CHIEF NATIONAL GUARD BUREAU MANUAL

NGB-JACO | CNGBM 5051.01A
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NATIONAL GUARD BUREAU CORRESPONDENCE MANUAL

References: See Enclosure L.

1. Purpose. This manual provides editorial and correspondence guidance for the National Guard Bureau (NGB) in accordance with (IAW) references a through m.

2. Cancellation. This manual supersedes its previous edition, CNGB Manual 5051.01, 16 May 2013, "National Guard Bureau Editorial Guidance for Staff Actions."

3. Applicability. This manual applies to all personnel who prepare NGB correspondence.

4. Procedures. NGB personnel preparing staff action packages coordinated through the NGB electronic tasking system must follow the procedures in this manual and references a through m. Use the templates located on the website of the NGB Joint Actions Control Office Executive Secretariat Editorial Branch (NGB-JACO-ExecSec-E) Guard Knowledge Online (GKO) at reference b for correspondence to be signed and approved by the NGB Top Five Senior Leaders listed in Table 1. Some of the templates are shown as figures in this manual. See Enclosures A-K.

NGB TOP FIVE SENIOR LEADERS
1. Chief of the National Guard Bureau (CNGB)
2. Vice Chief of the National Guard Bureau (VCNGB)
3. Director of the Army National Guard (DARNG)
4. Director of the Air National Guard (DANG)
5. Director of Staff of the National Guard Bureau

Table 1. NGB Top Five Senior Leaders

a. Contact Information. For templates, editorial guidance, and questions pertaining to anything in this manual or its associated templates, please contact NGB-JACO-ExecSec-E at 703-601-6868 or ng.ncr.ngb-arng.mbx.ngb-execsec@mail.mil.

b. CNGB Issuances. Prepare all CNGB Issuances in the form of a CNGB Instruction, Manual, or Notice IAW reference c, this manual, and its associated templates on the GKO site at reference b.

c. Service-Specific Guidance. Prepare all Service-specific Army National Guard correspondence and publications being signed and approved by the DARNG IAW references d and e. Prepare all Service-specific Air National Guard correspondence and publications being signed and approved by the DANG IAW references f and g.

d. Office of the Secretary of Defense (OSD) Correspondence. Prepare all correspondence addressed to any member of OSD IAW references h and i, this manual, and the templates on the GKO site at reference b. See Enclosure E for an example of OSD correspondence.

e. Memorandum of Agreement (MOA) and Memorandum of Understanding (MOU). All MOAs and MOUs must adhere to the guidance in reference l, this manual, and its associated templates located on the GKO site at reference b. See Enclosure D, Figure 11.

f. NGB Charters. All charters issued for advisory boards or committee management must adhere to the guidance in reference j, this manual, and its associated template located on the GKO site at reference b. See Enclosure G, Figure 16.

g. Other Guidance. Use references h and i for ZIP+4 codes; street addresses; postal, directional, and street abbreviations; and military ranks and abbreviations by Service when using this information as content for documents. If the original document uses a generic address, such as "The Capitol," then find the street address. The street address is used to deliver the letter. For government buildings, the street address may include an office or P.O. Box number.

h. Security Classification Markings. Security classification markings must follow guidance IAW reference m.

5. Summary of Changes. This manual has been revised extensively.

6. Releasability. This manual is approved for public release; distribution is unlimited. Obtain copies through <http://www.ngbpdc.ngb.army.mil>.

7. Effective Date. This manual is effective upon publication and must be reissued, canceled, or certified as current every five years.

ZARA A.WALTERS
Colonel, USA
Deputy Director, National Guard
Bureau Joint Actions Control Office

Enclosures:

A -- General Writing Guidance
B -- Preparing NGB Memoranda
C -- Preparing NGB Letters
D -- NGB Memorandum Templates
E -- OSD Memorandum Template
F -- NGB Letter Template
G -- NGB Charter Template
H -- NGB Signature Blocks for Memoranda and Letters; OSD Signature Block
I -- Senior Leader Acronyms and Office Symbols
J -- Distribution List Template
K -- Proofreading Checklist
L -- References
GL -- Glossary

ENCLOSURE A

GENERAL WRITING GUIDANCE

1. General. All NGB correspondence must be of the highest quality, regardless of the routine nature. Typical NGB correspondence consists of many types of memoranda, as well as personal and formal letters (see Table 2). The type of correspondence will determine the content and organization.

NGB Memoranda	**NGB Letters**
Standard Memorandum	Personal
General Officer Memorandum	Formal
Civilian Memorandum	Open Letter
Award Memorandum	Star Notes
Action Memorandum	
Exception to Policy	
Conference Request	
Travel Request	
Temporary Duty Assignment	
MOAs and MOUs	

Table 2. Typical NGB Correspondence (this list is not all inclusive)

2. Content. Answer the questions in Table 3 to organize your writing so it will be clear, concise, and professional. Clarifying and refining the subject helps you organize and present the most relevant information clearly.

Who?	Identify the *target audience* to decide which document type and writing style to use.
What?	Identify *valuable pieces of information* to logically organize content.
Why?	Identify the *purpose* to compose an informative subject line and the bottom line up front (BLUF).

Table 3. Three Questions About Content

a. The Target Audience. A personal letter will normally have a limited number of readers. Make sure the letter is clearly directed to the recipient(s) and expresses the relationship between the writer and recipient(s). A memorandum, in contrast, might be read by only the recipient, or it might be published on a website and available to the public. Make sure the memorandum presents its message clearly and in the appropriate tone to the recipient but is also understandable by any larger audience that might read it.

b. Valuable Pieces of Information. A personal letter should convey information that is new to the reader: appreciation or thanks, for example. It probably will also acknowledge the writer's relationship to the recipient; even though the recipient presumably knows this, this information will probably be included because the letter is still official correspondence and constitutes a formal record. A memorandum will typically present not only new information but brief background information to present the topic or request clearly to the recipient and any other readers.

c. Purpose. In a letter or memorandum, the reason for writing and a summary of the most important information (the BLUF) should be in the first paragraph and, in a memorandum or formal letter, also in the subject line. The BLUF should contain the most important facts and the purpose of writing: for example, a request for action, a report on conditions, or a reply to an inquiry. The subject line should specifically state what the correspondence is about: for example, "Problems to Be Remedied in the Tasking System," not just "Tasking System." Keep the purpose in mind while constructing the rest of the letter or memorandum.

3. Organization. Organize your content to convey the message clearly by keeping the target audience, valuable pieces of information, and purpose in mind. You might choose, for example, a chronological approach, describing a sequence of events that are planned or that have happened; a systematic approach, identifying important pieces of information and how they relate to one another; or an outline approach, presenting major facts and then the details relating to each.

4. Writing Styles. Use either the directive style or the informational style of writing when preparing correspondence.

a. Directive Style. The writer commands the reader to do something.

b. Informational Style. The writer provides information to the reader.

5. BLUF. Writers must use a BLUF in all correspondence. The BLUF is a one-sentence summary of a document's main conclusion or recommendation. A well-written BLUF tells readers everything they need to know if they have time to read only one sentence. In a memorandum, state the BLUF in the first sentence. In a letter, state the BLUF in the first paragraph.

6. Plain Language. Limit the use of jargon. If the intended audience can understand a term or if it describes a function that no other word describes as well, then its use is acceptable.

(1) Newly coined words, terminology borrowed from other specialized fields, and parts of speech used abnormally can interrupt the flow of information by forcing readers to pause to consider the meaning (see reference k).

(2) Do not use "e.g." or "i.e." Instead of "e.g.," use "for example" or "such as." Instead of "i.e.," use "that is."

7. Strong Versus Weak Writing. Avoid clichés, unnecessarily complicated words, and phrases that may be patronizing to the reader. Use simple words without losing meaning (see Table 4). Cut phrases that might sound arrogant or patronizing or replace them with a more appropriate phrase (see Table 5).

