



United States Cyber Command Instruction (USCCI)

OPR: J010
Distribution: C

USCCI 5000-01
22 April 2016

Correspondence Management

1. Purpose. This Instruction issues policies, responsibilities, procedures, and provides specific guidance for United States Cyber Command (USCYBERCOM) correspondence preparation, staffing, and management. Following the policies specified in this Instruction ensures USCYBERCOM's correspondence is responsive to the Secretary of Defense through the Chairman of the Joint Chiefs of Staff (CJCS).

This Instruction implements standard formats for the economical and efficient creation of timely, responsive correspondence, which is properly coordinated and consistent in style, format and appearance. Therefore, the formats and terminologies prescribed herein are consistent with Joint Staff Instruction (JSI) 5711.01, Action Processing; Joint Staff Guide (JSG) 5711, Editorial Guidance and Accepted Usage for Joint Staff Correspondence; Joint Staff Manual (JSM) 5711.01D, Joint Staff Correspondence Preparation; CJCS Instruction (CJCSI) 5711.01C, Policy on Action Processing; Department of Defense Instruction (DoDI) 5110.04-M-V1, DoD Manual for Written Material: Correspondence Management and DoDI 5110.04-M-V2, DoD Manual for Written Material: Examples and Reference Material. This instruction applies to all USCYBERCOM personnel and subordinate units.

2. Supersedes/Cancellation. This Instruction supersedes United States Cyber Command Instruction (USCCI) 5000-04C2, Correspondence Management.


3. Applicability. This Instruction applies to all USCYBERCOM personnel and subordinate units.

4. Procedures. Detailed procedures for the development and staffing are provided throughout the document.

5. Summary of Changes. This rewrite is a complete overhaul that addresses updated correspondence and formats, as well as provides example templates and location links to USCYBERCOM's frequently used documents. Information has been reduced as it is repetitive information from DoD, CJCS and JS. Links, provided throughout this document, are provided on the secret internet protocol router network (SIPRNET).

6. Releasability. UNRESTRICTED. This Instruction is approved for public release; distribution is unlimited on NIPRNET, DOD Components, other Federal agencies, and the public may obtain copies of this directive.

7. Effective Date. This Instruction is effective upon receipt.



JOSEPH A. BRENDLER
Major General, USA
Chief of Staff

Enclosures:

- Attachment 1 - Responsibilities
- Attachment 2 - Staff Package Assembly and Staffing
- Attachment 3 - Glossary of References and Supporting Information
- Attachment 4 - Memorandum Formats
- Attachment 5 - Examples of Information, Talking and Position Papers
- Attachment 6 - Example of USSTRATCOM Form 915

ATTACHMENT 1**RESPONSIBILITIES**

A1.1. Command Secretariat (J010). J010 is responsible for developing and implementing the correspondence management program within USCYBERCOM. These duties incorporate but are not limited to:

A1.1.1. Serves as the central gatekeeper for all tasking coming into the command and those being routed through the Command Section and out of the Command.

A1.1.2. Acts as Command's liaison between USCYBERCOM J-Directorates, USSTRATCOM Secretariat, and NSA Registry offices.

A1.1.3. Provides initial staffing guidance and clarification as needed.

A1.1.4. Ensures business rules for routing, coordination and records management for staff actions are accomplished in accordance with (IAW) this Instruction.

A1.1.5. Routes staff packages through the Command Section. J010 will review for corrections and completeness, returning significant corrections to the Office of Primary Responsibility (OPR) for edits.

A1.1.6. Administers signed correspondence; which includes tracking, scanning, and filing signed documents from the Commander (CDR), Deputy Commander (DCDR), Executive Director (ExDir) or the Chief of Staff (CoS), and return document(s) to the OPR.

A1.1.6.1. An email will be sent with the scanned document and the original will be placed in the Command Section distribution boxes, located in the J010 office suite.

A1.1.6.2. The Action Officer/OPR is responsible for mailing or transmitting the final copy(s) of memorandums and documents signed by the CDR, DCDR, EXDIR or CoS to addressee(s).

A1.2. J-Code Directorate Responsibilities.

