

**6 NOVEMBER 2002**



**Command Policy**

**COMMAND SECTION ACTION OFFICER'S GUIDE**

**COMPLIANCE WITH THIS PUBLICATION IS MANDATORY**

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This instruction implements policy in AFPD 90-1, *Policy Formulation*. Use this instruction in conjunction with AFMAN 33-326, *Preparing Official Communications*, and AFH 33-337, *The Tongue and Quill*. This instruction outlines procedures for preparing and processing correspondence for the AETC Commander, Vice Commander, and Director of Staff. Guidance for suspenses, official memorandums, electronic coordination, messages, and staff summary sheets (SSS) is included. It applies to the HQ AETC staff and associate units, and includes policies and procedures unique to the AETC command section. This publication does not apply to Air National Guard (ANG) and Air Force Reserve Command (AFRC) units; however it does apply to Air Reserve Component (ARC) members assigned to AETC staff. Maintain and dispose of records created as a result of processes prescribed in this publication in accordance with AFMAN 37-139, *Records Disposition Schedule* (will become AFMAN 33-322, Volume 4). See Attachment 1 for glossary of references and supporting information.

**SUMMARY OF REVISIONS**

This revision further clarifies existing processes; adds a second example of memorandums with multiple addressees to distinguish between on- and off-base correspondence; and changes the suspense date for event briefs from 3 business days to 5 business days prior to event. A ★ indicates revision from the previous edition.

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## 1. General Guidance:

1.1 Every effort should be made to electronically staff and coordinate command section correspondence at the AETC Headquarters. The goal of electronic coordination is to reduce the amount of paperwork in the headquarters, and increase the speed and efficiency of staff coordination. Electronic mail (e-mail) can be a very effective and inexpensive medium for communication; however, if not used properly it can lead to information overload and confusion.

1.2. The focal point for all communications addressed to the AETC command section is the Director of Staff, Information Management (HQ AETC/DSEA) office. All electronic and hard copy correspondence going to or coming from the command section is routed through and monitored by HQ AETC/DSEA.

★1.3. Directors or their deputies should review and sign the staff summary sheet. Forward hard-copy staff summaries (AF Form 1768, **Staff Summary Sheet [SSS]**) to HQ AETC/DSEA. Forward electronic staff summary sheets (ESSS) to AETC DSEA Inbox.

1.4. Include the suspense tracking number and title in the subject of the SSS/ESSS (see Attachments 2 and 3 for further guidance). Include the originating question and relevant background information with the response. Write succinctly, answer questions within the body of the staff summary; if necessary, include background as attachments or icons to the staff summary.

## 2. Action Officer (AO) Responsibilities:

2.1. Ensure correspondence is essential; timely; well organized; correct in format, grammar, and spelling; clear; and concise.

2.2. Use transmittal correspondence that best fits the situation. An AF Form 1768 is not a command section requirement; a memorandum from the director may suffice.

2.3. Ensure formal coordination is accomplished through the division and directorate front offices prior to forwarding to the command section, to include all offices of coordinating responsibility (OCR) coordination. Packages received without proper coordination will be returned for rework.

2.4. Ensure the action required on correspondence is completed in time to give coordinating and approving officials outside the command section a reasonable time for review and/or signature before the suspense date. If more time will be required to complete the tasking, request an extension as early as possible (see paragraph 3.3 for guidance).

2.5. The AO owns the package from start to finish and needs to know the status of the package and its whereabouts at all times. The AO is responsible for tracking the package until such time as the final message, memorandum, etc., is signed and transmitted.

### **3. Suspense Tasking Process:**

**★3.1. Suspense Initiation.** HQ AETC/DS initiates suspenses through HQ AETC/DSEA via e-mail directly to organizational (e-mail) inbox.

**3.2. Suspense Tracking Numbers.** Suspense tracking numbers originating from the command section begin with "DS" and follow with a six digit numerical identifier. Include the command section suspense tracking number in the subject for all correspondence, to include e-mail subject lines, when the package is sent out for coordination.

**3.3. Changing Suspense Date.** Packages are due to the command section NLT 1200 on the established suspense date. Directorates will submit requests for extensions via e-mail to the AETC DSEA Inbox for HQ AETC/DS approval NLT 24 hours prior to the established suspense. Only under extraordinary circumstances will extensions be approved inside of this time frame. The AO will notify HQ AETC/DSEA if an extension to higher headquarters suspense has been granted.

**★3.4. Redirecting Suspense.** If the tasked directorate believes a different directorate within HQ AETC should assume primary responsibility for a specific suspense, then directorate executive officers should work the issue and inform HQ AETC/DSEA. Remember, until the other directorate takes responsibility and HQ AETC/DS changes the OPRship, the original directorate tasked is responsible for the action.

**3.5. Suspense Coordination.** The OPR AO is responsible for ensuring formal coordination is accomplished with each directorate having a functional interest, regardless of whether or not they are included in the suspense as OCRs.

**3.5.1. Initial Coordination.** When given a tasking, the AO should research the proposed solution and prepare a draft answer and/or staff position. This process should include initial coordination with, and inputs from, other action officers or agencies involved (OCRs on the suspense).

**3.5.2. Bottomline Coordination.** The AO gets bottomline coordination with those who have a conceivable connection with their project--three-letter and below. This is best done in the draft stage. Resolve differences before seeking topline coordination. Coordination with organizations outside of AETC, through the appropriate channels, is sometimes required. Expedite coordination by making simultaneous shotgun distribution to all coordinating offices. Telephonic coordination is also approved, providing proper documentation is included in the package with background material.

**3.5.3. Topline Coordination.** Topline coordination at the director level is next. Don't expect the director to sign a staff summary sheet, or other document, to another director, AETC/CV or CC if all coordination is not complete.

**★3.5.4. Adding or Removing Offices of Coordinating Responsibility (OCR).** If a directorate is added to the suspense as an OCR, the OPR executive officer should notify HQ AETC/DSEA via e-mail of the addition of an OCR. If a directorate listed as an OCR has no functional interest in a specific suspense, the OPR may also request the OCR be removed from the suspense.

**★3.5.5. Required Coordination on Funding Issues.** This guidance is only for packages where funding is an issue. HQ AETC/FM must be an OCR and provide coordination on all packages and briefings involving current or future funding issues.

**★3.5.6. Required Coordination on Spouse Travel Requests.** HQ AETC/FM, HQ AETC/JA, and HQ AETC/LG coordination must be indicated on all requests for AETC/CV approval of spouse travel.