Complicated	**Simple**
advantageous	helpful
ameliorate	relieve
cognizant	aware
commence	begin or start
deleterious	harmful
endeavor	try
erroneous	wrong
expeditious	fast
facilitate	ease or help
inception	start or beginning
implement	carry out
promulgate	issue or publish
remuneration	reward or payment
subsequently	after or later

Table 4. Unnecessarily Complicated Words and Simple Alternatives

What is written	**What it means**
"It is obvious that"	"You are stupid if you do not know"
"It is well-known that"	"You are ignorant if you do not know"
"Although it is well-known"	"I am about to waste your time by restating something that you know or are too ignorant to know"

Table 5. Patronizing Phrases

a. Wordiness. Always write succinctly and get to the point quickly. If the following phrases or sentences appear, then eliminate the wordiness (see Table 6).

Wordy	**Concise**
in order to	to
is able to	can
previously has been	was
would like to	want
on a case-by-case basis	case by case
educational in nature	educational
There are five captains in the office.	Five captains are in the office.
There may be clothes in the gym lockers.	Clothes may be in the gym lockers.
As a matter of fact, the car is parked properly.	The car is parked properly.
The orders are in fact ready for signature.	The orders are ready for signature.

Table 6. Wordy Versus Concise

b. Active Voice Versus Passive Voice. Passive voice says that an action happened to someone or something; by itself, it does not say who performs an action. Active voice says who does what. (See Table 7.) In all the examples, the doer of the action could be added to the sentence even in passive voice by adding phrases: for example, "Mistakes were made by me" and "I was bitten by a mosquito." However, passive voice allows you to write a sentence and leave out the doer of the action. In the last two examples, notice how changing the sentence to active voice requires you to add the doer, which in these examples provides important information.

Passive	**Active**
Mistakes were made.	I made mistakes.
I was bitten.	A mosquito bit me.
Was the package received?	Did we receive the package?
The roof was hit.	Raindrops hit the roof.
The roof was hit.	An artillery shell hit the roof.

Table 7. Passive and Active Sentences

8. Parallel Structure. Use parallel structure in series and lists. If a sentence tells the reader that specific items are about to follow, then the list should be composed of those items. Use periods to end each item in a list. (See Table 8.)

Incorrect	Correct
1. The following priority positions will remain: a. Maintenance Technicians; b. Workflow Managers; c. Dental Hygienists; d. Contract Representatives; and e. Training for Military Technicians and Civilian employees.	1. The following priority positions will remain: a. Maintenance Technicians. b. Workflow Managers. c. Dental Hygienists. d. Contract Representatives. e. Trainers.

Table 8. Parallel Structure

9. Capitalization, Abbreviations and Acronyms, and Shortened Words.

a. Capitalization. Use words correctly, as defined in the document or in the dictionary. Always capitalize the first word in a sentence and all principal words. Adhere to these guidelines:

(1) Capitalize all words in titles of publications and documents, except articles, conjunctions, and prepositions of four or fewer letters (for example, *a, an, the, at, by, for, in, of, to, and, as, but, if, or,* and *nor*).

(2) Capitalize articles, conjunctions, and prepositions only if they are the first word in the title (for example, "The Title of a Document"). Capitalize "the" as part of the title for The Adjutants General.

(3) Capitalize "Soldier," "Airman," "Sailor," "Marine," "Coast Guardsman," "Guardsman," and "Warfighter" when referring to U.S. Service members.

(4) Capitalize "Union," "Administration," "Confederation," "Commonwealth," and "Members" only if used as part of a proper name.

(5) Capitalize "Nation," "Federal," and "Government" when referring to the United States.

(6) Capitalize "State" when it refers to one of the United States.

(7) Do not capitalize "fiscal year" without a specific year. Abbreviate the year once "fiscal year" is used as an acronym (see Table 9).

Incorrect	**Correct**
Service Member	Service member
Service Members and their Families	Service members and their families
the Adjutant General	The Adjutant General
state	State
Fiscal Year	Fiscal Year 2018
FY 2018	FY18

Table 9. Capitalization

b. Abbreviations and Acronyms. The first time that you use an abbreviation or an acronym in the text, spell out the whole word or phrase and enclose the abbreviation or acronym in parentheses, and then use it throughout the rest of the document. Do not use an acronym, brevity code, or abbreviation to represent more than one term in a single document. For example, if the abbreviation "AR" is used in a document to represent "Army Regulation," then it cannot also represent "Army Reserve."

(1) Use existing, accepted abbreviations and acronyms. If a standard abbreviation does not exist, then you may create your own.

(2) Use an abbreviation at least three times in a document. Consider the frequency of use and the length of the document. Readers may not remember what the abbreviation means if it is used infrequently. Ask yourself, would spelling out the term every time be overly repetitive and cumbersome?

(3) When the plural or possessive form of an acronym appears in parentheses, a lowercase s is included within the parentheses. For example, "sport utility vehicle (SUV)," "sport utility vehicles (SUVs)," and "sport utility vehicle's (SUV's)."

(4) Do not use abbreviations or acronyms in the "Subject" line of a memorandum.

(5) Most military acronyms do not include periods. Use periods in acronyms when appropriate.

c. Nonstandard Shortened Words. Never use nonstandard variants of words such as "thru," "tho," or "nite," instead of "through," "though," and "night."

9. Number Guidelines.

a. Using Numerals. Spell out single-digit whole numbers zero through nine. Use numerals for numbers greater than nine. Write out a number if it begins a sentence.

b. Consistent Use. Be consistent within a category. For example, if using numerals because one of the numbers is greater than nine, then use numerals for all numbers in that category. If numbers have different categories, then use numerals for one category and spell out the other. For example, "one 8-hour day and eight 9-hour days make up a 9/80 pay period"—even though all the numbers except 80 are under 10, spelling out the number of days and using numerals for the number of hours makes the sentence clearer.

c. Fractions. Always spell out simple fractions and use hyphens with them. A mixed fraction (a whole number and a proper fraction combined) can be expressed in figures unless it is the first word of a sentence. For example, spell out *one-half* but use a numeral for 1½ unless it starts a sentence. Fraction characters are available from Microsoft Word's Insert Symbol menu or may be created automatically from two numerals and a slash (for example, 1/2) if you have your Microsoft Word preferences set that way.

d. Decimals. Write decimals in figures. Put a zero in front of a decimal unless the decimal itself begins with a zero. For example, when writing ½ as a decimal, put a zero before the decimal point: 0.5; when writing .05, do not add a zero before the decimal point.

e. Commas. Use commas:

(1) With numbers of four or more digits.

(2) Before "and" or "or" when listing three or more items.

f. Dates. Write the date as "Day Month Year" for memoranda: use two digits for the day (use a zero in front of single-digit dates) and use all four digits for the year. Write dates for letters as "Month Day, Year." In letter format, single-digit dates do not get a zero. Always use a comma after writing the year unless the year is followed by a period, semicolon, or question mark.

ENCLOSURE B

PREPARING NATIONAL GUARD BUREAU MEMORANDA

1. When to Use a Memorandum. Use a memorandum for correspondence within the NGB, NG, and other Federal, State, local, public, and private agencies. Use a memorandum when replying to a memorandum or to convey direction or other official military matters.

a. All Memoranda. Use all approved templates located on the GKO site at reference b. Use the checklist in Enclosure K to proofread your documents.

b. Standard Memorandum. Use a standard memorandum when replying to a standard memorandum or when routinely corresponding within the NGB. Memoranda are limited to one page before the signature block. Additional information must be included in an attachment.

c. Action Memorandum. Use an action memorandum when requesting approval of an action (for example, conference requests and temporary duty requests).

d. MOAs and MOUs. Use an MOA or MOU to document formal interagency agreements, support agreements, or cooperative agreements or when NGB is the preparing agency.

2. Memorandum Writing Style. Use the directive writing style (see page A-2) when writing memoranda. State the BLUF in the first sentence (see page A-2).

a. Use command language, stating “do,” “will,” and “must” to indicate mandatory actions. Use “may” and “can” to indicate optional actions.

b. Use the personal pronouns “he,” “she,” or “they” in all memoranda. A writer may use the personal pronouns “I” and “you” only in memoranda that formalize appointments or terminations.

