CHIEF OF THE NATIONAL GUARD BUREAU MANUAL

NATIONAL GUARD BUREAU MANUAL FOR WRITTEN MATERIAL

References: See Enclosure L.

1. <u>Purpose</u>. This manual provides procedural guidance for writing, preparing, formatting, and editing written material, routine correspondence, and other products developed and coordinated by NGB personnel in accordance with the references.

2. <u>Cancellation</u>. This manual cancels and replaces its previous version, Chief of the National Guard Bureau (CNGB) Manual 5051.01A, 24 May 2018, "National Guard Bureau Correspondence Manual," and CNGB Memorandum, "Change to National Guard Bureau Correspondence Font," 01 February 2021.

3. <u>Applicability</u>. This manual applies to all National Guard personnel who prepare NGB written material, correspondence, and other products.

4. <u>Procedures</u>. This manual is a guide for NGB personnel developing and coordinating NGB products. It provides formats, writing styles, and approaches used for supporting NGB organizations as they develop NGB internal documents, correspondence to outside agencies, and CNGB Issuances. This manual also provides samples and NGB editorial guidelines to assist NGB personnel in preparing daily internal and external communications.

   a. <u>General</u>. NGB personnel support the CNGB in formulating, developing, and coordinating all NGB policies, programs, and plans to implement the mission by using knowledge accumulated through research, experience, and coordination among all relevant NGB directorates and outside agencies.

      (1) NGB personnel must prepare written material of the highest quality by using clear, concise, and well-organized language to effectively communicate with intended audiences. NGB writing uses active voice in Standard English and avoids slang, jargon, excessive acronyms, colloquialisms, and clichés. All NGB personnel, regardless of military, civilian, or contractor status, must use this manual and the templates on the NGB Executive Secretariat "ExecSec" (NGB-ES) Guard Knowledge Network website at reference b to communicate this information. Service-specific exceptions exist in accordance with subparagraph e below.

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(2) Top quality written documents are particularly important to the NGB because written material is used most often to communicate with the States, Territories, the District of Columbia, Congress, the Department of Defense (DoD), the Joint Chiefs of Staff, the Services, other U.S. Agencies, and American citizens. This manual provides details that Action Officers must use to properly support NGB documentation.

(3) In addition to the writing guidance in this manual and its associated templates, NGB personnel will follow Federal Plain Language Guidelines at reference c, reference d, and in paragraph 5 in Enclosure B of this manual.

   b. <u>NGB-ES</u>. NGB-ES serves as the primary senior level Staff Action Control Office ensuring quality, timely, and relevant document staffing. "Staffing" is the process by which NGB-ES determines the appropriate office or group to assign an action, during which documents will be produced. NGB-ES documents are signed by the NGB Senior Leaders listed in Table 1, except for Service-specific tasks. NGB-ES also provides editing services through the NGB-ES Editors Branch (NGB-ES-E) to help ensure NGB written material is consistently of the highest quality.

NGB SENIOR LEADERS
• CNGB
• Vice CNGB (VCNGB)
• Senior Enlisted Advisor
• Director of the Army National Guard
• Director of the Air National Guard
• NGB Director of Staff (NGB-DS)

Table 1. NGB Senior Leaders

(1) NGB-ES-E supports CNGB expression, usage, punctuation, and capitalization by reviewing and ensuring all official documents adhere to the NGB writing style outlined in this manual.

(2) The VCNGB directly supports and monitors this effort. The NGB-DS oversees this process prior to submitting final versions of documents to the CNGB and the VCNGB. The Director of the Army National Guard and the Director of the Air National Guard oversee these processes for their personnel.

   c. <u>NGB Products</u>. Typical NGB products are memorandums, personal and formal letters, publications in the form of CNGB Issuances, NGB Charters, and other written material (see Table 2). Some NGB product templates are shown as figures in this manual. See Enclosure A through Enclosure K. Contact NGB-ES-E if a template cannot be located at reference b. NGB-ES-E will assist NGB personnel with creating new templates to meet emerging needs in accordance with this manual.

NGB PRODUCTS (Not an all-inclusive list)	
MEMORANDUMS	**CNGB ISSUANCES**
- Standard Memorandum - Award Memorandum - Action Memorandum - Appointment Memorandum - Exception to Policy - Conference Request - Travel Request - Memorandum for Record (MFR) - Memorandum of Agreement (MOA) - Memorandum of Understanding (MOU)	- CNGB Instruction - CNGB Manual - CNGB Directive-Type Memorandum - CNGB Cancellation Notice
	OTHER DOCUMENTS
	- NGB Charter - OSD Correspondence - Controlled Unclassified Information (CUI) Document - Custom Template - NGB Information Paper - NGB 5 x 8
LETTERS	
- Formal - Congressional or Governors - Personal	

Table 2. NGB Products

(1) <u>CNGB Issuances</u>. CNGB Issuances establish official NGB and NG policy and procedures in the form of a CNGB Instruction, CNGB Manual, CNGB Directive-Type Memorandum, or CNGB Cancellation Notice. NGB personnel must prepare all CNGB Issuances in accordance with reference e, this manual, and its associated templates at reference b.

(2) <u>MOA and MOU</u>. An MOA or an MOU is a formal interagency agreement, support agreement, or cooperative agreement that defines the rights and obligations of one party offering services or goods to another party, cosigned by both. MOAs and MOUs must adhere to the guidance in reference f, reference g, this manual, and its associated templates at reference b. See Enclosure E and Figures 9 and 10.

(3) <u>NGB Charters</u>. NGB Charters establish advisory committees or General Officer Advisory Councils. NGB Charters describe committees' or councils' subject, objectives, structure, membership, procedures, resourcing, and duration, and identify the proponent office or directorate. All charters issued for advisory committees or councils must adhere to the guidance in this manual and the template at reference b. See Enclosure H, Figure 15. NGB Advisory Committees that meet the criteria of reference h must adhere to the template as well.

(4) <u>OSD and Washington Headquarters Service Correspondence</u>. The NGB corresponds officially with OSD and Washington Headquarters Services. When communicating with these organizations, NGB personnel must prepare all correspondence addressed to any member of OSD or Washington Headquarters Service in accordance with reference i, reference j, reference k, this manual, and the templates at reference b. See Enclosure F for an example of an OSD memorandum template.

d. <u>Service-Specific Guidance</u>. NGB personnel preparing products for signature by any member of Headquarters, Department of Army; Headquarters United States Air Force; the Director of the Army National Guard; the Director of the Air National Guard; or their staff will abide by Service-specific requirements for correspondence and publications in accordance with reference l, reference m, reference n, and reference o.

e. <u>Security Classification Markings</u>. Security classification markings must follow guidance in accordance with reference p and reference q. Templates with CUI markings and the CUI designation indicator box are available at reference b.

f. <u>Other Guidance</u>. Use reference i, reference j, reference k, reference r, and reference s for instructions concerning 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 post office box number.

g. <u>Contact Information</u>. For templates, editorial guidance, and questions about anything in this manual or its associated templates, contact NGB-ES-E at 571-256-7332 or <ng.ncr.ngb-arng.mbx.ngb-execsec@army.mil> or <ng.ncr.ngb-arng.mbx.ngb-execsec-editors@army.mil>.

5. <u>Summary of Changes</u>. This manual contains updates to NGB-ES-E processes for editing, writing, preparing, and formatting NGB written material, routine correspondence, and other products developed and coordinated by NGB personnel. The font for NGB products has been officially changed from Bookman Old Style 12-point font to Arial 12-point font. Other updates include template adjustments and writing style enhancements.

6. <u>Releasability</u>. This manual is approved for public release; distribution is unlimited. It is available at <https://www.ngbpmc.ng.mil/>.

7. <u>Effective Date</u>. This manual is effective upon publication and must be reviewed by the Proponent/Office of Primary Responsibility (OPR) annually to ensure continued validity, and revised, reissued, canceled, or certified as current every ten years.

DARRIN E. SLATEN
Major General, USAF
Director of Staff, National Guard Bureau

Enclosures:

A -- NGB Executive Secretariat Editing Process
B -- General Writing Guidance
C -- Preparing NGB Memorandums
D -- Preparing NGB Letters
E -- NGB Memorandum Templates
F -- OSD Memorandum Template
G -- NGB Letter Template
H -- NGB Charter Template
I -- NGB and OSD Signature Blocks
J -- Distribution List Template
K -- Ready-For-Editors Checklist
L -- References
GL -- Glossary

ENCLOSURE A

NATIONAL GUARD BUREAU EXECUTIVE SECRETARIAT EDITING PROCESS

1. NGB-ES-E. NGB-ES-E provides NGB writing guidance and editing services by performing initial, intermediate, and final edits to documents through the electronic tasking system in accordance with the references, this manual, its associated templates, and the Staff Summary Sheet (SSS). See Figure 1 for the editing process. The SSS is the coordination sheet containing required contact information about the OPR. It also lists all Offices of Coordinating Responsibility (OCRs), the task purpose, and the final approval authority. OPRs work with Workflow Managers in NGB-ES to ensure their tasks are routed properly during coordination.

2. Editing. Editing is improving the format, style, language, organization, structure, and the readability of text in a document by making revisions, suggestions, and asking questions about content. This may include checking grammar, punctuation, spelling errors, and preparing the written material for publication or use by correcting, condensing, or otherwise modifying it in accordance with the references, this manual, and its associated templates at reference b.