**3.6. Final Topline Processing.** Once the director approves the package, the package is electronically forwarded to AETC DSEA Inbox. Hard-copy packages are coordinated and processed the same as electronic and delivered to HQ AETC/DSEA.

3.6.1. Only AETC directorate-level coordination and other outside agency 3-letter or above (AF/XOO, AMC/DO, AFCA/IGC) coordination should go forward on a package prepared for the command section.

3.6.2. Packages are assembled and sent to the command section as described in Attachment 3.

3.6.3. Tasks not sent to the command section by the required suspense date will be considered late, and the task subject will be identified in red on the HQ AETC/DSEA Daily Suspense List.

**3.7. Command Section Processing.** HQ AETC/DSEA will process all packages for the command section, release all messages for AETC/CC, AETC/CV, and HQ AETC/DS, and return the package to the appropriate directorate. Directorates will release all memorandums signed in the command section.

**3.8. Packages Requiring Rework.** Packages returned for rework will have additional guidance for the OPR in order to satisfy the requirements of the suspense prior to resubmission.

3.8.1. A package returned by the command section for additional work or coordination will go only to the OPR directorate and may include an amended suspense date (in some cases, depending on the criticality of the information required, the original suspense date may be retained).

3.8.2. The OPR should expedite the changes and return the reworked package to HQ AETC/DSEA, along with original, annotated material (if provided in hard copy), to include any guidance memorandums and additional suspense notes. In cases involving major changes or changes to policy or guidance, recoordination with OCRs may also be necessary as determined by the OPR.

3.8.3. A package initiated by a directorate and, therefore, having no command section suspense date, may be returned for additional work or coordination prior to final acceptance and/or processing. Include the annotated material with the returned package.

#### **4. Correspondence Distribution and Package Format (Hard Copy and/or Electronic):**

4.1. Some packages will be required in hard copy format. Submit the package in hard copy if the package has 20 or more pages, is classified, or has more than 10 memorandums for signature. Directorates will submit a hard copy package using a SSS if it requires coordination or action with AETC/CC, CV, and/or HQ AETC/DS calendars (for example, proposed dates for scheduling events or conferences; invitation to AETC/CC, CV, and/or HQ AETC/DS to speak or officiate at events or ceremonies). This process can be electronic prior to the point of delivery to HQ AETC/DSEA.

4.2. Each directorate will furnish HQ AETC/DSEA a copy of significant communications dispatched outside this headquarters for inclusion in AETC/CC and CV read files on a daily basis. Send the inspector general (IG) and history office (HO) a copy of all correspondence (including electronically transmitted messages) that changes or establishes policy.

#### **5. Special Handling or Processing Requirements:**

**5.1. Information Requiring Priority Handling.** When delivering a time-sensitive package to the command section, the directorate executive officer should notify HQ AETC/DSEA staff of the need to expedite the package. The AO must remain at work or in close contact with the HQ AETC/DSEA staff ensuring the package is completed and does not require additional work or coordination.

**5.2. Sending Sensitive Information to the Command Section.** Sealed envelopes must be used to transmit sensitive information to the command section and must be processed through HQ AETC/DSEA.

**5.3. Sending Classified Information to the Command Section.** Classified packages hand-carried to the command section must be processed through HQ AETC/DSEA. Mark packages with appropriate classification, security markings, and downgrading instructions. Attach classified cover sheets on the front and back of classified packages.

**5.4. Receiving Classified Information from the Command Section.** Personnel authorized to pick up classified packages for their directorate or agency must be designated in writing to do so by their director, deputy, or executive officer. Send the original appointment memorandum to HQ AETC/DSEA.

**5.5. AETC Policy Memorandums, Messages, and Publications.** Any correspondence establishing, revising, or rescinding AETC policy will be approved at least at the directorate level. Send a copy of directorate-approved policy to the command section and HQ AETC/SCMY for information. Forward those policy decisions of direct interest of the commander to the command section for approval.

**★5.6. Contractor Visit Packages.** These packages are due to the command section 14 calendar days prior to visit.

#### **6. General Guidelines for Written Communication:**

**6.1. Correspondence Standards.** The AETC standards for preparing written correspondence are AFMAN 33-326, *Preparing Official Communications*, and AFH 33-337, *The Tongue and Quill*. The goal is to produce correctly formatted and accurate correspondence consistent throughout the Air Force.

**6.1.1. Abbreviations.** Do not use abbreviations (to include military rank) in correspondence where style, elegance, and formality are important.

**6.1.2. Letterhead.** Use command two-line, generic blue letterhead (until existing stocks are depleted) or computer-generated letterhead for correspondence signed by AETC/CC, AETC/CV, or HQ AETC/DS.

**6.1.3. Commander and Vice Commander Stationery.** Certain personal letters may be prepared on Office of the Commander or Vice Commander stationery. For format, see the sample in Attachment 4. HQ AETC/CCP (Protocol) is the focal point for obtaining stationery for commander or vice commander personal memorandums.

**6.1.4. Dating Memorandums.** HQ AETC/DSEA dates all approved memorandums prepared for command section signature.

**6.1.5. Font Sizes.** The standard font settings for all command section correspondence committed to hard copy and e-mail is Times New Roman, 12-point, black font.

**★6.2. Official Memorandums.** Follow guidance as provided in AFMAN 33-326 and AFH 33-337 and see examples at Attachments 5, 6, and 7.

**6.3. Personalized Letters.** Follow guidance as provided in AFMAN 33-326 and AFH 33-337 and see example at Attachment 8.

## **7. AF Form 1768, Staff Summary Sheet (SSS):**

**7.1. SSS Purpose.** Use a SSS to send information to or request action from AETC/CC, CV, and HQ AETC/DS. The SSS should be self-contained with no attachments unless necessary. It is also appropriate to send information copies to addressees other than AETC/CC, CV, and HQ AETC/DS.

**7.2. SSS Preparation.** Although the e-mail format staff summary (Attachment 2) is the preferred method for getting information to the command section, use of the AF Form 1768 (Attachment 3) is also acceptable.