A1.2.1. USCYBERCOM Directors, and their executive support staff, are responsible for ensuring correspondence and other types of staff packages are prepared (e.g., properly coordinated and formatted) IAW guidance provided throughout this Instruction, as well as references listed in Attachment 3.

A1.2.2. Division Chiefs. Division Chiefs are responsible for ensuring their staff packages meet command standards and assign tasks to the appropriate personnel in their division. Additionally, the Division Chief provides the conduit for communicating the Action Officers (AO) tasking needs to their organization's executive support staff. Division Chief's will staff all packages leaving the directorate through their Director's Chief of Staff, see Attachment 2.

ATTACHMENT 2

STAFF PACKAGE ASSEMBLY AND STAFFING

A2.1. Staff Package Assembly.

A2.1.1. A hard copy package is required for all correspondence packages routed through the Command Secretariat for approval or coordination. Also, provide softcopies to the Command Secretariat alias (USCC_J010_CmdSec), in case there are any necessary updates.

A2.1.2. Package assembly begins with a standard blue pocket folder; an exception to this rule is when the package needs immediate attention. If package requires immediate attention, package goes in a red folder, and presented to the Command Secretariat no later than three days prior to suspense date.

A2.1.2.1. Hand-written comments.

A2.1.2.1.1. CDR, DCDR, or CoS will occasionally write comments or request additional information by writing on the staff package. The AO/OPR is expected to respond directly to the GO/FO front office without staffing a new package, with the understanding that any replies and/or requests are coordinated through the Command Secretariat (J010) for best oversight and tracking purposes.

A2.1.2.1.2. If the CDR, DCDR, or CoS requires additional information, provide the information directly to the CDR's Front Office via J010 routing and provide a courtesy copy to the CDR, DCDR and CoS.

A2.1.2.2. Late Justification. A late justification is required when correspondence is overdue/late (past the suspense date). See Attachment 4, "Format for Late Justification (Plain Bond)."

A2.1.2.2.1. The justification statement should provide a concise reason for why the response is overdue/late.

A2.1.2.2.2. The justification statement is required to be approved/signed by the J-Directorate's Chief of Staff, O-6 or above.

A2.1.2.2.3. A justification statement can be captured on the USSTRATCOM Form 915 under "Critical Comments". If using a Push Note, include it as an attachment, on the right side of the blue folder package, and annotate it on the USSTRATCOM Form 915 as a tab.

NOTE: When using the abbreviation for United States Cyber Command, the correct and approved acronym is USCYBERCOM. When space is limited, use CYBERCOM. USCC is not an approved acronym for United States Cyber Command and will conflict with other organizations and federal agencies already established and approved for that acronym.

ATTACHMENT 3**GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION***References*

DoD 5200.-1, DoD Information Security Program, Volumes 1-4

Title 41 CFR, Federal Information Resources Management Regulation (FIRMR)

Title 44 USC, Public Printing and Documents, January 2006

DoD 5110.04-M-V1, DoD Manual for Written Material: Correspondence Management

DoD 5110.04-M-V2, DoD Manual for Written Material: Examples and Reference Material

USCCI 5900-04, Classification Advisory Officer Program

USCCI 5200-03, Security Classification Guide

USCCI 5200-01, Operations Security Instruction

Joint Staff Guide (JSG) 5711, Editorial Guidance and Accepted Usage for Joint Staff Correspondence