3. Accepting and Rejecting Tasks. All OPRs should review the "Ready-For-Editors Checklist" in Enclosure K of this manual prior to submitting their task. All tasks must be routed to the editing team through the electronic tasking system box labeled "NGB-ExecSec." The OPR's Workflow Manager must ensure this step takes place. After NGB-ES-E receives a task, it is assessed for sufficient information, complete task instructions, correct template, and naming convention. The task will be rejected if it does not meet these requirements. If the task is accepted, the OPR must work with NGB-ES-E to adjudicate edits, comments, and questions.

    a. Task Evaluation. During each phase of editing, NGB-ES-E will evaluate the task instructions and Supporting Documents section in the electronic tasking system for TABs that require editing. NGB-ES-E applies edits using the track changes feature in Microsoft Word. TAB A is typically the document or product that requires editing. If there are multiple documents for editing, the instructions in the electronic tasking system, must explicitly convey the number of documents or products by labeling them TAB A1, TAB A2, and so forth.

    b. Adjudication. After receiving edits from NGB-ES-E, the OPR is required to adjudicate by accepting or rejecting the edits, answering all questions, and replying to suggestions and recommendations in the comments section of track changes.

        (1) Adjudication may take place as many times as necessary. This means the editing team and the OPR will go back and forth about adjustments to the document until an agreement is reached to ensure it follows the references, this manual, its associated templates, and meets the OPRs intent.

(2) As adjudication takes place, the document or product title must be adjusted to reflect where the document is in the process. For example, NGB-ES-E will upload a file labeled "TAB A - [Type and Title]_[DateSent]_edited." After adjudication, the OPR will upload their adjudicated document and label it "TAB A - [Type and Title]_[DateSentBackToNGB-ES-E]_ adjudicated" using only a hyphen, underscore, or a space and no other punctuation. This shows at-a-glance where the task is in the editing process.

(3) NGB-ES-E will sign the SSS if the product complies with NGB guidelines, and the task will be completed in the electronic tasking system.

4. Distribution. NGB-ES will distribute CNGB Issuances by publishing them on the unclassified Publications & Forms Library Website at reference t, according to their releasability and only after the approval authority has completed the SSS and signed the document. Other NGB memorandums, letters, charters, MOAs, MOUs and special documents will be published to an internal office SharePoint page at reference u. NGB-ES-E will prepare required documents for publishing.

5. DD Form 818-1 "DoD Issuance Coordination Response". OCRs are required to use the DD Form 818-1 "Comment Resolution Matrix," commonly referred to as "CRM," to record comments or concerns during coordination and to avoid version control problems. During adjudication, only the editing team and the OPR should make changes to the document. NGB-ES-E does not use DD Form 818-1, "Comment Resolution Matrix." Edits are completed using the track changes feature in Microsoft Word. See Figure 1 for the editing process.
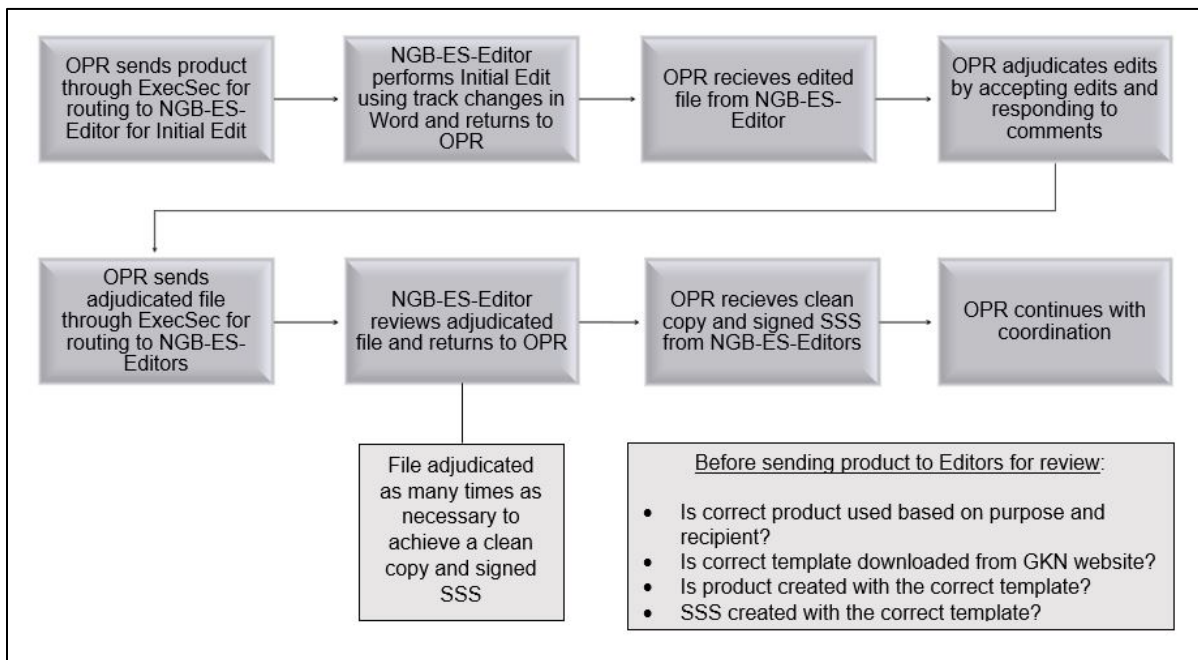

Figure 1. Editing Process Flowchart

ENCLOSURE B

GENERAL WRITING GUIDANCE

1. <u>General</u>. NGB written documentation is often drafted by someone other than the person who signs the document, so it is important to consider these guidelines in the context of both the sender and the recipient. All NGB personnel must apply the basic principles of clearly and concisely communicating essential information. NGB writing must not be so brief that it lacks clarity, or so wordy that it fails to convey an organized message.

    a. Preparation is the first step to good writing. By following this general writing guidance NGB personnel will be able to prepare top-quality written material.

    b. Always proofread your document using the "Ready-For-Editors Checklist" in Enclosure K and ask someone to proofread it for you as well. Use the spellcheck option in Microsoft Word to catch typographical errors. Do not turn spell check off.

2. <u>Content</u>. 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. The content, intended message, recipient, and organization of information will always determine the type of product for use.

Why?	Identify the purpose to compose an informative subject line and the Bottom Line Up Front (BLUF). (See subparagraph a.)
Who?	Identify the target audience to decide which product and writing style to use. (See subparagraph b.)
What?	Identify valuable pieces of information to logically organize content. (See subparagraph c.)
When?	Identify the timeline, if needed (Immediately or Effective Dates). (See subparagraph d.)
Where?	Identify where this is taking place or where readers need to go for more information. (See subparagraph e.)

Table 3. Five Questions About Content

    a. <u>BLUF</u>. NGB personnel must use a BLUF in documents. The BLUF is a one-sentence summary of the action or recommendation. A well-written BLUF conveys the most important information to the reader followed by additional supporting information. The BLUF should quickly answer who, what, when, where, and why. The BLUF is not background information or a statement; it is an action. See Table 4 for the placement of the BLUF in a product. See Table 5 for an example of a well-written BLUF.

- The BLUF is in the first sentence of a memorandum.

- The BLUF is in the first paragraph of a letter.

- The BLUF is in the purpose statement in CNGB Issuances, NGB Charters, and other products created by NGB personnel.

- Some NGB products may require strategic messaging intended to inform, influence, or persuade selected audiences in support of an objective. In this case, the BLUF would follow the strategic language.

Table 4. Placement of BLUF in NGB Products

Incorrect	Correct
"Information security is the responsibility of all our National Guard Soldiers and Airmen—most especially those who enjoy access to our Nation's most sensitive information and systems. By my statutory authority as Chief of the National Guard Bureau, I hereby extend this guidance to The Adjutants General and the Commanding General of the District of Columbia. In line with the reference, I direct compliance with the following actions immediately."	"As Chief of the National Guard Bureau, and in accordance with the reference, I direct immediate compliance with the following Safeguarding Classified National Security Information actions by [Day Month Year]."

Table 5. Example of a Well-written BLUF

   b. <u>Identifying the Purpose</u>. The purpose explains why the written material is being created. The purpose statement provides a concise summary of what the approving authority needs to do or why something exists; this is the BLUF. For example, requesting approval or disapproval, complying with a higher authority (OSD or DoD policy), acknowledging, or considering another action by an internal or external agency, responding to request for information, forming a committee or advisory board, creating support agreements, requesting travel, requesting an exception to policy, or creating policy and implementation guidance.

   c. <u>The Target Audience</u>. A target audience is a person or group of people the written material is intended to reach. Knowing your audience helps you make informed decisions about what you should include, how to arrange that information, and what supporting details are needed for the reader to understand. For example, 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 only by the recipient, or it might be published on a website and available to the public.

    d. <u>Valuable Pieces of Information</u>. Valuable pieces of information may include authority and facts to ensure written material is relevant and accurate for its purpose, complete, and targeted to the correct recipient. For example, a personal letter should convey appreciation or thanks by acknowledging the writer's relationship to the recipient; even though the recipient presumably knows this, this information will be included because the letter is official correspondence. A memorandum will typically present new information. Make sure the memorandum presents its message clearly in the appropriate tone to the recipient so that it is understandable by any audience who might read it.

    e. <u>Timelines, Effective Dates, and Additional Sources of Information</u>. Documents must clearly provide timeline information, such as when requested information is needed or the effective date of the action. Phrases like "effective immediately," "no later than," or "due on" may be used to convey this information. Additional sources of information may be added to support the BLUF by identifying websites, citing references, and attaching or enclosing information for the reader to access.

3. <u>Organization</u>. Organize content to convey the message clearly by keeping the purpose, target audience, and valuable pieces of information 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. <u>Writing Styles</u>. NGB writing aims to clearly communicate critical information concisely, keeping in mind page length requirements. NGB personnel may use directive style, informational style, or strategic style writing when preparing written material. All NGB products are formatted differently depending on their purpose. See Table 6 for NGB writing styles.

Directive Style	The writer commands the reader to do something.
Informational Style	The writer provides information to the reader.
Strategic Style	The writer will use language that informs, influences, or persuades selected audiences in support of an objective. In this case, the BLUF would follow the strategic language.