**★7.2.1.** Packages destined for AETC/CC or CV must be routed through HQ AETC/CCX, then HQ AETC/DS. **EXCEPTIONS:** Packages pertaining to AETC/CC, CV calendar scheduling, invitations, and those containing sensitive subject matter, for example, investigative issues, military justice issues, quality force packages, and award packages. Do not route these submissions through HQ AETC/CCX. Route packages related to enlisted issues to HQ AETC/CCX, HQ AETC/CCC, and then HQ AETC/DS prior to AETC/CV or CC review.

7.2.2. The director or deputy director must sign the SSS.

7.2.3. Include funding information in the body of the SSS. Refer to paragraph 3.5.5 for required coordination on packages involving funding issues.

### 7.3. Coordination and Approval Guidelines:

★7.3.1. Packages must clearly reflect required coordination, with those directed by the command section at a minimum.

7.3.2. The senior individual or formally designated representative in the staff agency (OPR or OCRs) must sign or approve as the coordinating authority. Coordination by subelements of the staff agency may be shown on the coordination sheet.

7.3.3. Prior to coordination, if an OCR determines a package requires input or coordination by a staff agency other than those already listed as OCRs, then clear with the AO's front office so they can continue to track the package.

7.3.4. Providing a copy of a SSS does not constitute coordination.

**7.4. Replacing a Defaced SSS.** If a SSS is defaced in the coordination process, reaccomplish the sheet and type the name, grade, and date of original coordination in the appropriate block. Include the DS tracking number in the subject line.

★**7.5. Comments.** Normally, director's comments are included only if they nonconcur. However, AOs are authorized to include director's comments that may reflect significant concerns, but don't necessarily indicate nonconcurrency.

**7.6. Nonconcurrency.** The following pertain to directorate-level nonconcurrency:

7.6.1. The nonconcurring directorate must prepare a memorandum (addressed to the originating directorate) stating reasons for nonconcurrency and return it with the SSS to the originating directorate (OPR).

7.6.2. On a hard copy SSS, the nonconcurring official must write, in ink, the statement, "See Comments" in the "Signature" column of the SSS opposite his or her office symbol.

7.6.3. When a memorandum of nonconcurrency is received by the OPR and the differences cannot be resolved; the OPR prepares a rebuttal memorandum addressed to the command section.

7.6.4. The OPR must state the reasons why the SSS should not be changed.

7.6.5. The OPR will attach the rebuttal and nonconcurrency memorandums to the original SSS as additional tabs.

7.6.6. If the differences are resolved, the official who originally nonconcurred will indicate concurrence by marking through the statement "See Comments" on the form and signing his or her surname and date just to the right.

7.6.6.1. The memorandum of nonconcurrency must be marked "Differences Resolved" and initialed by the OPR or designated official.

7.6.6.2. The nonconcurrency memorandum may then be removed from the formal SSS package and attached to the coordination or record copy. The SSS is then routed to the next addressee shown on the form.

7.6.7. If it is necessary to significantly change the SSS or any of its attachments, the AO must prepare a new SSS and process it as a new package.

### **7.7. Arranging Your Package** (see example at Attachment 9):

7.7.1. Place correspondence submitted to the command section on the right-hand side of the folder. Use binder clips on your packages—**not paper clips or clam clips**.

7.7.2. Include the original documents and notes.

★7.7.3. Tab order is as follows:

7.7.3.1. Tab 1. Correspondence or document requiring action (for example, signature, coordination, etc.).

7.7.3.2. Tab 2. Tasker/basic correspondence that generated the package (for example, CSAF memorandum, HQ AETC/CC message, HQ AETC/DS tasker, etc.).

7.7.3.3. Tab 3 (and more if necessary). Background material.

7.7.4. Remove all extraneous material from packages, for example, internal memorandums, duplicate copies, etc., before submitting to the command section.

7.7.5. Proofread and conduct a thorough spelling/grammar check on the finished product.

**8. Award Nominations and Announcements.** Submit award packages in hard copy. See instructions and guidance at Attachment 10.

## **9. Messages:**

**9.1. Message Preparation.** The following guidance applies to messages requiring command section approval:

9.1.1. Messages should be part of electronic packages typed directly into the text of the package or attached as an icon. Print classified messages on plain bond paper (marked appropriately) and forward to the command section with supporting SSS and a diskette (marked with appropriate classification) with the proposed message.

9.1.2. The message will be coordinated over a secure network within the command section.

**9.2. Message Addressees.** The Defense Message System (DMS) is mandatory in AETC. Specific guidance for DMS use as well as quick reference guides are located on the following web pages:

[https://www.aetc.af.mil/sc/scm/scmc/scmc\\_im/IM\\_Download.htm](https://www.aetc.af.mil/sc/scm/scmc/scmc_im/IM_Download.htm),

<https://home.randolph.af.mil/12ftw/12sg/12cs/scb/dms/dms.htm>, and <http://www.disa.mil/apps/apm>.

9.2.1. Place general officer addressees on “PERSONAL FOR” (P4) messages in relative rank order. If info addressees are required on P4 messages, include them in the special instructions (PERSONAL FOR GENERAL JUMPER, INFO GENERAL FOGLESONG). On other messages, it is not necessary to list addressees in rank order, but group together 4-star, 3-star, etc.