Abbreviations and Acronyms

AO—Action Officer

CDR—Commander

CFR—Code of Federal Regulations

CJCS—Chairman of the Joint Chiefs of Staff

CmdSec—Command Secretariat

COORD/Coord—Coordination

CoS—Chief of Staff

CRM—Comment Resolution Matrix

DAFC—Department of Air Force Civilian

DCDR—Deputy Commander

DISA—Defense Information Systems Agency

DOD—Department of Defense

EXDIR—Executive Director

FOUO—For Official Use Only

FIRMR—Federal Information Resource Management Regulations

GO/FO—General Officer/Flag Officer

HQ—Headquarters

IAW—In Accordance With

INFO/Info—Information

J003—Liaison Office

J004—Commander's Action Group

J005—Inspector General

J006—Staff Judge Advocate
J007—Political Advisor
J010—Command Secretariat
J012—Historian
J060—Command Protocol
J070—Knowledge Management Office
J080—Office of Religious Affairs
J090—Lessons Learned
JCS—Joint Chiefs of Staff
JFCC—Joint Functional Component Command
JS—Joint Staff
JSG—Joint Staff Guidance
JSM—Joint Staff Manual
JWICS—Joint Worldwide Intelligence Communications Systems
LNO—Liaison Office
NSA—National Security Agency
OCR—Office of Collateral Responsibility
OSD—Office of the Secretary of Defense
OPR—Office of Primary Responsibility
POC—Point of Contact
SEL—Senior Enlisted Leader
SES—Senior Executive Service
TMT—Task Management Tool
USA—United States Army
USAF—United States Air Force
USN—United States Navy
USC—United States Code
USCCI—United States Cyber Command Instruction
USPS—United States Postal Service
USCYBERCOM—United States Cyber Command
USSTRATCOM—United States Strategic Command
w/d—withdraw

ATTACHMENT 4

MEMORANDUM FORMATS

A4.1. Format for Late Justification (Plain Bond).

Reply To: USCYBERCOM/Jx

MEMORANDUM FOR J010

Attention: J004 **NOTE: If "Attention" element is included, use office symbols**
 J312
 J814
 J533
 IN TURN

Subject: (U) Jx-201xYYYYMMDD; Justification Push Note

1. **(classification, if required)** J-Codes can opt to complete a push note for communicating reason for late response. Push notes should provide a statement of lateness by stating the reason for lateness on subject task/response. This statement should provide a concise reason on why the task/response is overdue and any extensions requested approved/denied. A push note should be typed on plain bond paper.
2. **(classification, if required)** The push note must be approved and signed by the J-Code Directorate's Chief of Staff (CoS), O-6, or above.
3. **(classification, if required)** The push note should enclose a point of contact for the action, SID, organization, and phone number in the event that leadership has further questions.

**Four returns
below the last
line of sentence.**

NAME
Rank, Service
Title

A4.2. Memorandum Format, First Page.

DEPARTMENT OF DEFENSE
 UNITED STATES CYBER COMMAND
 9800 SAVAGE ROAD, SUITE 6171
 FORT GEORGE G. MEADE, MARYLAND 20755

Three**Returns****Below the Seal**

Reply to:

(Person signing the memo) i.e. Commander, Deputy Commander, Chief of Staff, J-Code Director

Two**Returns**

MEMORANDUM FOR RECORD, or

MEMORANDUM FOR COMMANDER, UNITED STATES CYBER COMMAND, or

MEMORANDUM FOR COMMANDER, UNITED STATES STRATEGIC COMMAND

(←START HERE FOR MULTIPLE LINES)**One Return**

Subject: (classification, if required) Subject of Memorandum

(←start here for multiple lines)

References: (a) (classification, if required) Reference, Subject, date

(b) (classification, if required) Reference, Subject, date

One Return

1. (classification, if required) 3-4 sentences/paragraphs that briefly describes the recommendation.

PLEASE NOTE: DO NOT FORGET THE CAO AND OPSEC REVIEWS. When sharing correspondence with external organizations/agencies, obtain an Operations Security (OPSEC) Coordinator review PRIOR to forwarding correspondence. For classified packages, a Classification Advisory Officer (CAO) is required to review for classification accuracy, and annotated on the USSTRATCOM 915 reviewers name and date of review.

Below is the list of subdivisions for paragraphs.

a. (classification, if required) This line is for illustrative purposes only, if additional paragraphs are required.

(1) (classification, if required)

(a) (classification, if required)

1 (classification, if required)

a (classification, if required)

[1] (classification, if required)

A4.3. Memorandum Format, Second Page.

2. **(classification, if required)** 3-4 sentences/paragraphs providing executive summary and/or background history of the issue.
3. **(classification, if required)** This paragraph provides point(s) of contact for information, (i.e., name, rank, SID (optional), NSTS phone, COMM phone) and/or distribution instructions.