Table 6. NGB Writing Styles

5. <u>Plain Language</u>. 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. See Plain Language Guidelines at reference c and reference d.

    a. <u>Words that Deter the Flow of Information</u>. Avoid using newly coined words, terminology borrowed from other specialized fields, and parts of speech used abnormally that can interrupt the flow of information by forcing readers to pause to consider the meaning (see reference l).

    b. <u>Latin Abbreviations</u>. Do not use "e.g.," "i.e.," or "etc." Instead of "e.g.," use "for example," or "such as," instead of "i.e.," use "that is," and if you must use "etc." spell it out or end the list with "and other similar" or "and so on."

    c. <u>Abbreviations and Acronyms</u>. Abbreviations and acronyms must be used a minimum of three times in a document, or the words should be spelled out completely for each use. A word's first use and its appearance in the glossary do not count toward the three-use minimum. The first time that you use an abbreviation or an acronym in the text, create it by spelling out the whole word or phrase followed by the abbreviation or acronym enclosed 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." Use the two-letter United States Post Office abbreviations for States.

        (1) Use existing, accepted abbreviations and acronyms. If a standard abbreviation does not exist, then you may create your own. When possible, try to avoid creating acronyms that readers will have difficulty accepting because they are well-known or are a word, for example: "CAT, CPR, MAP, DUI, DOA, DAD, DOG, or MOM."

        (2) 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, "what would be most helpful to the reader?"

        (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)." If a possessive singular or plural noun does not end in an "s" add an apostrophe and an "s" (for example "citizen's" or "military's"). If a possessive ends in an "s", or an "s" sound like in Hernandez, an apostrophe without another "s" is correct.

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

        (5) Most military acronyms do not include periods and NGB products do not use acronyms that contain spaces, punctuation marks, slashes, or symbols. Exceptions to

this rule are NGB office symbols, which take the form of acronyms but often include hyphens (for example, NGB-ES).

6. <u>Use Strong Writing</u>. Avoid clichés, unnecessarily complicated words, words that are unclear or that have several meanings, and phrases that may be patronizing to the reader. Avoid describing numbers as "more than" or "over" a given amount; be exact. Be direct and concise (see Table 7). Delete phrases that might sound arrogant or disrespectful or replace them with a more appropriate phrase (see Table 8).

Complicated or Confusing	Clear and Simple
and/or	use "and" (for both) use "or" (for one)
about	approximately
advantageous	helpful
ameliorate	relieve
apprised, appraised	informed
as appropriate	if authorized
battle rhythm	daily activity or routine
cognizant	aware
commence	begin or start
conduct	guide or profile
construct	create or establish
comprised by	composed of
currency	validity or timeliness
deleterious	harmful
delineated	outlined or listed
depicted	shown
disclose	show
due outs	supplies not yet received or meeting minutes or requested information not yet provided
endeavor	try
engagement	meeting or actual event
erroneous	wrong
equities	interests
execute	spend, perform, achieve, or accomplish
expeditious	fast
Equities	interest in or stakeholder

facilitate	ease or help
inception	start or beginning
impacting	affecting or making a difference
implement	carry out
invites	appoints
issue	publish or broadcast
"issues"	specify the actual matters, topics, or problems
liaise	coordinate, go between, interact with
its	(belonging to it)
it's	(it is)
nearly	very close to, almost
nexus	link, connection, cause, center, or focus
no later than	by
over	"more than" unless you mean above
pertaining to	about
phenomena	conditions
preclude	prevent
prescribed	written, dictated, or outlines
promulgate	publish or issued
pursuant to	in accordance with
purview	attention or awareness
"reaching out"	contact, call, or communicate with
remuneration	reward or payment
robust	strong
scheme	idea or plan
shall	Use "may" if an action is optional
shall	Use "will" or "must" if an action is required
stand up or stood up	establish or create
subsequently	after or later
substantive	significant or large
supersedes	"cancels and replaces"
their	(belonging to them)
there	(location)
they're	(they are)

to	(expresses motion or approaching)
too	(to a higher degree, more than)
two	(one plus one)
under	less than or below
up to	replace with actual, verifiable number or use "more than"
utilize	use
validate	confirm
via	through or using
with regard to	regarding
your	(belonging to you)
you're	(you are)

Table 7. Complicated or Confusing Words and Alternatives

What is Written	What it Means
"It is obvious that"	"You are stupid if you don't know this"
"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 should already know"

Table 8. Delete or Replace Patronizing Phrases

a. <u>Wordiness</u>. Always write succinctly and get to the point quickly. If the following phrases or sentences appear, eliminate the wordiness (see Table 9).

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.
As a matter of fact, the car is parked properly.	The car is parked.
The orders are, in fact, ready for signature.	The orders are ready for signature.

Table 9. Be Concise

b. Active Voice and Passive Voice. Use active voice, not passive voice, because it makes the precise meaning clear. In the active voice, the subject is performing an action. Active voice says who does what. The passive voice says that an action happened to someone or something, without identifying who performed the action. In the examples in Table 10, the doer of the action can be added to the sentence to make it active voice.

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

Table 10. Use Active Voice in Sentences

7. 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 11.)

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 11. Parallel Structure

8. Capitalization, and Shortened Words.

    a. Capitalization. Capitalize words accurately, as defined in the document or in the dictionary, in accordance with reference o and this manual. Always capitalize the first word in a sentence and all principal words in a Subject line. Capitalize all words in titles of CNGB Issuances and NGB Charters.

        (1) Capitalize articles, conjunctions, and prepositions only if they are the first word in the title (for example, "The Title of a Document"). Always capitalize "The" as part of the title for The Adjutant General or The Adjutants General. Articles, conjunctions, and prepositions of four or fewer letters should be lowercase: for example, *a, an, the, at, by, for, in, of, to, and, as, but, if, or,* and *nor*.

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

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

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

(5) Capitalize "State" when it refers to one of the United States and capitalize "Territories" when it refers to United States Territories and possessions.

(6) Lowercase "fiscal year" if there is no year. Abbreviate the year once "fiscal year" has been created for use as an acronym (see Table 12) but only when there is a two-digit year following it.

Incorrect	Correct
General Officer	general officer
Fiscal Year	Fiscal Year 2023
FY 2023	FY23
senior executive service	Senior Executive Service
Service Member	Service member
Service Members and their Families	Service members and their families
state	State
"the 54"	Only acceptable in conversation or a speech, not in official writing
the states and territories	the States, Territories, and the District of Columbia
the Adjutant Generals	The Adjutants General

Table 12. Capitalization

b. 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 one 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. <u>Fractions</u>. Always spell out simple fractions using hyphens (for example, "three-fourths"). 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).

    d. <u>Decimals</u>. 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. <u>Commas</u>. Use commas with numbers of four or more digits. Use the serial or "Oxford" comma before "and" or "or" when listing three or more items. Commas in dates are covered in the next paragraph. When inserting a position title, spell the position title all the way out with no commas. A comma only appears in the signature block for a title position or in "Headquarters, Department of the Army."

    f. <u>Dates</u>. Write the date as "Day Month Year" for memorandums: 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 have a zero. Always use a comma after writing the year unless the year is followed by a period, semicolon, or question mark. No date is needed for general officers as their correspondence will be date stamped on the day it is signed.

ENCLOSURE C

PREPARING NATIONAL GUARD BUREAU MEMORANDUMS

1. <u>When to Use a Memorandum</u>. A memorandum is used for correspondence within the NGB, NG, and other Federal, State, local, public, and private agencies. NGB personnel should use a memorandum when replying to a memorandum, to convey direction, or for other official military matters. Memorandums are typically used to enforce policy requirements, provide general implementation guidance, appoint personnel to a position or board, and request travel and exceptions to policy. See Enclosure E for NGB memorandum template examples. See Enclosure F for an OSD memorandum template and reference b.

   a. <u>All Memorandums</u>. All NGB personnel must use the approved templates at reference b. Proofread your document using the "Ready-For-Editors Checklist" in Enclosure K or ask someone to proofread it for you. Use the "Spelling and Grammar" button in Microsoft Word's "Review" section to catch errors. <u>Do not</u> turn spell check off.

   b. <u>Standard Memorandum</u>. Use a standard memorandum when replying to a standard memorandum or when issuing routine correspondence. Memorandums are limited to one-page before the signature block. Supporting information should be included in the paragraph following the BLUF, or as subparagraphs in the body of the memorandum. If the information exceeds the one-page length limit, additional information must be included in attachments.

   c. <u>Action Memorandum</u>. Use an action memorandum when requesting approval for an action (for example, conference requests, temporary duty requests, or travel requests). Action memorandums do not have attachments.

   d. <u>MFR</u>. An MFR is a memorandum without an addressee. The "FOR" line is formatted as "MEMORANDUM FOR RECORD." The body of an MFR is formatted like a standard memorandum.

   e. <u>MOAs or MOUs</u>. Use an MOA or an MOU to document formal interagency agreements, support agreements, or cooperative agreements. If NGB is the First Party, the MOA will be on NGB letterhead and the NGB signature block will be on the left side with the other party on the right. If NGB is the Second Party, it will not be on NGB letterhead and the signature for the NGB representative will appear on the right.

      (1) <u>MOA</u>. An MOA is used to document a single reimbursable purchase, nonrecurring reimbursable support, or non-reimbursable support. An MOA is used to document agreed upon terms and responsibilities for two or more parties. MOAs must adhere to the guidance in reference f, this manual, and its associated templates located at reference b.

(2) <u>MOU</u>. An MOU is used to document a general understanding between two or more parties that does not involve reimbursement. MOUs must adhere to the guidance in reference f, this manual, and its associated templates located at reference b.

2. <u>Memorandum Writing Style</u>. The directive writing style is used when writing memorandums. Write the BLUF in the first sentence.

    a. Use command language, stating "will" and "must" to indicate mandatory actions. Use "may" to indicate optional actions.

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

    c. See Enclosure B for more guidance on general content requirements.

3. <u>Preparing Standard Memorandums</u>. NGB personnel must use the approved templates at reference b and this manual.

    a. <u>Letterhead</u>. Two letterheads are approved for use that display the Pentagon address and the 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 at reference b.

    b. <u>Letterhead Type</u>. The physical location of the person signing a document determines the type of letterhead for use. When preparing a memorandum for signature by:

    (1) The CNGB, the VCNGB, the NGB-DS, or any other NGB general officer, Senior Executive Service member, or NGB personnel assigned to the Pentagon, use NGB Pentagon letterhead.