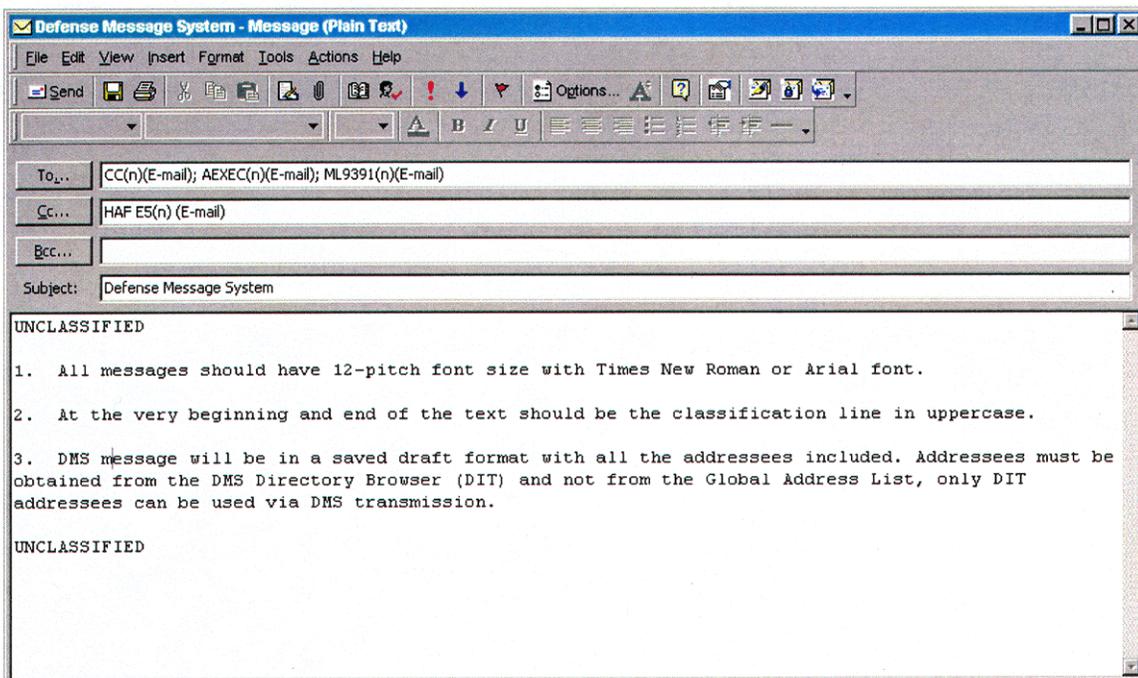
9.2.2. AETC Mail Lists (ML) as well as AETC AIG listings are located on the HQ AETC/SC web page: [https://www.aetc.af.mil/sc/scm/scmc/scmc\\_im/IM\\_Downloads.htm](https://www.aetc.af.mil/sc/scm/scmc/scmc_im/IM_Downloads.htm).

9.2.3. Releasing authority for DMS messages announcing command policies, decisions, and/or directions that originate at AETC/CC, CV, or HQ AETC/DS, or messages sent to higher headquarters, MAJCOM, or other military branch command levels will be released by HQ AETC/DSEA only after AETC/CC, CV, or HQ AETC/DS approval.

9.2.4. Use of “this is a (appropriate organizations) coordinated message” or “this is an AETC/CC, CV, and/or HQ AETC/DS approved message” is recommended for DMS messages released by the director or chief of special staff.

9.2.5. DMS messages must be saved on a diskette, or in a tab (electronic package) in a “saved plain text email draft” format with all DMS addressees included. Obtain addressees from the DMS Directory Browser (DIT) and not from the Global Address List. Only DIT addresses can be used for DMS transmission.

**Figure 1. Example of DMS Message.**



9.2.6. In cases where DMS is not available, AUTODIN transmission is required. The same requirements apply for proposed messages for command section coordination, approval, or release.

**10. Briefing Read Aheads and Attendance Lists:**

★10.1. Submit briefing read aheads and attendance lists to the AETC/DSEA Inbox, no later than close of business, 2 business days prior to the scheduled briefing. Use AETC Form 20, **Request for Briefing**, to document attendance lists and include as an attachment to package. Include the following command section addresses on distribution for all AETC Forms 20: HQ AETC/CCP (when hospitality/refreshments are required), HQ AETC/CCS, HQ AETC/CCX, HQ AETC/CVS, HQ AETC/DSS, and HQ AETC/DSR.

10.2. Comply with the format sample at Attachment 11 for attendance lists with attached read aheads that are forwarded to the command section.

★11. **Event Briefs.** Submit final event briefs in hard copy to HQ AETC/DSEA no later than close of business, 5 business days prior to the scheduled event. Include appropriate number of copies; HQ AETC/DSS will make distribution. Comply with the format guidelines as shown in the event brief example (see Attachment 12) and ensure all pertinent information is provided prior to forwarding to the command section. Coordinate event briefs through HQ AETC/CCP prior to sending to the command section.

**12. Forms Adopted.** AF Form 1768 and AETC Form 20.

JOHN A. NEUBAUER, Colonel, USAF  
Director of Staff

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

AFPD 90-1, *Policy Formulation*

AFI 33-119, *Electronic Mail (E-mail) Management and Use*

AFMAN 33-326, *Preparing Official Communications*

AFH 33-337, *The Tongue and Quill*

AFMAN 37-139, *Records Disposition Schedule* (will become AFMAN 33-322, Volume 4)

AFI 90-401, *Air Force Relations with Congress*

***Abbreviations and Acronyms***

**AIG**—address indicating group

**AO**—action officer

**BBP**—bullet background paper

**DMS**—Defense Message System

**DSAM**—director of staff action memorandum

**ML**—mailing list

**OCR**—office of coordinating responsibility

**OPR**—office of primary responsibility

**SSS**—staff summary sheet

***Terms***

**Action Officer (AO)**—The person within the OPR or OCR who takes the lead on the tasking within his or her directorate. An AO must be assigned for each OPR and OCR. The AO has the ultimate responsibility to ensure the task is complete.

**Bottom-Line Coordination**—The process of coordinating with a division-level office. Also referred to as 3-letter coordination.

**Command Section**—The Commander (CC), Vice Commander, (CV), and Director of Staff (DS) of Air Education and Training Command (AETC).

**Office of Coordinating Responsibility (OCR)**—The directorate responsible for reviewing the tasking and providing input to the OPR in a timely manner. Negative replies are required from the OCR to the OPR.

**Office of Primary Responsibility (OPR)**—The directorate responsible for preparing, coordinating, and monitoring the progress of correspondence and ensuring the task is complete. This is a beginning-to-end responsibility.

**Suspense**—A task or request generated by the command section requiring a directorate, or directorates, to provide information, updates, briefings, or policy proposals in response. Normally involves the preparation and submission of a package, to include a summary of information in the form of a staff

summary sheet (SSS), with associated background information such as a bullet background paper (BBP), briefing, and/or policy letter, memorandum or message for approval, signature and/or release by the command section. Also referred to as a tasking or task.

**Suspense Date**—Date a reply is due to the command section for a specified task.

**Suspense Tracking Number**—Unique designator assigned to a command section task (suspense) facilitating tracking, filing, and reference actions. Suspense tracking numbers are normally formatted as DSXXXXXX.

**Top-Line Coordination**—The process of coordinating with a directorate-level office. Also referred to as 2-letter coordination.

