF personalities, their position titles, and addresses.

e. Appendix 4 contains a list of Embassy personalities and their address block to be used on correspondence.

4. REVISIONS. Individual divisions will be responsible for changing the name of individuals in the various positions listed herein. XO, Operations Directorate will publish changes in headquarters names, locations, etc. as required.

LIST OF COMMAND ADDRESSES

CORRESPONDENCE

ELECTRICAL COMMUNICATIONS

Chairman (Admiral Moorer)
Joint Chiefs of Staff
Washington, D.C. 20301

CJCS

Commander in Chief, Pacific (Admiral McCain) CINCPAC
FPO San Francisco 96610

Commander in Chief (General Clay)
Pacific Air Force
APO San Francisco 96553

CINCPACAF

Commander (General Abrams)
US Military Assistance Command, Vietnam
APO 96222

COMUSMACV

Commander (General Vogt)
7th US Air Force
APO 96307

CDR 7AF TAN SON NHUT

Deputy Commanding General (LTG McCaffrey)
United States Army, Vietnam
APO 96307

DCGUSARV LONG BINH

Commander (RADM Salzer)
United States Naval Forces, Vietnam
FPO 96626

COMNAVFORV TAN SON NHUT

Commanding General (MG Cooksey)
First Regional Assistance Command
APO 96349

CG FRAC DA NANG

Commanding General (BG Healy)
Second Regional Assistance Command
APO 96350

CG SRAC PLEIKU

Commanding General (MG Hollingsworth)
Third Regional Assistance Command
APO 96266

CG TRAC LONG BINH

Commanding General (MG Tarpley)
Delta Regional Assistance Command
APO 96215

CG DRAC CAN THO

NOTE: When multiple addressees are used, they will appear in the descending order as shown above, i.e. component commanders first, by rank, and Military Region Commanders by geographical location, north to south.

OTHER ELECTRICAL ADDRESSES OFTEN USED

American Embassy, Phnom Penh, Cambodia (Ambassador Swank)	AMEMB PHNOM PENH
American Embassy, Vientiane, Laos (Ambassador Godley)	AMEMB VIENTIANE
American Embassy, Bangkok, Thailand (Ambassador Unger)	AMEMB BANGKOK
Commander in Chief, US Army Pacific (General Rosson)	CINCUSARPAC
Commander in Chief, Pacific Fleet (Admiral Clarey)	CINCPACFLT
Commander, Seventh Fleet (Vice Admiral Holloway)	COMSEVENTHFLT
Commander in Chief, Strategic Air Command (General Holloway)	CINCSAC
Commander, 8th Air Force (Lieutenant General Johnson)	CDR 8AF
Commander 7/13AF, Udorn RTAFB, Thailand (Major General Searles)	CDR 7/13AF
Commander, Task Force 77 (Rear Admiral Cooper)	CTF 77
Commander, Task Force Alpha, Nakhon Phanom RTAFB Thailand (Colonel Schonenemann)	CDR TFA NAKON PHANOM RTA
Deputy Senior Advisor, I Corps & MR 1 (BG Hiestand)	DSA I CORPS & MR 1
Deputy Senior Advisor, II Corps & MR 2 (Colonel Kingston)	DSA II CORPS & MR 2
Deputy Senior Advisor, III Corps & MR 3	DSA III CORPS & MR 3
Deputy Senior Advisor, IV Corps & MR 4 (BG Blazey)	DSA IV CORPS & MR 4

REPUBLIC OF VIETNAM ARMED FORCES ADDRESSES

General Cao Van Vien
Chief, Joint General Staff
Republic of Vietnam Armed Forces
Saigon, Vietnam

Lieutenant General Nguyen Van Manh
Chief of Staff, Joint General Staff
Republic of Vietnam Armed Forces
Saigon, Vietnam

Colonel Tran Dinh Tho
Assistant Chief of Staff, J3
Joint General Staff
Republic of Vietnam Armed Forces
Saigon, Vietnam

Lieutenant General Ngo Quang Truong
Commanding General I Corps & MR 1
Da Nang, Vietnam

Major General Nguyen Van Toan
Commanding General II Corps & MR 2
Pleiku, Vietnam

Lieutenant General Nguyen Van Minh
Commanding General III Corps & MR 3
Bien Hoa, Vietnam

Major General Nguyen Vinh Nghi
Commanding General IV Corps & MR 4
Can Tho, Vietnam

U. S. EMBASSY ADDRESSES

THE HONORABLE ELLSWORTH BUNKER
AMERICAN AMBASSADOR
REPUBLIC OF VIETNAM
SAIGON, VIETNAM

THE HONORABLE CHARLES A. WHITEHOUSE
DEPUTY AMERICAN AMBASSADOR
REPUBLIC OF VIETNAM
SAIGON, VIETNAM

MR. CHARLES HILL
EXECUTIVE SECRETARY
AMERICAN EMBASSY
REPUBLIC OF VIETNAM
SAIGON, VIETNAM

STAFF WRITER'S GUIDE

1. REFERENCES.

- a. AR 310-1.
- b. AR 310-10.
- c. AR 340-15.
- d. MACV Staff Memorandum 340-1.
- e. MACJ3 Memorandum 340-1.

2. PURPOSE. To provide assistance to action officers and administrative personnel concerned with the production of staff action and correspondence within the Operations Directorate.

3. GENERAL.

a. AR 310-1 sets forth the use, style, and format of official publications. AR 310-10 sets forth policy and procedures for preparing and issuing routine orders for military personnel and units. The method of preparing these staff papers is standardized and prescribed in the regulations and will not be discussed further in the Annex.

b. AR 340-15 and MACV Staff Memorandum 340-1 establish the use, method of preparation, and form of military letters, nonmilitary letters, formal and informal memorandums, memorandums for record, disposition forms, and various interoffice forms. All of these means are used to implement command and staff actions.

4. PRINCIPLES OF EFFECTIVE WRITING.

a. Accuracy. Staff writing must be free from factual and mechanical errors. It presents only essential and accurate facts free from bias or distortion. Correct use of grammar, punctuation, and spelling will contribute to clarity.

b. Brevity. Good staff writing saves the time of the commander or office chief by providing him with accurate and concise information. Therefore, staff writing must be brief and to the point. Careful review to eliminate flowery language, stereotyped phraseology, and extraneous words is necessary. A staff memorandum, for example, seldom should exceed one page in length. When it does, as it may in a highly complex study, a condensation or summary of the paper is prepared.