    (2) Office of the CNGB or NGB Joint Staff signatories physically stationed at the Pentagon, use NGB Pentagon letterhead.

    (3) Office of the CNGB or NGB Joint Staff signatories physically stationed at TARC, use TARC letterhead.

    c. <u>Font</u>. Use Arial 12-point font. Do not change the font size or style.

    d. <u>Spacing</u>. Use the templates for correct spacing. Ensure the pilcrow "¶" is turned on in the Microsoft Word "Home" section. This will allow you to see if the spacing is correct.

(1) Line Spacing. Use single-spaced lines.

(2) Punctuation Spacing. Use two spaces after colons, periods, and end punctuation. Also use two spaces after parentheses in reference letters in memorandums and the numbers of paragraph numbers, Tables, and Figures.

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

f. Paragraph Hierarchy. Number paragraphs. Use lowercase letters for subparagraphs. Use parenthetical numbers and letters for further subordinated paragraphs (see Figure 2). After a. through z. have been exhausted you can continue with aa. through zz. If you get to aaa. you may want to consult NGB-ES-E for an alternative or reorganize your content. Use the templates at reference b.
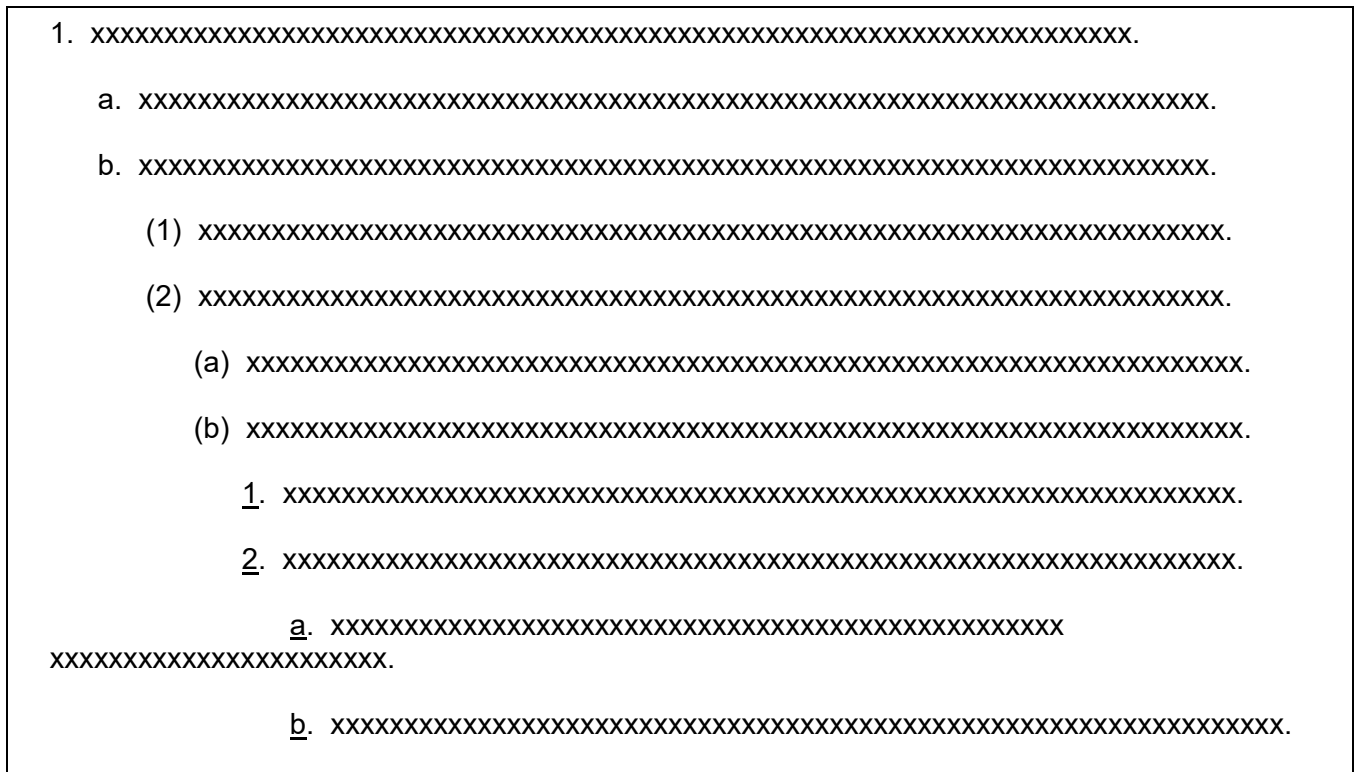
---

1. xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx.

   a. xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx.

   b. xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx.

     (1) xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx.

     (2) xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx.

       (a) xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx.

       (b) xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx.

         <u>1</u>. xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx.

         <u>2</u>. xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx.

           <u>a</u>. xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx
xxxxxxxxxxxxxxxxxxxxxxxxx.

           <u>b</u>. xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx.

Figure 2. Paragraph Hierarchy

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g. Page Numbering. The first page is not numbered. All other pages must include the page number in the footer, centered, 0.5 inch from the bottom of the page in Arial 12-point font. If the document requires classification markings, use the templates at reference b. If the document requires classification markings higher than CUI, replace CUI with the appropriate classification marking.

h. Date Line. A memorandum for general officer or Senior Executive Service signature is date stamped at the time of approval, so it does not require a date line. For all other signatories, the date is on the first line of the page, at the right margin, in Day

Month Year format (for example, 13 May 2024, and if a single-digit day place a zero in front to make two digits) followed by one line of space before the FOR line. Use the appropriate template from the website at reference b.

    i. <u>Addressee FOR Line</u>. The FOR line is the first line of text on all memorandums being signed by a general officer or Senior Executive Service member. Use the appropriate approved templates based on the signature authority at reference b.

      (1) Use ALL CAPS and type "MEMORANDUM FOR" followed by the full spelling of the addressee's title. Do not use office symbols. Position titles do not typically change but the person in the position does. This way the document should always reach the intended recipient.

      (2) 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.

      (3) Use "ATTN:" on the line beneath the "MEMORANDUM FOR" if a specific person is required.

    j. <u>Multiple Addressees</u>. List multiple addressees on separate succeeding lines. If the number of addressees is more than half of a page or will cause the memorandum to exceed the one-page length limit, then type in all capital letters "MEMORANDUM FOR SEE DISTRIBUTION." On the next page (page 2), use all capital letters and type a list of recipients, starting with "DISTRIBUTION:" followed by the full spelling of the addressees' titles. See Enclosure E, Figure 11.

      (1) If an addressee's title is longer than one line, 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.

      (2) If the memorandum is for all "NGB Personnel" or "NG Personnel" then use "MEMORANDUM FOR ALL NATIONAL GUARD BUREAU PERSONNEL" instead of a distribution list.

    k. <u>"THROUGH" Line</u>. "THROUGH" lines should generally not be used unless specifically required by law or policy. Otherwise, coordination on the SSS will serve as an indication of approval. If necessary, use all capital letters and type "THROUGH" below one blank line after the addressee line, and then the full spelling of the official's title. Use the templates at reference b.

    l. <u>"Subject:" Line</u>. The subject line in a memorandum should always match the BLUF in the first sentence in a memorandum. This provides consistent information for the reader. The subject line "Subject:" appears one line below the blank line after the addressee line. The subject line 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, 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 should be no longer than two lines unless necessary. Do not use acronyms, abbreviations, or office symbols in the subject line. Use the templates at reference b.

    m. <u>References</u>. References help support the BLUF in a memorandum. Reference a is always used to cite the authority for which the memorandum is being created. The "Reference:" or "References:" section appears one line below the blank line after the subject line, followed by the document's originating office and type, its title, and its date (see Figure 3, Figure 4, Figure 5). References are identified as "(a)," "(b)," and so on, in the reference section in the order they appear in the document.

      (1) If references are referred to within the body of a memorandum, they are referenced by letter without parentheses, not title and date. If there is only a single reference, refer to it as "the reference."

      (2) Insert references as "Attachment 1" if listing them in the Reference section pushes the text of the document including the signature block onto the second page. The Reference section should not exceed one half of the page. Typically, if its five or more, or unless the body of the document is small, list them in an attachment.

      (3) You may abbreviate the originating office in the Reference section the if listing them in the References section pushes the text of the document including the signature block onto the second page.

Subject: Formatting a Single Reference in a Memorandum

Reference: CNGB Instruction 0000.00, "National Guard Bureau Staff Actions,"
            Day Month Year

Figure 3. Single Reference Format

Subject: Formatting Multiple References in a Memorandum

References: (a) CNGB Instruction 0000.00, "Title," [Day Month Year]
              (b) Secretary of Defense Memorandum, "Title," [Day Month Year]
*abbreviated (c) SecDef Memo, "Title," [Day Month Year]

Figure 4. Multiple References Format

Subject: Formatting Office of the Secretary of Defense References

References: (a) CNGB Instruction 0000.00, "Title," [Month Day Year]
              (b) Secretary of Defense Memorandum, "This Is a Sample
                  Memorandum Title," [Month Day Year]

Figure 5. OSD Reference Format

n. <u>Body of the Text</u>. Use the templates located at reference b.

(1) The body text begins one blank line after the subject line or, if necessary, after the references, beginning with the number 1. Additional paragraphs may be used before the final paragraph.

(2) The final paragraph is reserved for the point of contact, typed in the following order separated by semicolons: [Rank], first and last name; office symbol; and telephone number (see Figure 6).

(3) For military personnel, include the rank and use the full spelling not an abbreviation of the rank. For civilians, use the abbreviated "Mr.," "Ms.," "Mrs.," or "Dr."