## ★Attachment 2

## E-MAIL FORMAT STAFF SUMMARY

-----Original Message-----

**From:** Lennon, Gloria F TSgt HQ AETC/DSEA

**Sent:** Friday, August 9, 2002 7:48 AM

**To:** AETC/DSEA INBOX

**Subject:** A - DS - EXAMPLE OF AN E-MAIL FORMAT STAFF SUMMARY (DS203055)

DS Coord

CV Coord

CC Appr

-----STAFF SUMMARY

AO: Capt John Smith, Office Symbol, DSN #

SUSPENSE: Suspense Date & DS Tasker #

Coordination: List the offices that have coordinated on your package including surname, grade, and date, in column format as illustrated immediately below.

DO (surname/grade/date)

LG (surname/grade/date)

Information: CE, SF, DP (if an office is listed here, it means AO provided an information copy)

1. PURPOSE or ISSUE. This is an example of an "Action" e-mail format staff summary going from a directorate to the command section. All packages should be sent to AETC DSEA Inbox. The subject line starts with an "A" (action package) or "I" (information package), the directorate of origin, and then the subject. For example:

A – DO - E-mail Format Staff Summary (DS203055)

2. BACKGROUND. The first entries of the e-mail indicate command section routing/action requested. Directorates are responsible for removing/deleting everything above the command section routing prior to sending to HQ AETC/DSEA. The individual who coordinated will enter name and date. For example:

SG Coord      Doe, Lt Col, 15 Jul 02 (See attached comments)

3. KEY POINTS. Immediately below the routing section, create a break. A break is a short line followed by the heading of the material to follow (for example, STAFF SUMMARY, TAB 1, MESSAGE, LG NOTE, etc.).

★4. The next four lines indicate: (1) AO information, (2) DS tasker number/suspense, HHQ suspense (if applicable), (3) directorates that have coordinated on the package, and (4) others who received an information copy. Incorporate pertinent views from other directorates in the summary. If a separate note needs to be added, indicate on the coordination line (see paragraph 2 above). All notes are attached as a tab at the very end of the entire package. Also, if a director does not concur with the originator, and the differences cannot be resolved, the director should note "See Comments" in the coordination column opposite his or her office symbol. That director's comments along with a rebuttal memorandum should be attached to the package as Tabs (see paragraph 7.6).

5. Prepare the body of the staff summary in numbered paragraph format using the same succinct, clear writing style recommended for the traditional SSS. Use Times New Roman font, 12-pitch, black font color. Utilize the same headers as shown at Attachment 3. However, do not indent subparagraphs. Type all signature blocks and tabs flush left. The e-mail format staff summary will be "signed" by the director or deputy director.

6. Separate tabs by a line-break as shown below. Like the traditional SSS, documents to be acted upon are found at Tab 1. If practical, the information in the tabs should be typed directly into the e-mail. If MS Word, PowerPoint, etc., documents need to be attached, the applicable icons should be located after the appropriate tab break.

7. RECOMMENDATION. HQ AETC/CC approve attached electronic action package format at Tab 1.

//signed/jn//

JOHN A. NEUBAUER

Colonel, USAF

Director of Staff

3 Tabs

1. Electronic Action Package Format

2. DS Tasker, 203055

3. Background Material/Director Comments

----- Tab 1-Electronic Action Package Format

Information can either be typed directly into the text of the e-mail or attached as an icon. Tab 1 is always the document for action (signature/coord).

----- Tab 2-Basic Correspondence/Command Section Tasker (DS203055)

Tab 2 is the location of the basic correspondence that generated the staff summary (for example, CSAF memorandum, AETC/CC message, HQ AETC/DS tasker).

----- Tab 3-Background Material/Director's Comments

Tab 3 is background material or director comments.

★Attachment 3

AF FORM 1768, STAFF SUMMARY SHEET

STAFF SUMMARY SHEET						
TO	ACTION	SIGNATURE (Surname), GRADE AND DATE		TO	ACTION	SIGNATURE (Surname), GRADE AND DATE
1	LG	Info	COPY PROVIDED	6	CC	Appr
2	XP	Info	COPY PROVIDED	7		
3	CCX	Coord		8		
4	DS	Coord		9		
5	CV	Sign		10		
SURNAME OF ACTION OFFICER AND GRADE			SYMBOL	PHONE	TYPIST'S INITIALS	SUSPENSE DATE
LT COL DOE			DO	7-1978	KWC	20020812
SUBJECT						DATE
Preparation of the AETC Staff Summary Sheet (SSS) (DSXXXXXX)						20000808
<p><b>SUMMARY</b></p> <p>1. <b>PURPOSE or ISSUE.</b> AFMAN 33-326 and AFH 33-337 are your best sources of information on how to assemble a SSS. The SSS is used to introduce, summarize, coordinate, or obtain approval/signature on a staff package. It states the purpose, provides pertinent background information, and gives the reader the rationale necessary to justify the action desired.</p> <p>2. <b>BACKGROUND.</b> The SSS is always the first page of a correspondence package. Continuation pages may be used; however, attempt to keep the SSS to one page (be concise). If an additional page is necessary, prepare it on plain bond paper. Summarize complicated or lengthy correspondence attached or any tabs that are not self-explanatory.</p> <p>3. <b>KEY POINTS.</b> List attachments to the SSS as tabs, not attachments. The document for action should be at Tab 1. If responding to a Command Section suspense, Tab 2 will be the basic correspondence/tasker that prompted the SSS. Supplemental/background information should be at Tab 3 (and more if needed). If nonconcurrence is involved, annotate it in the coordination section above and attach the letter or note of rebuttal as a tab. Staff summaries prompted by a command section suspense should indicate the suspense date in the "Suspense Date" block and list the control number in the "Subject" block after the title. CCC should be included for coordination when the SSS is dealing with enlisted matters. CCP should be included for coordination when the SSS is dealing with DVs, ceremonies, etc. FM must coordinate on packages dealing with funding issues. Lastly, DPS must coordinate on all staff summaries concerning civilian personnel issues.</p> <p>4. <b>RECOMMENDATION.</b> Do not recommend alternatives here. If SSS is for informational purposes (Info), leave recommendation out. Show two-letter courtesy copy distribution as small "cc:" two lines below the last tab listed, if not already identified at top with "Copy Provided."</p> <p style="text-align: center;">//signed//</p> <p>JOHN DOE, Colonel, USAF Director (or Deputy Director)</p> <p style="text-align: right;">3 Tabs 1. Original Document for Approval/Signature 2. Command Section Tasker, DSXXXXXX 3. Background Information</p> <p style="text-align: right;">cc: 12 FTW/CC</p>						