3. Preparing Standard Memoranda. Use approved templates on the GKO site at reference b and this manual.

a. Letterhead. Two letterheads are approved for use and may not be altered. One has a Pentagon address; the other has a Herbert R. Temple Jr. Army National Guard Readiness Center (TARC) address. Do not alter the letterheads by replacing the logo, editing the addresses, or changing the font size or color. Use the templates on the GKO site at reference b. See Figures 1 and 2.

NATIONAL GUARD BUREAU
1636 DEFENSE PENTAGON
WASHINGTON DC 20301-1636

Figure 1. NGB Pentagon Letterhead

NATIONAL GUARD BUREAU
111 SOUTH GEORGE MASON DRIVE
ARLINGTON VA 22204-1373

Figure 2. NGB TARC Letterhead

b. When preparing a memorandum for signature by:

(1) CNGB, VCNGB, or any other NGB general officer or Senior Executive Service member assigned to the Pentagon, use NGB Pentagon letterhead (see Figure 1).

(2) Office of the Chief of the National Guard Bureau (OCNGB) or NGBJS signatories physically stationed at the Pentagon, use NGB Pentagon letterhead (see Figure 1).

(3) OCNGB or NGBJS signatories physically stationed at TARC, use TARC letterhead (see Figure 2).

c. Margins. On the first page, use a 1.75-inch top margin and 1-inch side and bottom margins. For succeeding pages, use 1-inch margins on all sides. Text must be aligned to the left.

d. Font. Use 12-point Bookman Old Style.

e. Spacing.

(1) Line Spacing. Use single-line spacing.

(2) Punctuation Spacing. Use two spaces after colons and periods.

f. Indentation. The first line of each subparagraph is indented 0.25 inch from the first line of the previous paragraph.

g. Paragraph Hierarchy. Number paragraphs. Use lowercase letters for subparagraphs. Use parenthetical numbers and letters for further subordinated paragraphs (see Figure 3). Use templates on the GKO site at reference b.

1. xxxx

j. Addressee Line. The addressee line is the first line of text on all memoranda. Use ALL CAPS and type "MEMORANDUM FOR" followed by the full spelling of the addressee's title. Do not use office symbols. If an addressee's title is longer than one line, then indent the second line so that the first character of the indented line is below the third character of the addressee title immediately above it. A memorandum without an addressee is formatted as "MEMORANDUM FOR RECORD." Use approved templates on the GKO site at reference b.

k. Multiple Addressees. List multiple addressees on separate succeeding lines. If a memorandum has 15 or more addressees, then use ALL CAPS and type "MEMORANDUM FOR SEE DISTRIBUTION." On the next page, use ALL CAPS and type a list of recipients, starting with "DISTRIBUTION:" and followed by the full spelling of the addressees' titles. If an addressee's title is longer than one line, then indent the second line so that the first character of the indented line is below the third character of the addressee title immediately above it. See Enclosure J, Figure 17.

l. "THROUGH" Line.

(1) If it is necessary to address a memorandum through an additional recipient, use ALL CAPS and type "THROUGH" below one blank line after the addressee line, and then the full spelling of the official's title. Do not use office symbols. If the official's title is longer than one line, then indent the second line so that the first character of the indented line is below the third character of the addressee title immediately above it. Use the templates on the GKO site at reference b.

(2) If multiple "THROUGH" recipients are necessary, then use multiple "THROUGH" lines, separated by one blank line, for each individual official.

m. "Subject:" Line. Type "Subject:" below one blank line after the addressee line or, if necessary, the "THROUGH" line. Two spaces after the colon, type the subject for the memorandum. This also serves as the title of the memorandum. Capitalize the first word and all nouns, pronouns, verbs, adverbs, and adjectives as well as all other words of five or more letters. If the subject line is longer than one line, then indent the second line so that the first character of the second line is below the first character of the first word after the colon. The subject line must be no longer than two lines. Do not use acronyms in the subject line.

n. References. If including references, type "Reference:" or "References:" below one blank line after the subject line, followed by the document's originating office and type, its title, and its date (see Figures 4 and 5). Multiple references are identified as "(a)," "(b)," and so on in the reference section in the order they appear in the document. If references are referred to within the text

of the memorandum, they are referenced by letter without parentheses, not title. If there is only a single reference, refer to it as "the reference." Insert references into an attachment if listing them in the Reference section pushes the body of the document onto the second page. Format the attachment for references exactly as you would if they were listed in the Reference section.

Subject: How to Format a Single Reference Reference: Chief of the National Guard Bureau Instruction 5050.01, "National Guard Bureau Staff Actions," 19 March 2012

Figure 4. Single Reference Format

Subject: How to Format Multiple References References: (a) Chief of the National Guard Bureau Instruction 0000.00, "This Is a Sample Instruction Title," 01 January 2011 (b) Secretary of Defense Memorandum, "This Is a Sample Memorandum Title," 01 January 2011

Figure 5. Multiple References Format

o. Body. Begin the body text below one blank line after the subject line or, if necessary, after the references, beginning with the number 1. The final paragraph is reserved for the point of contact, typed in the following order: first and last name, office symbol, and phone number (see Figure 6). This will ensure that there are at least two numbered paragraphs. For military personnel, include the rank and use the full spelling. For civilians, use the abbreviated "Mr.," "Ms.," or "Dr."

Point of contact is Colonel John Smith; NGB-ES; 555-555-5555.

Figure 6. Point of Contact Line

p. Signature Block. There are two types of signature blocks: military and civilian. Both signature blocks are typed four blank lines after the point of contact line, at the center of the page and aligned left. Do not use office symbols. Include "National Guard Bureau" only if it is part of the signatory's title. If the signatory's title is longer than one line, then indent the next line so that the first character of the next line is below the third character of the line immediately above it. See Enclosure H, Table 10.

(1) Military Signatures. Type the signatory's rank, using uppercase and lowercase letters and the full spelling, and then type the signatory's Service, using the abbreviation (for example, USAF). Divide the rank and Service with a comma. Type the signatory's title, using uppercase and lowercase and the full spelling.

(2) Civilian Signatures. Type the signatory's title, using uppercase and lowercase and the full spelling. Do not use General Schedule grades or military affiliations.

q. Attachments. Use attachments as an additional source of information for the reader. Attachments may or may not be electronically attached to a memorandum. Identify attachments in the body of the document by stating the attachment's title or by stating that there is an attachment(s) with additional information.

(1) If attachments are used, type "Attachment:" or "Attachments:" below one blank line after the signature block, at the left margin. Type "As stated" on a separate, succeeding line.

(2) If an attachment is electronically attached, the next page after the one-page memorandum will begin the attachment section. Each attachment has its own page numbers.

(3) If a distribution list is used, the attachment will begin on the next page.

(4) Label each attachment at the top of the page "ATTACHMENT" or "ATTACHMENT 1" or "ATTACHMENT 2" for multiple attachments. See Enclosure D, Figure 12.

r. Courtesy Copies. If courtesy copies are used, type "cc:" below one blank line after the signature block or, if necessary, after the attachments, at the left margin. List official titles on separate, succeeding lines. Use abbreviated titles. Do not use personal names. Do not use addressees in the list of courtesy copies.

4. Preparing Action Memoranda. Use an action memorandum when seeking approval (for example, a conference request or temporary duty request). Follow instructions for standard memoranda with the following exceptions:

a. Indentation. Paragraphs are only numbered, not indented.

b. Page Numbering. Action memoranda are no longer than one page and are not numbered. If necessary, include additional information as an attachment.

c. Multiple Addressees. Action memoranda have only one addressee. If additional approval is necessary, then include subordinate approval authorities in "THROUGH" lines.

d. "FROM:" Line. Insert the line below one blank line after the addressee line or, if necessary, the "THROUGH" line. Use ALL CAPS and type "FROM:" followed by the full spelling of the sender's title. Do not use office symbols. If the sender's title is longer than one line, then indent the second line so that the first character of the indented line is below the third character of the sender's title immediately above it.

e. "Subject:" Line. Type "Subject:" below one blank line after the "FROM:" line.

f. References. If references are necessary, include them by name in the body of the memorandum. Do not include a reference list in the beginning of the document. (This applies to memoranda only.)

g. "RECOMMENDATION" Line. Insert the line below one blank line after the point of contact line. Use ALL CAPS and type "RECOMMENDATION:" followed by the actual recommendation in upper and lowercase.

h. Signature Block. Do not use a signature block.

i. "APPROVE," "EXEMPT," "DISAPPROVE," and "COMMENT" Lines. Insert these lines below two blank lines after the "RECOMMENDATION" line. Each is separated by one line of space starting with the "APPROVE" line. See Enclosure D, Figure 10.

j. Attachments. Do not list attachments.

k. Courtesy Copies. Do not provide or list courtesy copies.