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

Figure 6. NGB Point of Contact Line

o. <u>Signature Block</u>. 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 according to the template. Do not use office symbols. 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 I for proper formatting of signature blocks and use the templates at reference b.

(1) <u>Military Signatures</u>. 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 upper and lowercase and the full spelling. When the document is being signed by two military personnel the higher-ranking signature block will be on the right side.

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

p. <u>Attachments</u>. 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 including the attachment's title or by saying that there is an attachment(s) with additional information. An example is in Enclosure E, Figure 11.

(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 the next 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 beginning with 1, and so on. The templates at reference b include memorandums with an attachment section.

(3) If a distribution list is used, the attachment will begin on the next page after the distribution list. If the references are used as an attachment and a distribution list is used, the references will be the first attachment. An example of a distribution page is in Enclosure J.

(4) Label each attachment at the top of the page, "ATTACHMENT" if there is only one or "ATTACHMENT 1," "ATTACHMENT 2," and so on, for multiple attachments.

q. Courtesy Copies. If courtesy copies are used, it will appear as "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. When sending an information copy to an office, list the highest-ranking official responsible for distributing the copy.

4. Preparing an Action Memorandum. Use an action memorandum when seeking approval (for example, a conference request or temporary duty request). See Enclosure E, Figure 8. Follow instructions for standard memorandums with the following exceptions:

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

b. Page Length. Action memorandums have a one-page length limit, and the page is not numbered.

c. "FROM:" Line. The "FROM" line appears one blank line after the "FOR" line. Use all capital letters 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.

d. "Subject:" Line. The "Subject: " appears one blank line after the "FROM: " line.

e. References. If references are necessary, include them by title and number in the body of the memorandum. Do not include a reference list in the beginning of the document. (This applies to standard memorandums only.)

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

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

h. "APPROVE," "EXEMPT," "DISAPPROVE," and "COMMENT" Lines. These lines appear after two blank lines under the "RECOMMENDATION" line. Each is separated by one blank line starting with the "APPROVE" line.

i. Attachments. Do not list attachments.

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

5. Preparing MOAs or MOUs. Prepare MOAs and MOUs in accordance with reference f and reference g. Align signature blocks side by side with the First Party's signature block on the left-hand side and the Second Party's signature on the right. Do not courtesy copy MOAs and MOUs. See Enclosure E, Figure 9 and Figure 10, and use the templates at reference b.

ENCLOSURE D

PREPARING NATIONAL GUARD BUREAU LETTERS

1. <u>When to Use a Letter</u>. NGB personnel use letters for correspondence with individuals inside and 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. See the examples in Enclosure G and use the templates at reference b.

    a. <u>All Letters</u>. Use the approved templates located 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 "Ready-For-Editors Checklist" located in Enclosure K.

    b. <u>Formal Letters</u>. Use formal letters to convey direction or official military matters.

    c. <u>Personal Letters</u>. 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 when to use a personal letter are communicating with a relative, social acquaintance, former colleague, former mentor, or for condolences.

    d. <u>Star Notes</u>. A star note is from a general officer and printed on 7-inch by 8.5-inch card stock. General officers use star notes for brief personal replies or to convey congratulations, appreciation, welcome, regrets, or the like. Use Arial 12-point font in star notes.

    e. <u>Open Letters</u>. Open letters follow the format of a standard letter without a mailing address or a greeting line. Usually, the title of the letter is centered in bold letters and addressed to a wide audience, such as "Letter to all Soldiers and Airmen" or "Letter to All National Guard Members," and covers general topics or concerns like cultural awareness, holiday observances and safety and security, or other events.

2. <u>Letter Writing Style</u>. Letters use the informational writing style. In a letter, provide 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 the sender and the recipient.

3. <u>Preparing Letters</u>. NGB personnel must use the approved templates at reference b and this manual. Read the original document, if possible, to determine the relationship between the sender and the recipient. Use this to create your content. See Enclosure B. Proofread your document using the "Ready-For-Editors Checklist" in Enclosure K or ask someone to proofread it for you. Use the spellcheck option in Microsoft Word to catch typographical errors. Do not turn spell check off.

    a. <u>Letterhead</u>. NGB uses two types of letterhead:

      (1) <u>NGB Pentagon Letterhead</u>. Signatories physically stationed at the Pentagon must use the letterhead that displays the Pentagon address.

      (2) <u>NGB TARC Letterhead</u>. Signatories physically stationed at TARC must use the letterhead that displays the TARC address.

    b. <u>Font</u>. All letters use Arial 12-point font except OSD letters. Personal letters are printed on card stock. Do not change the font size.

    c. <u>Spacing</u>.

      (1) <u>Line Spacing</u>. Use single-spaced lines in all letters. There is one blank line of space after the address, after the greeting, between paragraphs, and after the last paragraph. There are four blank lines of space after the complimentary close. There is 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) <u>Punctuation Spacing</u>. Use two spaces after the end of a sentence. Place two spaces after a period, colon, or end punctuation.

    d. <u>Indentation</u>. The text is aligned to the left. Indent only the first sentence of each paragraph, by 0.5 inch. Indent the complimentary close to the middle of the page, at the 3.2 Tab stop. Indent the signature block to the middle of the page, at the 3.2 Tab stop on the document ruler.

    e. <u>Recipient's Name</u>.

      (1) <u>Official Letters (Formal or Personal)</u>. 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," which is typically used in Congressional letters.

      (2) <u>Star Notes</u>. 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. If the recipient has an office or organization, use the second line.

f. 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. Two spaces after the State abbreviation type the ZIP Code. Use the templates at reference b.

g. Greeting. Begin the greeting with "Dear [Last Name]:" followed by a colon. For military recipients, type the recipient's rank using the full spelling. For civilian recipients, type "Mr.," "Ms.," "Mrs.," or "Dr." Use titles, such as "Senator," "Congresswoman," or "Governor" when appropriate.

h. Body. Address the purpose of the letter in the first paragraph using a BLUF. 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, 2023, regarding the implementation plan for outsourcing recreational equipment."

i. Complimentary Close. The standard complimentary close for an official or personal letter is "Sincerely," typed below one blank line after the body. The signature block aligns left according to the template.

j. Signature Block. Do not include the sender's title for letters printed on card stock. When the document is being signed by two military personnel the higher-ranking signature block will be on the right side. Add requirement to use upper and lowercase letters in signature blocks.

k. Enclosures. If there are enclosures, type "Enclosure:" or "Enclosures:" below one blank line after the signature block, at the left margin. Identify the enclosures in the text and type "As stated" on a separate succeeding line after "Enclosure(s)." There are no acronyms or abbreviations in the title of an enclosure.

l. 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 lines. Use abbreviations if they are helpful. Do not list addresses and personal names for courtesy copies.

ENCLOSURE E

NATIONAL GUARD BUREAU MEMORANDUM TEMPLATES

NATIONAL GUARD BUREAU
1636 DEFENSE PENTAGON
WASHINGTON DC 20301-1636

MEMORANDUM FOR [ADDRESSEE'S TITLE ALL CAPS]

Subject: [Do not use acronyms or place a period at the end of the subject line. Limit subject line to two lines of space.]

References: (a) [Abbreviated Originating Agency] [Document Type], "[Document Title]," [day Month year]
(b) [Abbreviated Originating Agency] [Document Type], "[Document Title]," [day Month year]

1. [State the bottom line up front (BLUF) in the first sentence or paragraph. Cite a reference(s) to support the BLUF. Memorandum page limit is one page.]

2. [If your information exceeds the one page limit requirement, state additional information in an attachment(s). If an attachment(s) is used, state the name of the attachment(s) in the body of the memorandum. Do not use bullets.]

3. [The point of contact line is always the last paragraph in a memorandum. "Point of contact is [Rank, Mr., or Ms.] [First and Last Name]; [OFFICE SYMBOL/(Spell out office symbol if memorandum is intended for an external agency/office]; [phone number written as XXX-XXX-XXXX].

[FIRST AND LAST NAME]
[Rank, USA or USAF]
[Title], National Guard Bureau

Attachment[s]:
As stated

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

Figure 7. NGB General Officer Memorandum Template

NATIONAL GUARD BUREAU
1636 DEFENSE PENTAGON
WASHINGTON DC 20301-1636

MEMORANDUM FOR [ADDRESSEE'S TITLE]

FROM: [TITLE OF SENDER]

Subject: [The memorandum subject goes here. If it is longer than one line of text, then indent the line to align with the first letter of the beginning of the subject.]

1. Request [Addressee] [approval of] [disapproval of] [This paragraph will change depending on if the request is a conference, travel, or other request. See specific templates on GKN. This information should be brief and the memorandum must not exceed the one-page limit].

2. [Each paragraph is numbered in the body of the memorandum with two spaces after the number. [This information will change depending on if the request is a conference, travel, or other request].

3. Point of contact is [Rank] [First Name] [Last Name]; [Office Symbol]; [Telephone Number entered as XXX-XXX-XXXX]. [The point of contact is always the last paragraph before the recommendation line].

RECOMMENDATION: [Addressee] approve or disapprove. [This line is not numbered like the other paragraphs].

APPROVE: _____

DISAPPROVE: _____

COMMENT: _____

Figure 8. Action Memorandum Template

NATIONAL GUARD BUREAU
1636 DEFENSE PENTAGON
WASHINGTON DC 20301-1636

MEMORANDUM OF UNDERSTANDING
BETWEEN
THE NATIONAL GUARD BUREAU (NGB)
AND
THE [SECOND PARTY (AND ACRONYM)]
FOR
[INSERT SUBJECT]

This is a Memorandum of Understanding (MOU) between the NGB and the [second Party (if the Second Party is a non-governmental entity, include its address)]. These are referred to collectively as the "Parties."

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

2. AUTHORITIES. [List the authorities that generated the need for the agreement. Do not remove the authority in 2.1.]

    2.1. Department of Defense Instruction 4000.19, "Support Agreements," 16 December 2020.

    2.2. [State any other legal or significant authority that authorizes any actions associated with this MOU.]