**Four
Returns
Before
Signature Block**

NAME (ALL CAPS)
Rank, Service
Title

One Return

Attachments:

- Enclosure A – **(classification, if required)** Title of attached document
Enclosure B – **(classification, if required)** Title of attached document

One Return

Copy to:

AFDW
USCYBERCOM/J1
NSA
DISA

PLEASE NOTE: DO NOT FORGET THE CAO AND OPSEC REVIEWS. When sharing correspondence with external organizations/agencies, obtain an Operations Security (OPSEC) Coordinator review PRIOR to forwarding correspondence. For classified packages, a Classification Advisory Officer (CAO) is required to review for classification accuracy, and annotated on the USSTRATCOM 915 reviewers name and date of review.

A4.4. Internal Memorandum Format (Plain Bond).

Reply To:
USCYBERCOM/J6

MEMORANDUM FOR CDR DCDR CoS J3 J5 J8 J9

Attention: J004 **NOTE: If "Attention" element is included, use office symbols**
 J312
 J814
 J533
 IN TURN

Subject: Example of a Memorandum Addressed to Other USCYBERCOM Offices

1. Memoranda going to the CDR will go through the Chief of Staff and Deputy Commander for their situational awareness and/or approval prior to forwarding to the Commander. List the J-Codes in numerical order, three spaces apart.
2. This paragraph starts the text if references are required. Separate each sentence with two spaces. Margins are one inch. Do not justify the right margin. Double-space between paragraph and subparagraphs. Double-space single paragraphs of nine lines or less. Commence typing one inch from the top of the second and succeeding pages. When a paragraph is split between two pages, at least two lines must appear on each page. Also at least two lines of text must be on the page with the signature element. Center page numbers within the bottom margin beginning with the second page.

DO NOT FORGET THE CAO REVIEW. For classified packages, a Classification Advisory Officer (CAO) is required to review for classification accuracy, and annotated on the USSTRATCOM 915 reviewers name and date of review.

JOHN B. DOE
Rank, Service
Deputy Director, C4 Systems and CIO

A4.5. Through Memorandum.



**DEPARTMENT OF DEFENSE
UNITED STATES CYBER COMMAND
9800 SAVAGE ROAD, SUITE 6171
FORT GEORGE G. MEADE, MARYLAND 20755**

Reply to:
(Person signing the memo)

MEMORANDUM FOR

Through: VICE CHAIRMAN, JOINT CHIEFS OF STAFF

Subject:

References: (a)
(b)

- 1.
- 2.
- 3.

SIGNATURE BLOCK
Rank, Service
Title

Attachments:
Enclosure A –
Enclosure B –

Copy to:
AFDW

A4.6. Format for Dual Signature Blocks.



DEPARTMENT OF DEFENSE
UNITED STATES CYBER COMMAND
9800 SAVAGE ROAD, SUITE 6171
FORT GEORGE G. MEADE, MARYLAND 20755

Reply to:
Commander/Deputy Commander

MEMORANDUM FOR COMMANDER, UNITED STATES STRATEGIC COMMAND

Subject: Dual Signature Blocks

References: (a)
(b)

- 1.
- 2.

JOHN B. DOE JR.
Lieutenant General, USAF
Deputy Commander

JANE S. DOE
Admiral, U.S. Navy
Commander

A4.7. Endorsement, Same Page.



DEPARTMENT OF DEFENSE
UNITED STATES CYBER COMMAND
9800 SAVAGE ROAD, SUITE 6171
FORT GEORGE G. MEADE, MARYLAND 20755

Reply to:
(Person signing the memo)

MEMORANDUM FOR

Subject:

References:

- 1.
- 2.
- 3.

SIGNATURE BLOCK
Rank, Service
Title

Attachments:
Enclosure A –
Enclosure B –

Copy to:
AFDW

A4.8. Endorsement, Separate Page.

1st Endorsement to J1, Date of Original Memo, Subject of Original Memo

USCYBERCOM/J7

Date signed

MEMORANDUM FOR USCYBERCOM/J1

Use a separate page endorsement when there is no space remaining on the original memo, or previous endorsements. The "separate page" endorsement is similar to the "same page" except the top line cites the endorsement number, with the office of origin and the date and subject of the original communication. The second line reflects the office symbol of the endorsing office and date of signature. The last line is the addressee.