5. Preparing MOAs or MOUs. Prepare MOAs and MOUs IAW reference l. See Figure 11 in Enclosure D for an example template. Align signature blocks side by side, with the senior official's signature block on the right-hand side. Do not courtesy copy MOAs and MOUs.

ENCLOSURE C

PREPARING NATIONAL GUARD BUREAU LETTERS

1. When to Use a Letter. Use letters for correspondence with individuals outside the U.S. Government and for formal or informal correspondence with officials of other Federal agencies. Letters may be formal or personal depending on the recipient and the reason for writing; however, always write a letter when responding to a letter, when communicating only information, or when leadership requests a letter.

a. All Letters. Use the approved templates located on the GKO site at reference b. Official letters, whether formal or personal, print on standard 8.5 - by 11-inch paper except for Star Notes (see below). Use the checklist (Enclosure K, Figure 18), to proofread your letters.

b. Formal Letters. Use formal letters to convey direction, or other official military matters.

c. Personal Letters. Use personal letters to convey a one-on-one familiarity with the recipient. Personal letters do not convey policy-related matters. Personal letters may be printed on card stock, depending on the relationship with the sender and recipient, and are usually issued only by the CNGB. Some examples of personal relationships are family relation, social acquaintance, former colleague, or former mentor.

d. Star Notes. Notes from general officers printed on 7- by 8.5-inch cardstock are called star notes. General officers use star notes, normally for brief personal replies or to convey congratulations, appreciation, welcome, regrets, etc. Use 12-point Arial in star notes. See Enclosure F, Figure 15.

2. Letter Writing Style. Letters use the informational writing style. In a letter, state the BLUF anywhere in the first paragraph.

a. Use command language, stating “do,” “will,” and “must” to indicate mandatory actions. When actions are optional, use “may” and “can” to recommend choices.

b. Use personal pronouns such as “he,” “she,” or “they” when appropriate, and use the personal pronouns “I,” “we,” “our,” and “you” to emphasize a working or personal relationship between sender and recipient.

3. Preparing Letters. Read the original document, when applicable, to determine the relationship between the sender and the recipient.

a. Letterhead. NGB uses two types of letterhead:

(1) NGB Pentagon Letterhead. Signatories physically stationed at the Pentagon use the letterhead in Enclosure B, Figure 1.

(2) NGB TARC Letterhead. Signatories physically stationed at TARC use the letterhead in Enclosure B, Figure 2.

b. Margins. Page margins are 1.75 inches at the top and 1.0 inch at the bottom and on the sides. The Paper tab in Microsoft Word's Page Setup specifies the paper size (see Figure 7).

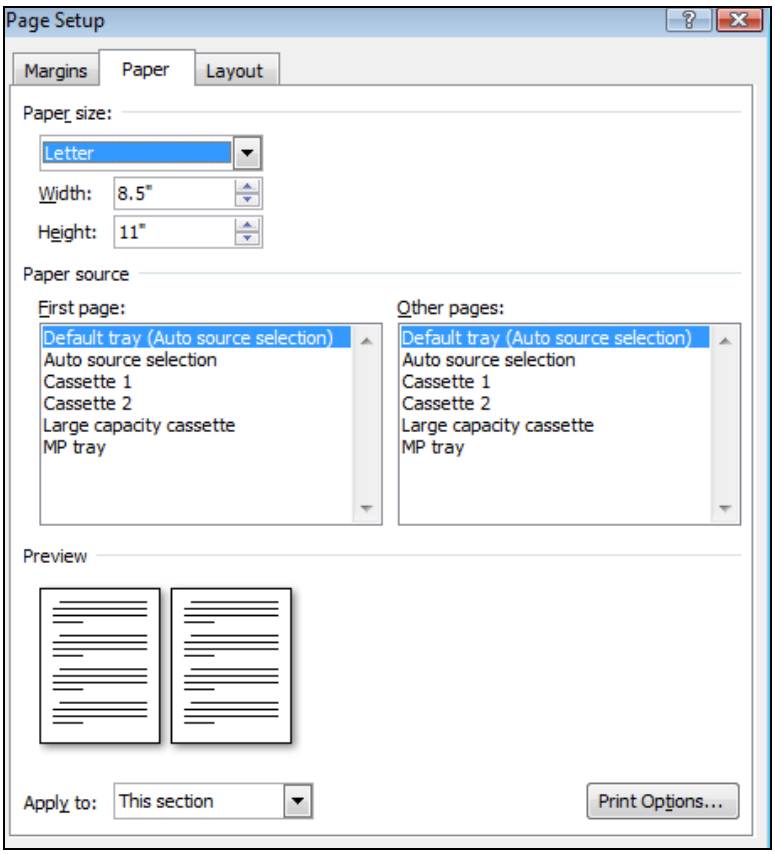

Figure 7. Microsoft Word Page Setup Example

c. Font. All letters use 12-point Bookman Old Style. Personal Letters printed on card stock use 12-point Times New Roman.

d. Spacing.

(1) Line Spacing. Use single-line spacing for all letters.

(a) Add one blank line of space after the address, after the greeting, between paragraphs, and after the last paragraph.

(b) Add four blank lines of space after the complimentary close.

(c) Add one blank line of space after the signature block if using enclosures or courtesy copies, and one blank line of space between the list of enclosures and the list of courtesy copies.

(2) Punctuation Spacing. Use two spaces after the end of a sentence. Place two spaces between colons.

e. Indentation. Align text left. Indent only the first sentence of each paragraph, by 0.5 inch.

(1) Indent the complimentary close to the middle of the page, at 3.25 inches on the document ruler.

(2) Indent the signature block to the middle of the page, at 3.25 inches on the document ruler.

f. Recipient's Name.

(1) Official Letters (Formal or Personal). Use the first line for the recipient's rank (if applicable) and first and last name. Use the second line for the full spelling of the recipient's title. When applicable, use the appropriate title, such as "The Honorable."

(2) Star Notes. Use the first line for the recipient's abbreviated rank, if applicable, followed by the recipient's first and last name. If he or she is a member of the military, then add a comma and the acronym of the recipient's branch of Service after his or her name. Use the second line for the recipient's office or organization, if necessary.

g. Recipient's Address. Format the address the same way on all letters. Spell out the city, followed by a comma and the two-letter State abbreviation. Type two spaces after the State abbreviation, followed by the ZIP+4 code, which is the five-digit ZIP code, a hyphen, and four more postal digits.

h. Greeting. Begin the greeting with "Dear." For military recipients, type the recipient's rank using the full spelling. For civilian recipients, type "Mr.,"

"Ms.," or "Dr." Use titles, such as "Senator," "Congressman," or "Governor," when appropriate.

i. Body. Address the purpose of the letter in the first paragraph. When writing a reply to a letter, use the first sentence to thank the recipient for the original document, and ensure that the rest of the letter appropriately addresses the questions or concerns of the original document. For example, "Thank you for your letter dated March 23, 2018, regarding the implementation plan for outsourcing recreational equipment."

j. Complimentary Close. The standard complimentary close for an official or personal letter is "Sincerely," typed below one blank line after the body. It aligns left with the signature block at 3.25 inches on the document's horizontal ruler.

k. Signature Block. See Enclosure H, Table 10. Do not include the sender's title for letters printed on card stock.

l. Enclosures. If there are enclosures, type "Enclosure:" or "Enclosures:" below one blank line after the signature block, at the left margin. List enclosures on separate succeeding lines. When enclosures are identified in the text, type "As stated" on a separate succeeding line. When enclosures are not identified in the text, type each enclosure's title on separate succeeding lines and number them 1, 2, and so forth.

m. Courtesy Copies. Type "cc:" below one blank line after the signature block or, if necessary, after the list of enclosures, at the left margin. List official titles on separate succeeding lines. Use abbreviations if they are helpful. Do not list addresses and personal names for courtesy copies.