3. PURPOSE. [State the purpose of the MOU here. Always use this paragraph.]

4. UNDERSTANDINGS OF THE PARTIES:

    4.1. The NGB will:

        4.1.1. [Insert as many intentions as desirable.]

    4.2. The [second Party] will:

        4.2.1. [Insert as many intentions as desirable.]

5. 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.

6. GENERAL PROVISIONS.

Figure 9. MOU Template

6.1. POINTS OF CONTACT. The following points of contact will be used by the Parties to communicate matters concerning this MOU. Each Party may change its POC upon reasonable notice to the other Party.

6.1.1. For the NGB—
6.1.1.1. Primary: [Name, Job Title, Office Symbol, Telephone number, and e-mail of Primary POC.]
6.1.1.2. Alternate:

6.1.2. For the [second Party]—
6.1.2.1. Primary: [Name, Job Title, Office Symbol, telephone number, and e-mail of Primary POC.]
6.1.2.2. Alternate:

6.2. CORRESPONDENCE. All correspondence and notices given regarding this MOU will be addressed, if to the NGB, to—

6.2.1. [Insert mailing address and e-mail address.]

and, if to the [second Party], to:

6.2.2. [Insert mailing address and e-mail address.]

6.3. FUNDS AND MANPOWER. This MOU does not document or provide for the exchange of funds or manpower between the Parties, nor does it make any commitment of funds or resources. No provision in this MOU will be interpreted to require obligation or payment of funds.

6.4. 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.

6.5. 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.

6.6. TERMINATION OF UNDERSTANDING. This MOU may be terminated in writing at will by either Party.

6.7. TRANSFERABILITY. This MOU is not transferable except with the written consent of the Parties.

6.8. ENTIRE UNDERSTANDING. It is expressly understood and agreed that this MOU embodies the entire understanding between the Parties regarding the MOU's

2

Figure 9 continued. MOU Second Page Template

subject matter, thereby superseding all prior understandings of the Parties with respect to such subject matter.

    6.9. EFFECTIVE DATE. This MOU takes effect beginning on the day after the last Party signs and will remain in effect unless terminated by either Party.

    6.10. EXPIRATION DATE. This MOU expires on [insert date].

    6.11. 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], and effective date of [fill in effective date of previous MOU].

    6.12. NO THIRD PARTY BENEFICIARIES. Nothing in this MOU, express or implied, is intended to give to, or will be construed to confer upon, any person not a party any remedy or claim under or by reason of this MOU and this MOU will be for the sole and exclusive benefit of the Parties.

7. LIST OF ATTACHMENTS. [List attachment(s) or write "None."]

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

_____   _____
[Name for NGB]   [Name for second Party]
[Rank, BRANCH ACRONYM]   [Rank, BRANCH ACRONYM]
[Title]   [Title]

Date _____   Date _____

Mid-Point Review Due Date: _____[Enter date mid-point review due]

Mid-Point Review completed by: _____
                                      [Signature and Name of Reviewer]

3

Figure 9 continued. MOU Final Page Template

NATIONAL GUARD BUREAU
1636 DEFENSE PENTAGON
WASHINGTON DC 20301-1636

MEMORANDUM OF AGREEMENT
BETWEEN
THE NATIONAL GUARD BUREAU (NGB)
AND
THE [SECOND PARTY (AND ACRONYM)]
FOR
[INSERT SUBJECT]

This is a Memorandum of Agreement (MOA) between the NGB and the [second Party]. These are referred to collectively as the "Parties."

1. BACKGROUND. [If there is a need to discuss background, do so here. Normally, there is no need to discuss the background or provide justification for the MOA.]

2. AUTHORITIES. [List the authorities that generated the need for the agreement. Do not remove the authority in 2.1.]

    2.1. Department of Defense Instruction 4000.19, "Support Agreements," 16 December 2020.

    2.2. [State any other legal authority upon which the reimbursable MOA is based, such as the Economy Act, or any other legal or significant authority that authorizes any such actions associated with this MOA.

3. PURPOSE AND SCOPE. [State the purpose and the scope of the MOA here. Always use this paragraph.]

4. RESPONSIBILITIES OF THE PARTIES.

    4.1. The NGB will:

        4.1.1. [Insert as many responsibilities as necessary but ensure all the specific requirements of the Party are listed.]

    4.2. The [second Party] will:

        4.2.1. [Insert as many responsibilities as necessary but ensure all the specific requirements of the Party are listed.]

    4.3. Both Parties will:

        4.3.1. [Insert as many responsibilities as necessary but ensure that they apply to both Parties.]

Figure 10. MOA Template

5. 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.

6. GENERAL PROVISIONS.

6.1. POINTS OF CONTACT. The following points of contact (POC) will be used by the Parties to communicate matters concerning this MOA. Each Party may change its POC upon reasonable notice to the other Party.

6.1.1. For the NGB—
6.1.1.1. [Name, Job Title, Office Symbol, telephone number, and e-mail of Primary POC.]
6.1.1.2. [Job Title and phone number of Alternate POC.]

6.1.2. For the [second Party]—
6.1.2.1. [Name, Job Title, Office Symbol, and telephone number, and e-mail of Primary POC.]
6.1.2.2. [Job Title and phone number of Alternate POC.]

6.2. CORRESPONDENCE. All correspondence and notices given regarding this MOA will be addressed, if to the NGB, to:

6.2.1. [Insert mailing address and e-mail address].

and, if to the [second Party], to:

6.2.2. [Insert mailing address and e-mail address].

or as may from time to time otherwise be directed by the Parties.

6.3. REVIEW OF AGREEMENT. This MOA will be reviewed annually on or around the anniversary of its effective date for financial impacts and triennially in its entirety.

6.4. MODIFICATION OF AGREEMENT. This MOA may only be modified by the written agreement of the Parties, duly signed by their authorized representatives.

6.5. DISPUTES. Any disputes relating to this MOA will, subject to any applicable law, Executive order, directive, or instruction, be resolved by consultation between the Parties.

6.6. TERMINATION OF AGREEMENT. This MOA may be terminated by either Party by giving at least 180 days' [for MOAs involving reimbursement; use any appropriate number of days for MOAs not involving reimbursement] written notice to the other Party. The MOA may also be terminated at any time upon the mutual written consent of the Parties.

2

Figure 10 continued. MOA Second Page Template

6.7. TRANSFERABILITY. This MOA is not transferable except with the written consent of the Parties.

6.8. ENTIRE AGREEMENT. It is expressly understood and agreed that this MOA embodies the entire agreement between the Parties regarding the MOA's subject matter, thereby merging and superseding all prior agreements and representations by the Parties with respect to such subject matter.

6.9. EFFECTIVE DATE. This MOA takes effect beginning on the day after the last Party signs.

6.10. EXPIRATION DATE. This Agreement expires on [insert date].

6.11. CANCELLATION OF OR MODIFICATION OF PREVIOUS AGREEMENT. [Use only when needed to cancel or modify a previous MOA] This MOA cancels and supersedes the previously signed MOA between the same Parties with the subject [fill in subject], [insert Agreement number (if applicable)], and effective date of [fill in effective date of previous MOA].

6.12 NO THIRD PARTY BENEFICIARIES. Nothing in this MOA, express or implied, is intended to give to, or will be construed to confer upon, any person or entity not a party any remedy or claim under or by reason of this MOA and this MOA will be for the sole and exclusive benefit of the Parties.

6.13. SEVERABILITY. If any term, provision, or condition of this MOA is held to be invalid, void, or unenforceable by a governmental authority and such holding is not or cannot be appealed further, then such invalid, void, or unenforceable term, provision, or condition shall be deemed severed from this MOA and all remaining terms, provisions, and conditions of this MOA will continue in full force and effect. The Parties will endeavor in good faith to replace such invalid, void, or unenforceable term, provision, or condition with valid and enforceable terms, provisions, or conditions which achieve the purpose intended by the Parties to the greatest extent permitted by law.

6.14. OTHER FEDERAL AGENCIES. This MOA does not bind any Federal agency, other than the Parties, nor waive required compliance with any law or regulation.

7. FINANCIAL DETAILS. [Include Attachment A in all reimbursable MOAs; if the MOA is not reimbursable add, "This MOA does not provide for reimbursement between the Parties"]:

7.1. AVAILABILITY OF FUNDS. This MOA does not document the obligation of funds between the Parties. Any obligation of funds in support of this MOA will be accomplished using a Military Interdepartmental Purchase Request, DD Form 448 [or equivalent form if with another Federal agency]. The obligation of funds by the Parties is subject to the availability of appropriated funds pursuant to the DoD Financial Management Regulation.

3

Figure 10 continued. MOA Third Page Template

7.2. BILLING. The NGB will bill the [second Party] on a monthly basis in accordance with the procedures of the billing party. A record of the transaction will be sent to the [second Party] within 30 days after the month in which the transaction occurred.

7.3. PAYMENT OF BILLS. The [second Party] paying office will forward payments, along with a copy of billed invoices, to the NGB within 30 calendar days of the date of invoice. Bills rendered will not be subject to audit in advance of payment.

7.4. FINANCIAL SPECIFICS. See Attachment/Appendix for all other details and information on the reimbursable support identified in paragraph 4 of DoDI 4000.19.

7.5. ECONOMY ACT DETERMINATION AND FINDINGS (D&F). If the MOA is being entered into under 31 United States Code Section 1535, as amended (the Economy Act), both Parties agree that the requirements listed in paragraph (a) of the Economy Act have been met. [Add the following sentence if the supplier is a DoD component.] "The provider has determined that the capabilities exist to render the requested support without jeopardizing its assigned missions.] [Add the following sentence only if a separate, written Economy Act (D&F is required.] Any required Economy Act D&F has been completed.