## ★Attachment 4

## OFFICE OF THE COMMANDER OR VICE COMMANDER STATIONERY

## A4.1. Stationery Sample:



AIR EDUCATION AND TRAINING COMMAND  
UNITED STATES AIR FORCE  
OFFICE OF THE COMMANDER  
1 F STREET SUITE 1  
RANDOLPH AIR FORCE BASE TEXAS 78150-4324

Senior Master Sergeant John A. Doe, USAF  
Superintendent, Facility Maintenance  
11th Civil Engineering Squadron  
7224 N 135th Drive, Suite 103  
Vandenberg AFB CA 55309-1149

Dear Sergeant Doe

This is an example of using Office of the Commander or Vice Commander Stationery. **Font:** Times New Roman, 12-point. **Date:** Do not date; leave adequate room for the date to be entered. **Indentation:** Indent paragraphs five character spaces. **Margins/Paper Size:** Configuration depends upon the style of printer. Center-feed printers: Set paper size at 7.17 x 10.12. Establish margins of 2 inches at top and 1 inch at bottom, left, and right. Left-feed printers: Set paper size at 8 1/2 x 11. Establish margins of 2 inches at top, 2.5 inches at bottom and right, and 1 inch at left. **Addresses:** Use full rank and name, duty title, organization, street address, and base.

**Complimentary Close and Signature Block:** Should be positioned 3 spaces to the right of center of the page.

Sincerely

DONALD G. COOK  
General, USAF

**A4.2.** Some samples of address elements for 3-star and 4-star stationery and envelopes are:

A4.2.1. Letters: Include the appropriate service designator, USAF, USA, USN, USMC, after the name.

Captain Jane A. Doe, USAF  
Chief, Officer Promotions & Evaluations Branch  
Directorate of Personnel  
Headquarters Air Education & Training Command  
1850 First Street West, Suite 1  
Randolph AFB TX 78150-4308

Mr. John Q. Public  
Contract Lawyer  
12th Staff Judge Advocate Office  
1 Washington Circle, Suite 1  
Randolph AFB TX 78150-4559

Senior Airman Jane Q. Public, USAF  
Information Management Technician  
Protocol Office  
Air Education & Training Command  
1 F Street, Suite 1  
Randolph AFB TX 78150-4324

A4.2.2. Envelopes: Prepare envelopes using all capitals and no punctuation. Addresses should match the letter; using military unit/office symbol abbreviations for the organization and Postal Service abbreviations for the address, for example, street – ST; road – RD; Air Force Base – AFB; Texas – TX; suite – STE, etc. Some examples are:

HQ AETC/DPPAE  
ATTN CAPT JANE A DOE  
1850 FIRST ST W STE 1  
RANDOLPH AFB TX 78150-4308

12 FTW/JA  
ATTN MR JOHN Q PUBLIC  
1 WASHINGTON CIR STE 1  
RANDOLPH AFB TX 78150-4559

HQ AETC/CCP  
ATTN SRA JANE Q PUBLIC  
1 F ST STE 1  
RANDOLPH AFB TX 78150-4324

## Attachment 5

## OFFICIAL MEMORANDUM FORMAT

DEPARTMENT OF THE AIR FORCE  
AIR EDUCATION AND TRAINING COMMAND

MEMORANDUM FOR HQ USAF/XO

FROM: AETC/CC  
1 F Street, Suite 1  
Randolph AFB TX 78150-4324

SUBJECT: Official Memorandum Format

1. This format is used when sending correspondence off base. Use appropriate letterhead and include a complete return address.
2. Leave the date blank when requesting a command section signature.
3. The format of the letter will be IAW AFMAN 33-326, *Preparing Official Communications*. The signature element will always consist of a three-line signature block for general officers and HQ AETC/DS, and a two-line signature block for all other ranks.

(4 blank lines)

DONALD G. COOK  
General, USAF  
Commander

Attachment:  
Background Information

cc:  
SAF/AAI

Attachment 6

MULTIPLE ADDRESS MEMORANDUM FORMAT (BOTTOM OF PAGE)



DEPARTMENT OF THE AIR FORCE  
AIR EDUCATION AND TRAINING COMMAND

MEMORANDUM FOR SEE DISTRIBUTION

FROM: HQ AETC/DS

SUBJECT: Preparing Multiple Address Memorandums

1. Although printing the distribution list for a multiple address memorandum on a separate page as an attachment is the most advertised method, there's another way to enhance clarity and save paper.
2. When your distribution list is too large to place in the MEMORANDUM FOR element, use the DISTRIBUTION element as outlined in AFMAN 33-326, paragraph 3.3.2.4.
  - a. Place your distribution list two lines below the last attachment (if used), courtesy copy (cc) element, or where the attachment element would begin if attachment and "cc" elements were not used.
  - b. Circle, underline, or highlight each addressee's copy.
3. List addressees on a separate page when the address list is too long or includes a complete mailing address for each addressee (see Attachment 7).
4. The complete mailing address does not need to be reflected in the "FROM:" element if all addressees are located on Randolph AFB.

(4 blank lines)

JOHN A. NEUBAUER  
Colonel, USAF  
Director of Staff

DISTRIBUTION:  
CE HC XP SC  
DO HO JA SE  
DP IG LG SF  
FM IN PA SV

## ★Attachment 7

**MULTIPLE ADDRESS MEMORANDUM FORMAT (SEPARATE PAGE)****DEPARTMENT OF THE AIR FORCE  
AIR EDUCATION AND TRAINING COMMAND**

MEMORANDUM FOR SEE DISTRIBUTION

FROM: HQ AETC/DS  
1 F Street, Suite 1  
Randolph AFB TX 78150-4324

SUBJECT: Preparing Multiple Address Memorandums

1. When your distribution list is too large to place in the MEMORANDUM FOR element and the DISTRIBUTION element, or complete mailing addresses are used, list addresses on a separate page.
  - a. Circle, underline, or highlight each addressee's copy.
  - b. Note that "courtesy copy to" will also be listed on your distribution list.
2. The complete mailing address must be reflected in the "FROM:" element if one or more of the addressees are not located on Randolph AFB.