ENCLOSURE D

NATIONAL GUARD BUREAU MEMORANDUM TEMPLATES

NATIONAL GUARD BUREAU
1636 DEFENSE PENTAGON
WASHINGTON DC 20301-1636

MEMORANDUM FOR [ADDRESSEE'S TITLE ALL CAPS, IF TITLE CONTINUES
ON TO SUBSEQUENT LINES, THEN INDENT UNDER
THE THIRD LETTER OF THE FIRST LINE]¶
¶
Subject: [If Longer Than One Line of Text, the Subsequent Lines Are Indented
As Shown, and Do Not Place A Period At the End of the Subject Line]¶
¶
References: (a) [Abbreviated Originating Agency] [Document Type], "[Document
Title]," [Day Month Year]¶
(b) [Abbreviated Originating Agency] [Document Type], "[Document
Title]," [Day Month Year]¶
¶
1. [Use one line of space between paragraphs. The first paragraph should
state the bottom line up front.]¶
¶
2. Point of contact is [Rank/Mr./Ms.] [First and Last Name]; [OFFICE
SYMBOL]; [phone number written as XXX-XXX-XXXX].¶
¶
¶
¶
¶
JOSEPH L. LENGYEL¶
General, USAF¶
Chief, National Guard Bureau¶
¶
Attachment[s]:¶
As stated¶
¶
cc:¶
[Abbreviated titles; for example, TAG-RI]¶

Figure 8. "FOR" Memorandum Template, Addressed Directly to the Recipient (General Officer Signature Block)

NATIONAL GUARD BUREAU
1636 DEFENSE PENTAGON
WASHINGTON DC 20301-1636

MEMORANDUM FOR [ADDRESSEE'S TITLE ALL CAPS, IF TITLE CONTINUES ON TO SUBSEQUENT LINES, THEN INDENT UNDER THE THIRD LETTER OF THE FIRST LINE]¶
¶
THROUGH [ADDRESSEE'S TITLE ALL CAPS, IF TITLE CONTINUES ON TO SUBSEQUENT LINES, THEN INDENT UNDER THE THIRD LETTER OF THE FIRST LINE]¶
¶
Subject: [If Longer Than One Line of Text, the Subsequent Lines Are Indented As Shown, and Do Not Place A Period At the End of the Subject Line]¶
¶
References: (a) [Abbreviated Originating Agency] [Document Type], "[Document Title]," [Day Month Year]¶
(b) [Abbreviated Originating Agency] [Document Type], "[Document Title]," [Day Month Year]¶
¶
1. [Use one line of space between paragraphs. The first paragraph should state the bottom line up front.]¶
¶
2. Point of contact is [Rank/Mr./Ms.] [First and Last Name]; [OFFICE SYMBOL]; [phone number written as XXX-XXX-XXXX].¶
¶
¶
¶
¶
JOSEPH L. LENGYEL¶
General, USAF¶
Chief, National Guard Bureau¶
¶
Attachment[s]:¶
As stated¶
¶
cc:¶
[Abbreviated titles, for example, TAG-RI]¶

Figure 9. "THROUGH" Memorandum Template (see page B-4), Addressed to Recipients via the Principal Addressee (General Officer Signature Block)

NATIONAL GUARD BUREAU
1636 DEFENSE PENTAGON
WASHINGTON DC 20301-1636

MEMORANDUM FOR [ADDRESSEE'S TITLE ALL CAPS]¶
¶
FROM: [SENDER'S TITLE ALL CAPS]¶
¶
Subject: [If Longer Than One Line of Text, the Subsequent Lines Are Indented As Shown, and Do Not Place A Period At the End of the Subject Line]¶
¶
1. Request [Addressee] approve or exempt the [Conference Name], hosted by [Host Office] at [Venue Name] in [City], [State], [on/from] [Day Month Year].¶
¶
2. [One-sentence summary of conference goals]. [One-sentence summary of conference agenda]. [One-sentence summary of attendees]. [One sentence justification of why lower-cost methods, such as teleconferencing, won't achieve conference goals].¶
¶
3. Total estimated costs are $[#]. [Summarize total estimated costs and cost savings. If a commercial venue is being used, then justify why a military or government facility was not chosen.]¶
¶
4. By this request, the [Host Office] certifies that they are in compliance with all conference policy requirements.¶
¶
5. Point of contact is [Rank/Mr./Ms.] [First and Last Name]; [OFFICE SYMBOL]; [phone number written as ###-###-####].¶
¶
RECOMMENDATION: [Addressee] approve or exempt [Conference Name].¶
¶
¶
APPROVE: _____¶
¶
EXEMPT: _____¶
¶
DISAPPROVE: _____¶
¶
COMMENT: _____¶

Figure 10. Action Memorandum (Conference Approval)

NATIONAL GUARD BUREAU
1636 DEFENSE PENTAGON
WASHINGTON DC 20301-1636

MEMORANDUM OF UNDERSTANDING ¶
BETWEEN¶
THE [FIRST PARTY (AND ACRONYM)]¶
AND¶
THE [SECOND PARTY (AND ACRONYM)]¶
FOR¶
[INSERT SUBJECT]¶
AGREEMENT NUMBER [IF APPLICABLE]¶

¶

This is a Memorandum of Understanding (MOU) between the [first party] and the [second party]. When referred to collectively, these are referred to as the "Parties."¶

¶

1. BACKGROUND: [Discuss background information in this section.]¶

¶

2. PURPOSE: [State the purpose of the MOU here. Always use this paragraph.]¶

¶

3. UNDERSTANDINGS OF THE PARTIES:¶

¶

3.1. The [first party] will:¶

¶

3.1.1. [Insert as many intentions as desirable.] ¶

¶

3.2. The [second party] will:¶

¶

3.2.1. [Insert as many intentions as desirable.] ¶

¶

4. PERSONNEL: Each Party is responsible for all costs of its personnel, including pay and benefits, support, and travel. Each Party is responsible for supervision and management of its personnel.¶

¶

5. GENERAL PROVISIONS:¶

¶

5.1. POINTS OF CONTACT: The following points of contact will be used by the Parties to communicate in the implementation of this MOU. Each Party may change its point of contact upon reasonable notice to the other Party.¶

¶

5.1.1. For the [first party] —¶
5.1.1.1. Primary:¶
5.1.1.2. Alternate:¶

¶

5.1.2. For the [second party] —¶
5.1.2.1. Primary:¶

Figure 11. MOA or MOU Template

5.1.2.2. Alternate:¶
¶
5.2. CORRESPONDENCE: All correspondence and notices given pursuant to this MOU will be addressed, if to the [first party], to:¶
¶
5.2.1. [insert mailing address and e-mail address.]¶
¶
and, if to the [second party], to:¶
¶
5.2.2. [insert mailing address and e-mail address.]¶
¶
5.3. FUNDS AND MANPOWER: This MOU does not document nor provide for the exchange of funds or manpower between the Parties nor does it make any commitment of funds or resources.¶
¶
5.4. MODIFICATION OF MOU: This MOU may only be modified by the written agreement of the Parties, duly signed by their authorized representatives. This MOU will be reviewed annually on or around the anniversary of its effective date, and triennially in its entirety.¶
¶
5.5. DISPUTES: Any disputes relating to this MOU will, subject to any applicable law, Executive order, directive, or instruction, be resolved by consultation between the Parties or IAW DoDI 4000.19. ¶
¶
5.6. TERMINATION OF UNDERSTANDING: This MOU may be terminated in writing at will by either Party.¶
¶
5.7. TRANSFERABILITY: This MOU is not transferable except with the written consent of the Parties. ¶
¶
5.8. ENTIRE UNDERSTANDING: It is expressly understood and agreed that this MOU embodies the entire understanding between the Parties regarding the MOU's subject matter.¶
¶
5.9. EFFECTIVE DATE: This MOU takes effect beginning on the day after the last Party signs and will remain in effect unless terminated by any Party. ¶
¶
5.10. EXPIRATION DATE: This MOU expires on [insert date]. ¶
¶
5.11. CANCELLATION OF PREVIOUS MOU: [Use only when needed to cancel a previous MOU.] This MOU cancels and supersedes the previously signed MOU between the same Parties with the subject [fill in subject], Serial # [insert serial number], and effective date of [fill in effective date of previous MOU].¶