HEATH A. BAR
Lieutenant Colonel, USA
Director, Joint Exercises and Training

A4.9. Business Letter.

DEPARTMENT OF DEFENSE
UNITED STATES CYBER COMMAND
9800 SAVAGE ROAD, SUITE 6171
FORT GEORGE G. MEADE, MARYLAND 20755

**Three
Returns
Here**

Mr. Joshua Robinson
President AJAX Corporation
1234 Main Street STE 489
Dublin Ohio 43017

**Three
Returns
Here**

Dear Mr. Robinson

Prepare business letters to civilian companies outside DoD in this manner. Margins are one inch, the font is Times New Roman 12. Paragraphs are blocked, but unnumbered. If the letter is directed to a functional area or position (e.g. Customer Service Personnel Officer, etc.) use the attention line. Keep the address in a "box" as much as possible. Indent one space if an element of the inside address requires two lines.

Letters signed by directors and below should reflect the signer's name, grade, and branch of Service, and title and should include a complimentary closing. Punctuation after salutation and closing is the discretion of the signer.

Sincerely,

**Four
Returns Before
Signature Block
(FIVE TABS)**

LUKE B. SMITH
Brigadier General, USA
Director Current Operations

Attachments: As stated

A4.10. Personal Letter.

COMMANDER
UNITED STATES CYBER COMMAND

Dear Colonel **Sample**,

Left and right margins are set at approximately one inch. Indent each paragraph five spaces. Top and bottom may vary to give a balanced appearance to the correspondence. Shorter letters may be centered on the page. Do not justify right margin.

Use Normal Times New Roman 12-pitch font size and type for Commander's personal letters.

The Commander's choice of closing may vary depending on the content. Place the addressee's address in the left margin on the second line after the signature element.

Sincerely,

Jane D. Sample
Title, Service

Col Joe Sample
J3

Note: The flag on the GO/FO's stationary will vary, depending on rank and service. The letterhead and signature block will vary depending on the GO/FO's preference.

A4.10.1. Personal Letter (Retirement).

Dear _____,

Congratulations on your retirement from the United States Marine Corps! Your faithful and honorable service to our nation is a remarkable achievement very few can claim. Your reputation as the Mission Protection Cyber Network Defense Manager is well known throughout the organization.

Your leadership has contributed greatly to our command's morale and mission success. Those who have had the opportunity to serve with you will miss you very much.

Your retirement reflects a culmination of superb contributions to your country over the past 20 years. Your nation and the United States Marine Corps appreciate your devotion and dedication to duty. We are extremely confident your Marine Corps experiences will serve you well in the next stage of your life. On behalf of all of your friends and colleagues at United States Cyber Command, we salute you for all of your hard work and selfless efforts. Our best wishes for a happy and healthy retirement for you and _____. Thank you for your Service!

MARY C. SAMPLE

Rank, Service

Title

U.S. Cyber Command

JOHN B. GOOD

Rank, Service

Title

U.S. Cyber Command

MICHAEL J. CADET

Rank, Service

Title

U.S. Cyber Command

A4.10.2. Personal Letter (Condolence).

COMMANDER
UNITED STATES CYBER COMMAND

Dear _____,

It is with deepest regret that we learned of the recent death of your father, _____ . Life is never quite the same when a parent is no longer present. His passing will surely leave a void in the lives of all who were privileged to know him.

On behalf of your friends and colleagues at United States Cyber Command, we offer our heartfelt condolences to you. Our thoughts and prayers are with you and your family during this difficult time. May it be a solace to know that so many people extend their deepest sympathy.

Sincerely,

SIGNATURE BLOCK
Rank, Service
Duty title

ATTACHMENT 5

EXAMPLES OF INFORMATION, TALKING, AND POSITION PAPERS

A5.1. Information Paper.

Information Papers. Information papers are used to convey information in preparation for a meeting or briefing; facts are to be presented in clear, concise wording.

Information Paper (Title)**Date**

Subject: Self-explanatory.