8. LIST OF ATTCHMENTS. [List attachments or write "None."]

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

_____   _____
[Name for NGB]   [Name for second Party]
[Rank, BRANCH ACRONYM]   [Rank, BRANCH ACRONYM]
[Title]   [Title]

Date _____   Date _____

Mid-Point Review Due Date: _____[Enter date mid-point review due]

Mid-Point Review completed by: _____
                                            [Signature and Name of Reviewer]

4

Figure 10 continued. MOA Final Page Template

NATIONAL GUARD BUREAU
1636 DEFENSE PENTAGON
WASHINGTON DC 20301-1636

MEMORANDUM FOR [ADDRESSEE'S TITLE ALL CAPS]

Subject: [Do not use acronyms or place a period at the end of the subject line. Limit subject line to two lines of space.]

References: (a) [Abbreviated Originating Agency] [Document Type], "[Document Title]," [day Month year]
(b) [Abbreviated Originating Agency] [Document Type], "[Document Title]," [day Month year]

1. [State the bottom line up front (BLUF) in the first sentence or paragraph. Cite a reference(s) to support the BLUF. Memorandum page limit is one page.]

2. [If your information exceeds the one page limit requirement, state additional information in an attachment(s). If an attachment(s) is used, state the name of the attachment(s) in the body of the memorandum. Do not use bullets.]

3. [The point of contact line is always the last paragraph in a memorandum. "Point of contact is [Rank, Mr., or Ms.] [First and Last Name]; [OFFICE SYMBOL](Spell out office symbol if memorandum is intended for an external agency or office]; [telephone number written as XXX-XXX-XXXX].

[FIRST AND LAST NAME]
[Rank, USA or USAF]
[Title], National Guard Bureau

Attachment[s]:
As stated

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

Figure 11. Multiple Addressee and Attachment Example

ATTACHMENT ONE

[TITLE IN ALL CAPITAL LETTERS]

DELETE IF THIS SECTION IS NOT USED

1

Figure 11 continued. Multiple Addressee and Attachment Example

ENCLOSURE F

OFFICE OF THE SECRETARY OF DEFENSE MEMORANDUM TEMPLATE

NATIONAL GUARD BUREAU
1636 DEFENSE PENTAGON
WASHINGTON DC 20301-1636

MEMORANDUM FOR [SECRETARY OF DEFENSE, DEPUTY SECRETARY OF
DEFENSE, OR WASHINGTON HEADQUARTERS SERVICE]

SUBJECT: [Do not use acronyms. Do not end the subject line with a period. Limit subject line
to two lines of space.]

Reference[s]: [(a) Proponent and Document Type, "Title," Month Day Year]
[(b) Proponent and Document Type, "Title," Month Day Year]
(Cite references by letter. Do not use a letter if there is only one reference.)

[The paragraphs in an OSD-style memorandum are not numbered. The memorandum is
in Times New Roman 12-point font. The memorandum should not exceed one page. There is
one line of space between paragraphs. The bottom line up front (BLUF) should be in the first
paragraph and a reference(s) should be cited to support the BLUF.]

- [Subparagraphs are bulleted.]

[Additional information is provided as an attachment(s) if this document exceeds one
page. Attachments in an OSD-style memorandum are numbered, not lettered (Attachment One).
Refer to them specifically in the body of the memorandum.]

The point of contact is for this action is [Rank, Mr., Ms.] [First and Last Name], National
Guard Bureau [Office is spelled out] [use commas instead of semicolons], at [telephone number
written as (XXX) XXX-XXXX]. See DoD Manual 5110.04 Volumes 1 and 2 for additional
formatting guidance.

[First and Last Name]
[Rank, U.S. Army or U.S. Air Force]
[Title], National Guard Bureau

Attachment[s]:
As stated

Figure 12. Office of the Secretary of Defense (OSD) Memorandum Template

ENCLOSURE G

NATIONAL GUARD BUREAU LETTER TEMPLATE

NATIONAL GUARD BUREAU
1636 DEFENSE PENTAGON
WASHINGTON, DC 20301-1636

[First and Last Name]
[Full Spelling of Title]
[Street Address]
[City], [State Abbreviation] [ZIP]

Dear [Rank, Mr., Ms., or 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.]

 [2nd paragraph.]

 Sincerely,

 [First and Last Name]
 [Rank, U.S. Army or U.S. Air Force]
 [Title], National Guard Bureau

Enclosure[s]:
As stated

cc:

Figure 13. NGB Letter Template

ENCLOSURE H

NATIONAL GUARD BUREAU CHARTER TEMPLATE

NATIONAL GUARD CHARTER

[Day Month Year]

[INSERT NAME OF ADVISORY COMMITTEE, GENERAL OFFICER ADVISORY BOARD, PANEL, WORKING GROUP, OR COUNCIL] CHARTER

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

II. CANCELLATION. [If this document does not cancel or replace another document, write "None." If it replaces an existing document, use the following wording: "This charter cancels and replaces [type of document], [Day Month Year], ["Title."]

III. MISSION. [In this section, the mission statement indicates the fundamental objective(s) 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]."]

IV. APPOINTING AUTHORITIES. [In this section, provide the appointment authority for this charter and the governing policy. The appointing authority is limited to the CNGB or VCNGB. The Director of the Army National Guard or the Director of the Air National Guard may use this template if it meets Service requirements. State whether delegations are allowed. For example: "The [CNGB or the VCNGB] is the appointment authority for this charter in accordance with CNGB Instruction 5400.01, 17 August 2017, "NGB Advisory Committee Management Program."]

V. MEMBERSHIP. [This section contains the selection process, member titles, member roles and responsibilities, and the member's duration of service.]

    a. Selection Process. [This section explains how membership is determined; for example, by vote, application, appointment, or committee and how member vacancies are filled.]

    b. Roles and Responsibilities. [In this section, provide the titles of member positions: for example, Chair, Co-Chair, Vice-Chair, and Secretary. State the

UNCLASSIFIED

Figure 15. NGB Charter Template

Day Month Year

responsibilities of each member of the advisory board, including who is responsible for records management and conference policies.]

    c. <u>Duration of Service</u>. [This section identifies the length of time a member must serve on the advisory board.]

VI. <u>**FUNCTIONS AND PROCEDURES.**</u> [This section provides how the advisory board plans to operate.]

VII. <u>**MEETINGS AND REPORTS.**</u> [This section outlines how often meetings occur: for example, annually, semiannually, or monthly. State who schedules and officiates the meetings.]

    a. <u>Meetings</u>. Meetings will be held as scheduled regardless of whether a quorum is present.

      (1) [Weekly, Monthly, Quarterly, Annually, Semiannually] Telephone conferences.

      (2) Face-to-Face Meetings. [Determine when these will occur.] When available, telephone conference capability will be offered for members unable to attend in person. [Insert the person's title] coordinates facilities, support materials, and other logistics details.

    b. <u>Reports</u>.

      (1) Meeting Minutes.

      (2) Other Deliverables.

VIII. <u>**EFFECTIVE DATE.**</u> [This section is required. The first sentence is always the effective date of the charter. For example, "This charter is effective upon signature." The second sentence covers amendments to the charter: for example, "Amendments to this charter are approved by the Chair of the Chief's Executive Council."]

IX. <u>**RESOURCING.**</u> [This section directs how the committee or council will be resourced, including travel expenses or meeting location expenses.]

2

Figure 15 continued. NGB Charter Template Second Page

Day Month Year

X. POINT(S) OF CONTACT. [The first sentence should name the office, directorate, branch, or division as the proponent for this charter: for example, "The Strategy, Policy, Plans, and International Affairs Directorate (NGB-J5) is the proponent for this charter." Additionally, add the second sentence, "The point of contact is [Rank, Mr., or Ms.] [First and Last Name]; [Office Symbol]; [telephone number written as XXX-XXX-XXXX].

[FIRST and LAST NAME]
[Rank, USA or USAF]
[Title], National Guard Bureau

DO NOT ADD INFORMATION BEYOND THE 6TH PAGE

3

Figure 15 continued. NGB Charter Template Third Page

ENCLOSURE I

NATIONAL GUARD BUREAU AND OFFICE OF THE SECRETARY OF DEFENSE
SIGNATURE BLOCKS

NGB MEMORANDUMS (Arial 12-point font)	[FIRST AND LAST NAME] [Rank Full Spelling, USA or USAF] [Title Full Spelling]
NGB LETTERS (Arial 12-point font)	[First and Last Name] [Rank Full Spelling, U.S. Army or U.S. Air Force [Title Full Spelling]
NGB STAR NOTES (Arial 12-point font)	[First and Last Name] [Rank Full Spelling, U.S. Army or U.S. Air Force]
OSD MEMORANDUMS AND LETTERS (Times New Roman 12-point font)	[First and Last Name] [Rank Full Spelling, U.S. Army or 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 NGB memorandums.)	[JOHN G. DOE] [General, USA or USAF] [Director, Manpower and Personnel]
RETIRED MILITARY (Font and upper- and lowercase letters vary depending on the type of document used.)	[JOHN G. DOE] [General, U.S. Army or U.S. Air Force (Retired)]
CIVILIAN (Font and upper- and lowercase letters vary depending on the type of document used. This example is for NGB memorandums.)	[JANE G. DOE] [Chief of Logistics, National Guard Bureau]

Table 13. NGB Signature Blocks for Memorandums and Letters and
OSD Signature Block

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
NATIONAL GUARD BUREAU DIRECTOR OF STAFF
THE ADJUTANTS GENERAL
THE COMMANDING GENERAL OF THE DISTRICT OF COLUMBIA
DIRECTOR OF THE DIRECTORATE OF MANAGEMENT AND ADMINISTRATION
DIRECTOR OF THE JOINT ACTIONS CONTROL OFFICE
CHIEF OF THE EXECUTIVE SECRETARIAT
NATIONAL GUARD BUREAU GENERAL 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
DIRECTOR OF ACQUISITIONS
DIRECTOR OF OFFICE OF EQUAL OPPORTUNITY COMPLIANCE
ASSOCIATE DIRECTOR OF SMALL BUSINESS PROGRAMS
DIRECTOR OF MANPOWER AND PERSONNEL
DIRECTOR OF JOINT INTELLIGENCE
DIRECTOR OF OPERATIONS
DIRECTOR OF STRATEGY, POLICY, PLANS, AND INTERNATIONAL AFFAIRS
DIRECTOR OF C4 SYSTEMS AND CHIEF INFORMATION OFFICER
DIRECTOR OF JOINT DOCTRINE, TRAINING, AND FORCE DEVELOPMENT
DIRECTOR OF PROGRAMS AND REQUIREMENTS
NATIONAL GUARD BUREAU COMPTROLLER
DIRECTOR OF NATIONAL GUARD BUREAU INTERNAL REVIEW

2

Figure 16. Distribution List Template

ENCLOSURE K

READY-FOR-EDITORS CHECKLIST

READY-FOR-EDITORS CHECKLIST

Mechanics -- Use spell check. Do not turn off this feature. Capitalize the first word in every sentence. Capitalize all proper nouns. End every sentence with a period or a question mark. 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. If a subject is singular its verb must be singular; if the subject is plural the verb must be plural. Ensure pronouns clearly refer to someone or something. Use verb tenses consistently unless a change in tense is required.