2

Figure 11 continued. MOA or MOU Second Page Template

¶
APPROVED: [Approval authority signatures will never be left alone on an otherwise blank page.]¶
¶
¶
¶
¶

_____	_____¶
Name for the first Party	Name for the second Party¶
Rank, BRANCH ACRONYM	Rank, BRANCH ACRONYM ¶
Title	Title ¶
¶	
(Date)_____	(Date)_____¶

3

Figure 11 continued. MOA or MOU Final Page Template

NATIONAL GUARD BUREAU
1636 DEFENSE PENTAGON
WASHINGTON DC 20301-1636

MEMORANDUM FOR SECRETARY OF THE ARMY¶
SECRETARY OF THE AIR FORCE¶
CHIEF OF STAFF OF THE ARMY¶
DIRECTOR OF THE ARMY NATIONAL GUARD¶
DIRECTOR OF THE AIR NATIONAL GUARD¶
DIRECTOR OF STAFF OF THE NATIONAL GUARD BUREAU¶

¶
Subject: [If longer than one line of text, the subsequent lines are indented as shown, and do not place a period at the end of the subject line]¶

¶
References: (a) [Abbreviated Originating Agency] [Document Type], "[Document Title]," [Day Month Year]¶
(b) [Abbreviated Originating Agency] [Document Type], "[Document Title]," [Day Month Year]¶

¶
1. [Use one line of space between paragraphs. The first paragraph should state the bottom line up front.]¶

¶
2. [State what the attachment(s) is in the body of the document.]¶

¶
3. Point of contact is [Rank/Mr./Ms.] [First and Last Name]; [OFFICE SYMBOL]; [phone number written as XXX-XXX-XXXX].¶

¶
¶
¶
¶
JOSEPH L. LENGYEL¶
General, USAF¶
Chief, National Guard Bureau¶

¶
Attachment[s]:¶
As stated¶

¶
cc:¶
[Abbreviated titles, for example, TAG-RI]¶

Figure 12. Multiple Addressee and Attachment Example

ATTACHMENT¶

¶

TYPE TITLE OF ATTACHMENT HERE¶

¶

1. Attachments are additional sources of information that the reader may need to carry out the task or request in a memorandum.¶

2. Attachments may begin with regular numbered paragraphs or with bullet points. If you use paragraph 1., you must have a paragraph 2. If you use sub paragraphs, follow the paragraph hierarchy described in Enclosure B, Figure 3.¶

3. Attachments may also be supporting documents such as the original memorandum sent to a member of the National Guard Bureau, Military Orders, figures, tables, etc.¶

4. All attachments must be numbered in the footer. Attachments are considered separate documents from the base memorandum. ¶

5. See paragraph q. in Enclosure B for more information on attachments.¶

1

Figure 12 continued. Multiple Addressee and Attachment Example

ENCLOSURE E

OFFICE OF THE SECRETARY OF DEFENSE MEMORANDUM TEMPLATE

NATIONAL GUARD BUREAU
1636 DEFENSE PENTAGON
WASHINGTON DC 20301-1636

MEMORANDUM FOR [ADDRESSEE'S TITLE ALL CAPS, IF TITLE CONTINUES ON TO SUBSEQUENT LINES, THEN INDENT UNDER THE THIRD LETTER OF THE FIRST LINE]¶
¶
SUBJECT: [If longer than one line of text, indent the subsequent lines as shown, and do not place a period at the end of the subject line]¶
¶
[Use one line of space between paragraphs. The first paragraph should state the bottom line up front.]¶
¶
- [Subparagraphs are bulleted .50 inches from the margin, with text aligned .75 inches from the margin.]¶

¶
The point of contact for this action is [Rank/Mr./Ms.] [First and Last Name], [Office Name Full Spelling], at [phone number written as XXX-XXX-XXXX].¶
¶
¶
¶
¶
[First and Last Name]¶
[Rank Full Spelling], [USA/USAF]¶
[Title Full Spelling]¶
¶
Attachment[s]:¶
As stated¶
¶
cc:¶
[Abbreviated titles, for example, TAG-RI]¶

Figure 13. OSD Memorandum Template

ENCLOSURE F

NATIONAL GUARD BUREAU LETTER TEMPLATE

NATIONAL GUARD BUREAU
1636 DEFENSE PENTAGON
WASHINGTON DC 20301-1636

[First and Last Name]¶
[Full Spelling of Title; if title goes past
page center, then indent under the
third letter of the first line]¶
[Street Address]¶
[City], [State Abbreviation] [ZIP]-[+4]¶
¶
Dear [Rank/Mr./Ms./Dr.] [Last Name]:¶
¶
[If this letter is in reply, thank the addressee for their letter. The first paragraph should state the bottom line up front.]¶
¶
[Use one line of space between paragraphs.]¶
¶
Sincerely,¶
¶
¶
¶
¶
Joseph L. Lengyel¶
General, U.S. Air Force¶
Chief, National Guard Bureau¶
¶
Enclosure[s]:¶
As stated¶
¶
cc:¶
[Abbreviated titles, for example, TAG-RI]¶

Figure 14. NGB Letter Template

VICE CHIEF OF THE NATIONAL GUARD BUREAU
1636 DEFENSE PENTAGON
WASHINGTON, D.C. 20301-1636

AUG 0 7 2017

Ms. Jennifer Jones
National Guard Bureau
111 S. George Mason Drive
Arlington, VA 22204-1373

Dear Ms. Jones,

Thank you for your support, professionalism, and dedication to the National Guard Bureau.

Your daily efforts and innovative methods help ensure that the National Guard is always well prepared for the challenges it faces in protecting and serving our Nation.

On behalf of the entire National Guard, thank you for the truly remarkable work you do and for your continued support that is critical to keeping the joint force "always ready," always there.

(Note: this is a fictional star note with fictional names.)

Sincerely,

Abel Baker
Lieutenant General, U.S. Army

Figure 15. Star Note

ENCLOSURE G

NATIONAL GUARD BUREAU CHARTER TEMPLATE

NATIONAL GUARD CHARTER

[CHARTER FOR THE (INSERT NAME OF ADVSIORY BOARD)]

I. PURPOSE. (*In this section the first sentence is always written as follows:* "This charter establishes the (*insert name of advisory board*) as a *(insert steering committee, working group, team or council*) to advise the (*insert Chief of the National Guard Bureau (CNGB), Vice Chief of the National Guard Bureau (VCNGB) or Director of Staff of the National Guard Bureau)* on matters involving (*insert topic*) for the National Guard.)