(4 blank lines)

JOHN A. NEUBAUER  
Colonel, USAF  
Director of Staff

Attachments:

1. HQ USAF/XO Memo, 4 Jun 02
2. HQ AETC/DO Memo, 12 May 02

DISTRIBUTION:  
(listed on next page)

AU/CC  
55 LeMay Plaza South, Suite 120  
Maxwell AFB AL 36112-6335

2 AF/CC  
721 Hangar Road, Suite 102  
Keesler AFB MS 39534-2804

19 AF/CC  
73 Main Circle, Suite 1  
Randolph AFB TX 78150-4549

12 FTW/CC  
1 Washington Circle, Suite 1  
Randolph AFB TX 78150-4559

14 FTW/CC  
555 7th Street, Suite 201  
Columbus AFB MS 39710-1000

17 TRW/CC  
184 Fort Lancaster Avenue, Suite A  
Goodfellow AFB TX 76908-4410

37 TRW/CC  
1701 Kenly Avenue, Suite 242  
Lackland AFB TX 78236-5155

42 ABW/CC  
50 LeMay Plaza South  
Maxwell AFB AL 36112-6334

47 FTW/CC  
561 Liberty Drive, Suite 6  
Laughlin AFB TX 78843-5230

56 FW/CC  
7224 North 139th Drive  
Luke AFB AZ 85309-1420

58 SOW/CC  
4249 Hercules Way SE  
Kirtland AFB NM 87117-5861

59 MDW/CC  
220 Bergquist Drive, Suite 1  
Lackland AFB TX 78150-5300

71 FTW/CC  
246 Brown Parkway, Suite 224  
Vance AFB OK 73705-5015

80 FTW/CC  
1911 J Avenue, Suite 1  
Sheppard AFB TX 76311-2051

81 TRW/CC  
720 Chappie James Avenue, Suite 204  
Keesler AFB MS 39534-2604

82 TRW/CC  
419 G Avenue, Suite 1  
Sheppard AFB TX 76311-2941

97 AMW/CC  
100 Inez Blvd, Suite 1  
Altus AFB OK 73523-5047

314 AW/CC  
1250 Thomas Avenue, Suite 106  
Little Rock AFB AR 72099-4940

325 FW/CC  
445 Suwannee, Suite 101  
Tyndall AFB FL 32403-5541

336 TRG/CC  
811 W. Los Angeles Avenue, Suite 101  
Fairchild AFB WA 99011-8648

381 TRG/CC  
1472 Nevada Avenue, Suite 112  
Vandenberg AFB CA 93437-5327

479 FTG/CC  
8248 Knights Way  
Moody AFB GA 31699-1801

cc:  
HQ AETC/DSEA/SCMY

## Attachment 8

## PERSONAL LETTER FORMAT

DEPARTMENT OF THE AIR FORCE  
AIR EDUCATION AND TRAINING COMMAND

General Donald G. Cook, USAF  
Commander  
Air Education and Training Command  
1 F Street, Suite 1  
Randolph AFB TX 78150-4324

Lieutenant Colonel Ronald J. Staffer, USAF  
Vice Commander, 99<sup>th</sup> Fighter Wing  
15 X Street, Suite 14  
Laughlin AFB TX 12343-1234

Dear Colonel Staffer

The personalized letter format requires indented paragraphs and the placement of the complimentary close and signature element three spaces to the right of page center.

Do not date the letter when requesting a command section signature.

Spell out the rank in both the return address block and the salutation. The salutation for all general officers is simply Dear General (last name); for Lieutenant Colonels, use Dear Colonel (last name); for First and Second Lieutenants, use Dear Lieutenant (last name); for Chief Master Sergeants, use Dear Chief (last name); for all NCOs, use Dear Sergeant (last name); and for all airmen, use Dear Airman (last name).

Sincerely

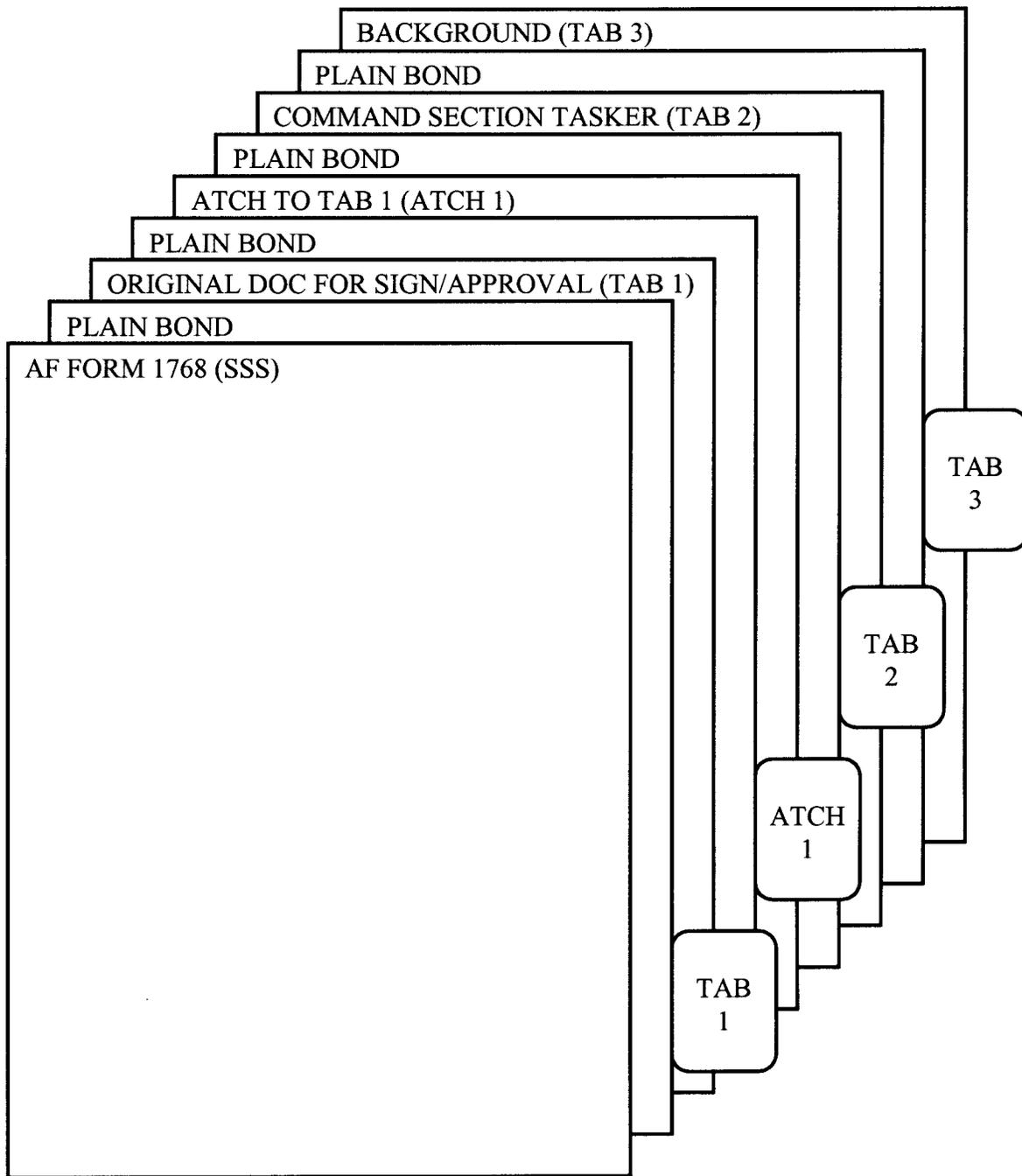
(4 blank lines)