Style -- Use active voice. Instead of "with regard to" write "regarding." Choose specific, short words, and make sure that they are appropriate for the intended audience. Avoid vague words, overused words, acronyms, and clichés. Delete unnecessary background information, repetitions, and using two words when one will do.

<u>**All NGB Written Products**</u>

___ Use a new Template with the correct letterhead and signature block

___ Intended audience and appropriate tone

___ Correct font, line spacing, and two spaces after punctuation

___ Correct paragraph numbers, paragraph hierarchy, and page numbers

___ Reorganize content (if necessary) for the BLUF

___ Spelling (use spell check)

___ Correct grammar, plain language, and word choice

___ References (format, title, and current validity date)

___ Does this meet page-length requirements? (in all types of documents)

<u>**Letters, Memorandums, and Other Written Products**</u>	<u>**CNGB Issuances**</u>
___ Use a new Template	___ Is this new, or is it a reissuance?
___ Reorganize for the BLUF if necessary	___ Use a new Template
___ Follow checklist above	___ Reorganize for the BLUF if necessary
___ Appropriate letterhead	___ Anything else specific to this category?
___ Correct signature block	___ Follow checklist above
___ Intended audience	___ Verify References (the format, title, and current validity date)
___ Correct address	
___ Appropriate greeting	

Figure. 17 Ready-For-Editors Checklist

ENCLOSURE L

REFERENCES

PART I. REQUIRED

a. Chief of the National Guard Bureau (CNGB) 5050.01 Series, "National Guard Bureau Staff Actions"

b. NGB Executive Secretariat Guard Knowledge Network website, <https://armyeitaas.sharepoint-mil.us/sites/NGB-ES>, accessed 12 September 2024

c. Department of Defense (DoD) Instruction 5025.13, 23 January 2020, "DoD Plain Language Program," Incorporating Change 1, Effective 21 January 2022

d. Federal Plain Language Guidelines, <www.plainlanguage.gov>, accessed 12 September 2024

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

f. DoD Instruction 4000.19, 16 December 2020, "Support Agreements"

g. National Guard Regulation 5-2, 14 October 2010, "Support Agreements"

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

i. DoD Manual 5110.04-M Volume 1, 16 June 2020, "DoD Manual for Written Material: Correspondence Management," Incorporating Change 2, 06 June 2022

j. DoD Manual 5110.04-M Volume 2, 09 July 2020, "DoD Manual for Written Material: Examples and Reference Material," Incorporating Change 1, 06 June 2022

k. Office of the Secretary of Defense Memorandum, 22 October 2021, "Renewed Business Rules and Templates for Correspondence and Read Aheads"

l. Army Regulation 25-50, 10 October 2020, "Preparing and Managing Correspondence"

m. Department of the Army Pamphlet 25-40, 14 June 2021, "Army Publishing Program Procedures"

n. Department of Air Force Instruction 90-160, 14 April 2022, "Publications and Forms Management," Incorporating Change 1, 21 June 2023

o. Department of the Air Force Handbook 33-337, 16 December 2022, Department of the Air Force Guidance Memorandum to AFH 33-337, "The Tongue and Quill" and "Tongue and Quill Templates and User's Guide"

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

q. DoD Instruction 5200.48, 06 March 2020, "Controlled Unclassified Information (CUI)"

r. U.S. Government Publishing Office, 2016, "Style Manual: An Official Guide to the Form and Style of Federal Government Publishing"

s. Merriam-Webster Incorporated, Eleventh Edition "Merriam-Webster's Collegiate Dictionary," and current edition online <merriam-webster.com>, accessed 12 September 2024

t. NGB Publications & Forms Library Website <https://www.ngbpmc.ng.mil/> accessed 12 September 2024

u. NGB ARNG SharePoint Repository <https://armyeitaas.sharepoint-mil.us/sites/ARNG-CoS-02/SitePages/AdministrativeServices.aspx>, accessed 12 September 2024

PART II. RELATED

v. Washington Headquarters Service Directives Division, 08 May 2024, "DoD Issuance Style Guide: The Official Guide to Writing and Publishing DoD Issuances," <https://www.esd.whs.mil/Portals/54/Documents/DD/iss_process/standards/DoD_Issuance_Style_Guide.pdf?ver=JrYFRIrcU-Wgwy6YgJRqjA%3D%3D>, accessed 12 September 2024

w. CNGB Memorandum, 08 March 2023, "National Guard Bureau Seals"

GLOSSARY

PART I. ACRONYMS

BLUF	Bottom line up front
CNGB	Chief of the National Guard Bureau
CUI	Controlled Unclassified Information
DoD	Department of Defense
MFR	Memorandum for Record
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
NGB	National Guard Bureau
NGB-DS	National Guard Bureau Director of Staff
NGB-ES	National Guard Bureau Executive Secretariat
NGB-ES-E	National Guard Bureau Executive Secretariat Editorial Branch
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.

Chief of the National Guard Bureau -- Four-star general officer with administrative responsibility for the National Guard Bureau and the Army National Guard 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 -- Documents that establish official National Guard Bureau policy and procedures through an instruction, manual, or directive-type memorandum.

Controlled Unclassified Information -- Unclassified information that requires safeguarding or dissemination controls in accordance with reference p and reference q and consistent with applicable law, regulations, and Government-wide policies but is not classified under Executive order 13526 (Classified National Security Information). For example, privacy, law enforcement, critical technical information, and some forms of

Agency-defined operational information previously marked "For Official Use Only" have their own category and can be designated as "Controlled Unclassified Information".

Coordination -- Collaboration and communication between stakeholders through data gathering and analysis to develop information which allows development of positions and decisions.

Courtesy Copy -- Used when personnel must receive an information copy of a memorandum or letter.

Electronic Tasking System -- The task management tool used to manage and track staff actions.

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.

General Officers -- A general officer is an officer of high military rank in the uniformed Services of the United States such as Brigadier Generals, Major Generals, Lieutenant Generals, and Generals in the Army and the Air Force.

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.

Joint Chiefs of Staff -- The body of the most senior uniformed leaders within the United States Department of Defense, which advises the President of the United States, the Secretary of Defense, the Homeland Security Council, and the National Security Council on military matters.

Memorandum -- A type of document used to communicate requirements of a policy, direction, or other official military matters. The National Guard Bureau uses three types of memorandums: the standard memorandum, the action memorandum, and

memorandum of agreement or memorandum of understanding. Memorandums differ from letters in style, content, and purpose.

Memorandum of Agreement -- A formal interagency agreement, support agreement, or cooperative agreement used to document a single reimbursable purchase, nonrecurring reimbursable support, or non-reimbursable support. It is used to document agreed upon terms and responsibilities for two or more parties.

Memorandum of Understanding -- A formal interagency agreement, support agreement, or cooperative agreement used to document a general understanding between two or more parties that does not involve reimbursement.

National Guard -- The National Guard is a State-based military force that becomes part of the reserve components of the United States Army and the United States Air Force when activated for Federal missions. It is composed of National Guard military members or units of each State, the Territories of Guam, the United States Virgin Islands, and the Commonwealth of Puerto Rico, and the District of Columbia as defined in reference w.

National Guard Bureau -- The National Guard Bureau is the Federal agency responsible for the administration of the National Guard established by the United States Congress as a joint bureau of the Department of the Army and the Department of the Air Force. The National Defense Authorization Act for Fiscal Year 2008 elevated the National Guard to a joint function of the Department of Defense.

National Guard Bureau Charter -- A document authorizing the establishment and operation of a committee, counsel, or working group that is advising a general officer.

National Guard Bureau Director of Staff – A military officer who oversees the National Guard Bureau Joint Staff.

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

Office of Coordinating Responsibility -- Manages and reviews staff action tasks for accuracy when tasked in the electronic tasking system.

Office of Primary Responsibility -- Oversees staff action tasks created by their office from the inception to completion for approval or disapproval by National Guard Bureau senior leadership and ensures offices of coordinating responsibilities review task for approval or disapproval.

Office of the Secretary of Defense -- The office responsible for policy development, planning, resource management, and program evaluation for the Department of Defense.

Overall Classification Levels -- Markings used in National Guard Bureau written products for use by personnel with the appropriate security clearance level or by the public if unclassified.

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 letter which 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.

Task or Tasker -- Any action assigned to an office of primary responsibility or Action Officer for completion in the electronic tasking system.

The Adjutants General and the Commanding General of the District of Columbia -- A senior military officer who is the Commander of a States military forces or in the case of the District of Columbia, the Commanding General of the District of Columbia.

"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.

Washington Headquarters Service -- Serves as the designated support and service provider of human resources, facilities, resource management, contracting, personnel security, research, equal employment opportunity, and executive services for the Office of the Secretary of Defense, the Joint Staff, the Military Departments, other select Department of Defense Components, Congress, and the White House.