II. MISSION. (*In this section mission statements indicate the fundamental objectives the advisory board is working to achieve and should be stated concisely in one or two sentences. For example,* "The mission of the *(insert name of advisory board)* is to *(add additional information).")*

III. APPOINTING AUTHORITIES. *(In this section state the appointment authority for this charter. The appointing authority is limited to the CNGB, VCNGB, or DNGBJS. State delegations, if applicable.)*

IV. MEMBERSHIP. (*In this section state the selection process, member titles, member roles and responsibilities and the member's duration of service.)*

a. Selection Process. (*In this section state how membership is determined. For example, by vote, application, appointment, or committee. State how member vacancies are filled.)*

b. Roles and Responsibilities. *(In this section state the titles of member positions. For example, Chair, Co-Chair, Vice-Chair, Secretary etc. State the responsibilities of each member of the advisory board.)*

c. Duration of Service. (*In this section state the length of time one must serve as a member on the advisory board.)*

V. FUNCTIONS. *(In this section state how the advisory board plans to operate.)*

VI. MEETINGS AND REPORTS. *(In this section state how often meetings occur. For example, annually, semi-annual, or monthly. State who schedules and officiates meetings.)*

UNCLASSIFIED

Figure 16. NGB Charter Template

VII. <u>EFFECTIVE DATE</u>. *(In this section the first sentence always states when the charter is effective. For example, "This charter is effective upon signature." The second sentence states amendments to the charter. For example, "Amendments to this charter are approved by the Chair of the Chief's Executive Council.")*

VIII. <u>POINT(s) OF CONTACT</u>. *(In this section, the first sentence should state the office, directorate, branch or division as the proponent for this charter. For example, "The Directorate of Strategic Plans, Policy, and International Affairs (NGB-J5) is the proponent for this charter. Additionally, add position title; office symbol; email; and phone number XXX-XXX-XXXX in the second sentence. For example, "The POC for this charter is the Deputy Director of NGB-J5; 703-666-6666.")*

[NAME]
[Rank, BRANCH ACRONYM]
[Title]

DO NOT ADD INFORMATION BEYOND THE 6th PAGE

2

Figure 16 continued. NGB Charter Template Second Page

ENCLOSURE H

NATIONAL GUARD BUREAU SIGNATURE BLOCKS FOR MEMORANDA AND LETTERS; OFFICE OF THE SECRETARY OF DEFENSE SIGNATURE BLOCK

ALL NGB MEMORANDA (Bookman Old Style 12)	[FIRST AND LAST NAME] [Rank Full Spelling, USAF/USA] [Title Full Spelling]
NGB LETTERS (Bookman Old Style 12)	[First and Last Name] [Rank Full Spelling, U.S. Air Force/U.S. Army] [Title Full Spelling]
NGB STAR NOTES (Arial 12)	[First and Last name] [Rank Full Spelling, U.S. Air Force/ U.S. Army]
OSD MEMOS AND LETTERS (Times New Roman 12)	[First and Last Name] [Rank Full Spelling, U.S. Army/U.S. Air Force] [Title Full Spelling]
MILITARY (*Font and upper- and lowercase letters vary depending on the type of document used. This example is for memoranda.*)	[JOHN G. DOE] [General, USA/USAF] [Director, Manpower and Personnel]
CIVILIAN (*Font and upper- and lowercase letters vary depending on the type of document used. This example is for memoranda.*)	[JANE G. DOE] [Chief of Logistics, National Guard Bureau]

Table 10. NGB Signature Blocks for Memoranda and Letters and OSD Signature Block

ENCLOSURE I

SENIOR LEADER ACRONYMS AND OFFICE SYMBOLS

Title of Senior Leader for Distribution List within Office or Directorate	**Office & Symbol/Acronym**
Chief of the National Guard Bureau or Office of the Chief of the National Guard Bureau	CNGB/OCNGB/NGB-ZA
Vice Chief of the National Guard Bureau	VCNGB/NGB-ZB
Director of the Army National Guard	DARNG
Director of the Air National Guard	DANG
The Adjutant(s) General	TAG
Commanding General of the District Of Columbia	CG
Director of Staff of the National Guard Bureau	NGB-DS

Table 11. Senior Leader Acronyms and Office Symbols

Title of Senior Leader for Distribution List within Office	**Office & Symbol/Acronym**
Office of the Chief of the National Guard Bureau *Or the OCNGB executive element CNGB Personal Staff (CNGBPS) and Special Staff (CNGBSS)*	OCNGB
National Guard Bureau Chief Counsel	Office of the NGB Chief Counsel NGB-JA
The Inspector General	Office of the NGB Inspector General NGB-IG
Political Advisor	Office of the Political Advisor NGB-ZI
Director of Public Affairs	Office of National Guard Bureau Public Affairs NGB-PA
Director of Legislative Liaison	Office of National Guard Bureau Legislative Liaison NGB-LL
Director of Protocol	Office of NGB Protocol NGB-PC
Director of the Chief's Action Group	Office of the Chief's Action Group NGB-CAG
Associate Director of Small Business Programs	Office of Small Business Programs NGB-SBP
Principal Assistant Responsible for Contracting	Office of the Principal Assistant Responsible for Contracting NGB-OPARC
National Guard Bureau Joint Chaplain	Office of the NGB Joint Chaplain NGB-OC
The Joint Surgeon General	Office of the National Guard Bureau Joint Surgeon General NGB-JSG
Director of Senior Leader Management	Senior Leader Management Office NGB-SL
Director of the Joint Actions Control Office	National Guard Bureau Joint Actions Control Office NGB-JACO
Director of Internal Review	Internal Review NGB-IR

Table 11 continued. Senior Leader Acronyms and Office Symbols

Title of Senior Leader for Distribution List within Directorate	**Office & Symbol/Acronym**
National Guard Bureau Joint Staff *(Offices within this staff have NGB in their office symbol)*	NGBJS
Director of Manpower and Personnel	Manpower and Personnel Directorate NGB-J1
Director of Joint Intelligence	Joint Intelligence Directorate NGB-J2
Director of Operations	Operations Directorate NGB-J3/4/7
Director of Strategic Plans, Policy and International Affairs	Strategic Plans, Policy and International Affairs Directorate NGB-J5
Director of C4 and Chief Information Officer	C4 Systems and Chief Information Officer Directorate NGB-J6
Director of Programs and Resources/Comptroller	Programs and Resources/Comptroller Directorate NGB-J8

Table 11 continued. Senior Leader Acronyms and Office Symbols

ENCLOSURE J

DISTRIBUTION LIST TEMPLATE

DISTRIBUTION:

CHIEF OF THE NATIONAL GUARD BUREAU
VICE CHIEF OF THE NATIONAL GUARD BUREAU
SENIOR ENLISTED ADVISOR
DIRECTOR OF THE ARMY NATIONAL GUARD
DIRECTOR OF THE AIR NATIONAL GUARD
DIRECTOR OF STAFF OF THE NATIONAL GUARD BUREAU
THE ADJUTANTS GENERAL
THE COMMANDING GENERAL OF THE DISTRICT OF COLUMBIA
CHIEF OF STAFF OF THE NATIONAL GUARD BUREAU
DIRECTOR OF THE JOINT ACTIONS CONTROL OFFICE
NATIONAL GUARD BUREAU CHIEF COUNSEL
THE INSPECTOR GENERAL
CHIEF'S ACTION GROUP
POLITICAL ADVISOR
DIRECTOR OF SENIOR LEADER MANAGEMENT OFFICE
THE JOINT SURGEON GENERAL
DIRECTOR OF LEGISLATIVE LIAISON
NATIONAL GUARD BUREAU JOINT CHAPLAIN
DIRECTOR OF OPERATIONAL CONTRACTING
DIRECTOR OF PROTOCOL
DIRECTOR OF PUBLIC AFFAIRS AND STRATEGIC COMMUNICATIONS
PRINCIPAL ASSISTANT RESPONSIBLE FOR CONTRACTING
ASSOCIATE DIRECTOR OF SMALL BUSINESS PROGRAMS
DIRECTOR OF MANPOWER AND PERSONNEL
DIRECTOR OF JOINT INTELLIGENCE
DIRECTOR OF OPERATIONS
DIRECTOR OF STRATEGIC PLANS, POLICY AND INTERNATIONAL AFFAIRS
DIRECTOR OF C4 SYSTEMS AND CHIEF INFORMATION OFFICER
DIRECTOR OF PROGRAMS AND RESOURCES AND COMPTROLLER
DIRECTOR OF NATIONAL GUARD BUREAU INTERNAL REVIEW

1

Figure 17. Distribution List Template

ENCLOSURE K

PROOFREADING CHECKLIST

Memorandum and Letter Editing Checklist

Mechanics Capitalize the first word in every sentence. Capitalize all proper nouns. Use the correct punctuation (commas, apostrophes, quotations) and ensure every sentence ends with a period, question mark, or exclamation point. Spell words correctly—use spell check. Check carefully for commonly confused words such as *they're*, *their*, and *there*; *your* and *you're*; *its* and *it's*.