1. Purpose: The first paragraph is a one-sentence explanation of the purpose of the talking paper.

2. Key Points: Format for Information Paper

- Use this paper to provide information for someone preparing for a meeting or briefing
- If principal is meeting with someone, attach a bio of the individual
- As needed, present fact, address issues, specify objectives, and convey information. Alert the principal to possible trouble areas. Present facts in clear, concise working.
- Use bullet format ensuring the left margin is not block style.
- Limit paper to one page. If additional information is required, include as attachments.
- Margins are one inch all around; font size is Times New Roman 12 pitch (do not change pitch to 10 or 11). Outline format is as needed.

3. Prepared By: (U) The name, rank, Service, division, directorate, phone number, date of the AO who prepared the information paper.

Attachments (if needed):

Enclosure A - (Describe)

Enclosure B - (Describe)

PLEASE NOTE: DO NOT FORGET THE CAO AND OPSEC REVIEWS. When sharing correspondence with external organizations/agencies, obtain an Operations Security (OPSEC) Coordinator review **PRIOR** to forwarding correspondence. For classified packages, a Classification Advisory Officer (CAO) is required to review for classification accuracy, and annotated on the USSTRATCOM 915 reviewers name and date of review.

A5.2. Talking Paper.

Talking Papers. Talking papers can be used to present key points up front, or provide an explanation on any given subject matter.

Talking Paper (Title)

Date

1. **Subject:** Talking papers are NOT on letterhead.
2. **Purpose:** The first paragraph is a one-sentence explanation of the purpose of the talking paper.
3. **Issues:** Format for Talking Paper

(1) **Issue 1** (brief Synopsis) - Title of the document should be centered at the top of the page. The date will be two spaces down, right aligned.

Background: Bold the paragraph heading.

- Margins are one inch all around. Font is Times New Roman, 12 pitch.
- Use a dash for the sub bullets

Talking Points: Follow a set format, no longer than one page. If more than one page is needed, include them as an attachment

•

(2) **Issue 2** (brief Synopsis)

Background:

•

Talking Points:

•

4. **Prepared By:** (U) The name, rank, Service, division, directorate, phone number, date of the AO who prepared the information paper.

PLEASE NOTE: DO NOT FORGET THE CAO AND OPSEC REVIEWS. When sharing correspondence with external organizations/agencies, obtain an Operations Security (OPSEC) review, PRIOR to forwarding correspondence. For classified packages, a Classification Advisory Officer (CAO) is required to review for classification accuracy, and annotate, on the USSTRATCOM 915, reviewers name and date of review.

A5.3. Position Paper.

Position Papers. Position papers are used to summarize an issue using direct, active voice. They follow a set format and are typically no longer than two pages.

Position Paper Title

Date

Subject:

1. Purpose: To whom? For what reason?

2. Key Points: Brief summary of points to be made

- a. Each point should be made in one statement
- b. Major Point should stand alone and not require amplification by subordinate points.

3. Discussion:

- a. This type of paper should be used to provide rationale to support a decision or position the reader should take.
- b. Remember to tailor discussion to the needs and knowledge of the reader. Subparagraphs such as participants, issues, facts, views, opposing views, staff position, fallback position, or conclusion may be used.
- c. Write a short, direct, conversational style that allows the reader to understand the key points of the issue and come to a logical conclusion. Use the active voice and avoid jargon.
- d. General format is not as important as content. Tailor the paper to fit the need.
- e. Do NOT exceed two pages.

4. Recommendation: The recommendation must flow logically from the major points and discussion.

5. Prepared By: The name, rank, Service, division, directorate, phone number, date of the AO who prepared the information paper.

PLEASE NOTE: DO NOT FORGET THE CAO AND OPSEC REVIEWS. When sharing correspondence with external organizations/agencies, obtain an Operations Security (OPSEC) Coordinator review PRIOR to forwarding correspondence. For classified packages, a Classification Advisory Officer (CAO) is required to review for classification accuracy, and annotated on the USSTRATCOM 915 reviewers name and date of review.

ATTACHMENT 6

EXAMPLE OF USSTRATCOM FORM 915

A6.1. USSTRATCOM Form 915 Guidance, First Page.