DONALD G. COOK  
General, USAF

**Do not include the duty title in the signature element when using this format.**

Attachment 9

PACKAGE ASSEMBLY FORMAT



**★Attachment 10****AETC AWARDS AND NOMINATION GUIDELINES**

A10.1. Signature level for AETC-generated awards packages will be as follows:

A10.1.1. AETC/CC will sign congratulatory letters for AF-level or higher awards.

A10.1.2. AETC/CV will approve/sign all award nomination packages going to higher headquarters, as well as notification messages/congratulatory letters for AETC-level awards.

A10.2. Preparation guidance:

A10.2.1. AF-level or higher awards for AETC/CC signature:

A10.2.1.1. Staff Summary Sheet (SSS): Include brief background of award, criteria, etc.

A10.2.1.2. Tab 1: Congratulatory letters prepared on "Office of the Commander" stationery. These are addressed to individual winners (unit commanders in the case of unit award).

A10.2.1.3. Tab 2: Announcement message from AETC/CC for HQ AETC/DS release.

A10.2.1.4. Tab 3: Transmittal memorandum to wing commander (or equivalent). These are prepared on regular AETC letterhead and signed by HQ AETC/DS.

A10.2.1.5. Tab 4: Supporting documentation (if required).

A10.3. AETC award nomination packages to Air Staff or higher, AETC-level award announcement and/or congratulations package for AETC/CV signature:

A10.3.1. SSS: Include brief background of award, criteria, board composition, etc.

A10.3.2. Tab 1: Congratulatory letters prepared on "Office of the Vice Commander" stationery. These are addressed to individual winners (unit commanders in the case of unit award).

A10.3.3. Tab 2: Message/memorandum forwarding AETC nomination from AETC/CV for HQ AETC/DS release.

A10.3.4. Tab 3: Announcement message from AETC/CV for HQ AETC/DS release.

A10.3.5. Tab 4: Transmittal memorandum to wing commander (or equivalent). These are prepared on regular AETC letterhead and signed by HQ AETC/DS.

A10.3.6. Tab 5: Supporting documentation (if required).

A10.4. Include diskettes containing correspondence with packages.

**Attachment 11**

**ATTENDANCE LIST AND READ AHEAD FORMAT**

**From:** HQ AETC/SC  
**Sent:** Friday, July 26, 2002 5:46 PM  
**To:** AETC DSEA Inbox  
**Subject:** INFORMATION BRIEFING: 26 Aug 02, 1500-1600, Defense Message System (DMS) Capabilities Briefing

MEMORANDUM FOR HQ AETC/DS

FROM: HQ AETC/SC

SUBJECT: Defense Message System (DMS) Capabilities Briefing

1. Purpose: To provide CV with background info on the DMS Capabilities Briefing that will go to CSAF on 30 August.
2. Background: The DMS Capabilities briefing is a combined effort between SC and XP and will be used as the shell to write a White Paper for CSAF approval. AETC/CC has already seen and approved the briefing.
3. Requirements: (two podiums, glass of water, easel, etc.)
4. POC is Mr. Pete Graham, ext 7-6954.

//SIGNED//

GUY T. GRILLS, Colonel, USAF  
Chief Plans Division

Attachments:

1. File: DMS Capabilities
2. AETC Form 20

cc:

HQ AETC/DSR/CCS/CVS/DSS

**Attachment 12**

**EVENT BRIEF FORMAT**



SUBJECT  
NAME OF GUEST/EVENT  
TIME/DAY/DATE

**TABLE OF CONTENTS**

- 
- 1. Event Brief
  - 2. Background Information
  - 3. DV Attendees (BIOS)
  - 4. Maps/Diagrams

CC	_____
CCE	_____
CCA	copy provided
CCS	copy provided
CV	copy provided
DS	copy provided
CCX	copy provided
Driver	copy provided
CCP	_____
Name of Project Officer	_____

OFFICE OF (APPROPRIATE DIRECTORATE), HEADQUARTERS AIR EDUCATION AND TRAINING COMMAND  
 RANDOLPH AIR FORCE BASE, TEXAS

SUBJECT  
 TITLE  
 TIME/DATE

As of: 11/7/02 11:20 AM

<b>Project Officers</b>	<b>Dress</b>
Name of project officer, DSN #, office symbol	Dress for the event; specify uniform (not uniform of the day).

*Brief overview of your event, for example, General X will officiate Col Smith's retirement...*

MEMENTO EXCHANGE: N/A

INCLEMENT WEATHER PLAN: N/A

DISTINGUISHED GUEST (Bios at Tab 2):

<b>Name</b>	<b>Title</b>
List all distinguished visitors BG and above	Duty Title

<b>Monday, 20 Nov 2000</b>	<b>Dress: Business Suit</b>
----------------------------	-----------------------------

1820 General XXXX departs One Main Circle for Trinity University, Laurie Auditorium via CC sedan with driver and aide  
 (Map at Tab 3)

1845 Arrive Trinity University, Laurie Auditorium  
 Proceed to door One (diagram at Tab 3)

Met by a member of Trinity University's Development Office  
 Escorted to seat (diagram at Tab 3)

**NOTE:** Empty reserved seats will be opened to general public at 1915

1930 Lecture Begins

2030 Lecture Ends

As Reception immediately following lecture in Chapman Graduate Center Great Hall  
 Req **NOTE:** Members of Trinity University Development office will escort all distinguished visitor (DV) attendees to the reception.

General departs Trinity University via CC sedan with driver and aide