Grammar Each sentence should be a complete thought with a subject and a verb. Do not use run-on sentences incorrectly joined by commas. Subjects and verbs must agree in number (singular subject, singular verb; plural subject, plural verb). When pronouns are used, ensure that they clearly refer to someone or something. Use verb tenses consistently unless a change is required (past, present, future).

Style Use active voice. Choose clear, specific, precise words, and make sure that they are appropriate for the intended audience. Avoid vague and overused words, and clichés. Cut out any unnecessary words. **Let nothing be more complicated than it needs to be.**

___ Appropriate letterhead
___ Correct signature block
___ Intended audience
___ Correct font
___ Correct spacing
___ Correct address
___ Appropriate greeting
___ Correct punctuation
___ Spelling (use spell check)
___ Correct grammar
___ Reorganize (if necessary)
___ Word choice
___ Appropriate tone
___ Plain language
___ Brevity
___ Deletions (if necessary)
___ Paragraph numbering
___ Page numbering
___ Appropriate references

Figure 18. Proofreading Checklist

ENCLOSURE L

REFERENCES

PART I. REQUIRED

a. CNGB 5050.01 Series, "National Guard Bureau Staff Actions"

b. NGB-JACO-ExecSec-E GKO website, <https://gkoportal.ng.mil/joint/JACO/ExecSec/SitePages/Home.aspx>, accessed 26 February 2018

c. CNGB 5000.01 Series, "Chief of the National Guard Bureau Issuances"

d. Army Regulation 25-50, 17 May 2013, "Preparing and Managing Correspondence"

e. Department of the Army Pamphlet 25-40, 03 June 2015, "Army Publishing Program Procedures"

f. Air Force Instruction 33-360/Air Force Guide Manual 2018-02.01, 15 February 2018, "Air Force Guidance Memorandum to Air Force Instruction AFI 33-360, Publications and Forms Management"

g. Air Force Handbook 33-337, 27 May 2015, "The Tongue and Quill"

h. DoD Manual 5110.04-M-V1, 26 October 2010, Incorporating Change 1, 19 April 2017, "DoD Manual for Written Material: Correspondence Management"

i. DoD Manual 5110.04-M-V2, 26 October 2010, Incorporating Change 1, 19 April 2017, "DoD Manual for Written Material: Examples and Reference Material"

j. CNGB Instruction 5400.01, 17 August 2017, "National Guard Bureau Advisory Committee Management Program"

k. Federal Plain Language Guidelines, <www.plainlanguage.gov>, accessed 12 March 2018

l. DoD Instruction 4000.19, 25 April 2013, Incorporating Change 1, 30 November 2017, "Support Agreements"

m. DoD 5200.01 Series, "DoD Information Security Program"

PART II. RELATED

n. Joint Staff Guide 5711, 26 April 2013, "Editorial Guidance and Accepted Usage for Joint Staff Correspondence"

o. U.S. Government Publishing Office, current edition, "U.S. Government Printing Office Style Manual"

p. University of Chicago Press, current edition, "The Chicago Manual of Style"

q. Merriam-Webster Inc., current edition, "Merriam-Webster's Collegiate Dictionary"

r. Writing Style Guide and Preferred Usage for DoD Issuances, 23 August 2017

GLOSSARY

PART I. ACRONYMS

BLUF	Bottom line up front
CNGB	Chief of the National Guard Bureau
CNGBM	Chief of the National Guard Bureau Manual
DANG	Director of the Air National Guard
DARNG	Director of the Army National Guard
DoD	Department of Defense
GKO	Guard Knowledge Online
IAW	In accordance with
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
NG	National Guard
NGB	National Guard Bureau
NGBJS	National Guard Bureau Joint Staff
NGB-JACO-ExecSec-E	Executive Secretariat Editorial Branch
OCNGB	Office of the Chief of the National Guard Bureau
OSD	Office of the Secretary of Defense
TARC	Herbert R. Temple Jr. Army National Guard Readiness Center
VCNGB	Vice Chief of the National Guard Bureau

PART II. DEFINITIONS

Action Memorandum -- A type of memorandum used to request something specifically that requires approval or disapproval.

BLUF -- Bottom line up front; a one-sentence summary of a document's main purpose.

Charter -- See "National Guard Bureau Charter."

Chief of the National Guard Bureau -- Four-star general officer with administrative responsibility for the National Guard Bureau and the Army and Air National Guard, who is a member of the Joint Chiefs of Staff with specific responsibility to address matters in support of homeland defense and civil support missions. The Chief of the National Guard Bureau is a principal advisor to the Secretary of Defense through the Chairman of the Joint Chiefs of Staff on matters involving non-Federalized National Guard forces and other matters.

Chief of the National Guard Bureau Issuances -- Formal documents of record: instructions, manuals, and notices.

Courtesy Copy -- Used when personnel must receive an information copy of a memorandum or letter. When sending an information copy to an office, list the highest-ranking official responsible for distributing the copy. Do not use personal names in standard or action memoranda.

Footer -- In Microsoft Word, the bottom part of a page that is separated electronically from the main body of the document. Page numbers and overall classification levels are placed in the footer.

Formal Letter -- An official letter representing the sender's office. It communicates policy, direction, or other official military matters.

General Officers -- Brigadier generals, major generals, lieutenant generals, and generals in the Army and Air Force. Memoranda and letters signed by a general officer are date stamped and do not require a date line.

Header -- In Microsoft Word, the top part of a page that is separated electronically from the main body of the document. Letterhead, date lines, and overall classification levels are placed in the header.

Herbert R. Temple Jr. Army National Guard Readiness Center -- Headquarters of the Army National Guard and one of the office locations of the National Guard Bureau. Office of the Chief of the National Guard Bureau and National Guard Joint Staff signatories who are physically stationed at Herbert R. Temple Jr. Army National Guard Readiness Center are authorized to use Herbert R. Temple Jr. Army National Guard Readiness Center letterhead.

Jargon -- The technical terminology or characteristic idiom of a special activity, group, profession, or field of study.

Memorandum -- A type of document used for internal communication within the Department of Defense. The National Guard Bureau uses three types of memoranda: standard memoranda, action memoranda, and memoranda of agreement or understanding. Memoranda differ from letters in style, content, and purpose.

Memorandum of Agreement or Understanding -- A type of memorandum and the National Guard Bureau's primary form of documenting formal interagency agreements. If the National Guard Bureau prepares the document, National Guard Bureau style is used. If the partner agency prepares the document, then the partner agency uses its own formatting style. A memorandum of agreement defines the general areas of conditional agreement between two or more parties. For example, one party agrees to provide support if the other party provides the materials. A memorandum of understanding defines the

general areas of what each party plans to do, and what one party does may not depend on what the other party does.

National Guard Bureau Staff Elements -- Includes the Army and Air National Guard Directorates, and the Office of the Chief of the National Guard Bureau and the National Guard Bureau Joint Staff.

National Guard Bureau Charter -- A document authorizing the establishment and operation of an organization, such as a working group.

Pentagon -- Headquarters of the Department of Defense and one of the office locations of the National Guard Bureau. Office of the Chief of the National Guard Bureau and National Guard Bureau Joint Staff signatories who are physically stationed at the Pentagon are authorized to use Pentagon letterhead.

Personal Letter -- A personal letter conveys one-on-one familiarity with the recipient and represents the sender. It does not communicate policy.

Personal Name -- A proper name that identifies a person without the use of a rank, office position, or location.

Point of Contact -- The person identified in the document to whom the document sender directs questions regarding the subject matter.

Standard Memorandum -- A type of memorandum and the National Guard Bureau's primary form of internal communication.

Tasker or Task -- Any action assigned to an office of primary responsibility or action officer for completion.

"THROUGH" Line -- Used on a standard or action memorandum to record the listed official's approval when documentation is required in addition to the intra-agency Staff Summary Sheet. The "THROUGH" line must be initialed by the listed official before the memorandum can be submitted to the addressee.

Vice Chief of the National Guard Bureau -- Three-star general officer who reports directly to the Chief of the National Guard Bureau.