ACTION PROCESSING SHEET							
	TO	ACTION	SIGNATURE, Last Name, DATE		TO	ACTION	SIGNATURE, Last Name, DATE
1	CDR	Approve/Sign		7	SJA	Review	
2	DCDR	Coord		8	IG	Coord	
3	CoS	Coord		9	CAG	Coord	
4	DCoS	Coord		10	POLAD	Coord	
5	J010	Coord		11	CAO	Review	
6	OPSEC	Review		12			
SUBJECT:					DIRECTORATE SUSPENSE:		
Re-write of USCCI 5000-01, Correspondence Instruction					CMD SECTION SUSPENSE:		
					HHQ SUSPENSE:		
<p>1. RECOMMENDATION: (1 sentence) Provide a clear, concise, statement of the purpose of the recommendation, providing a statement of action requested. CDR approve and sign attached memorandum at TAB A.</p> <p>2. EXECUTIVE SUMMARY: (1-5 bullets or short paragraph) Provide a concise summary of the enclosed action. It should include key elements of background information, supporting information/analysis, and main conclusion(s).</p> <p>3. CRITICAL COMMENTS/NON-CONCURS: Provide a concise summary of any opposed views presented during coordination (critical comments). Also include GO/FO/SES non-concurs or opposing viewpoints that differ from the recommendation or main conclusion(s). You may also use this section for providing a reason for lateness if you are not enclosing late justification/Push Note.</p> <p><i>DO NOT FORGET THE CAO AND OPSEC REVIEWS. When sharing correspondence with external organizations/agencies, obtain an Operations Security (OPSEC) Coordinator review PRIOR to forwarding correspondence. For classified packages, a Classification Advisory Officer (CAO) is required to review for classification accuracy, and annotated on the USSTRATCOM 915 reviewers name and date of review.</i></p> <p>TABS: TAB A – Attachments to TAB A – Enclosure A - (Use if there are any attachments to a memorandum) Enclosure B - TAB B – TAB C –</p>							
ACTION OFFICER (Name/Grade/office Symbol/Phone Number/Signature)							
CLASSIFIED BY AND REASON OR DERIVED FROM::				N/A	DATE PREPARED:		
DECLASSIFY ON:				TRACKING NUMBER:			

A6.2. USSTRATCOM Form 915 Guidance, Second Page.**ACTION PROCESSING SHEET (Continued)**ADDITIONAL NOTES:

- Standard font is Times New Roman 12 (black).
- The following timelines will be used for planning coordination and staffing timelines: Allow fifteen working days for coordinating & staffing packages to the CDR, DCDR or CoS (cradle-to-grave)
- **DIRECTORATE SUSPENSE:** Determined by Command Tasking Authority (Generally ten working days)
- **CMD SECTION SUSPENSE:** For external tasks, suspense set by task originator (Joint Staff), for internal tasks, set by USSTRATCOM
- A J0 tracking number is required for tracking purposes on all correspondence/task.
- Affix removal-type tabs on the front of actual attachments. Do not use blank separator pages. Place Tab A at the bottom right of the attached document and work up. Place each successive tab so it can be clearly seen above the tab preceding it.
- Documents will be placed in a folder and attached at the top by spring clips or "clams" (do not staple).
- Documents should be printed front-side only. For large documents, printing front and back side is permitted. Ensure pages are in top-to-bottom or flip orientation.
- For the memorandum or document requiring signature (TAB A), provide a copy ready for signature.
- All packages going behind the glass doors are required to go through J004, J010, J0CSA, up to signatory level.

For unclassified staff packages:

- Form 915 will be stapled to the front cover of the folder with the tab documents attached inside on the right side of the folder.

For classified packages:

- Classification cover page will be affixed to the front cover of the folder with Form 915 underneath and tab documents attached inside on the right side of the folder.

ACTION DEFINITIONS:

Sign / Approve – Final decision point

Concur – Shows agreement with purpose, objective, and recommendation of the task/action.

Non Concur – Mandatory comments to outline rationale for non-concurrence, and recommended changes

Coord – Opportunity to acknowledge situational awareness of action and provide input on format and set-up

Info – For situational awareness only