



# TRICARE Management Activity ADMINISTRATIVE INSTRUCTION

NUMBER 045

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TMA

SUBJECT: TRICARE Management Activity Document Management and Correspondence  
Business Rules

References: See Enclosure 1.

1. PURPOSE. This Administrative Instruction (AI) sets forth the authority, criteria, responsibilities, and procedures guiding the style, substance, and management of tasks and/or actions for the TRICARE Management Activity (TMA) Document Management and Correspondence Business Rules.

2. APPLICABILITY. This guidance applies to TMA in its entirety. This AI is *not* applicable to any entity outside the authority, direction, and control of TMA.

3. DEFINITIONS. See Glossary.

4. POLICY. It is TMA's policy in accordance with Reference (c) that tasks and/or actions shall be generated and move solely through electronic means. Exceptions to this policy must be submitted with justification to the Deputy Director of TMA for approval.

5. RESPONSIBILITIES. See Enclosure 2.

6. PROCEDURES. Staff Action Control and Coordination Portal (SACCP) will be used to move tasks and/or actions throughout TMA. Enclosure 3 details specific procedures for the management of tasks and/or actions.

7. RELEASABILITY. UNLIMITED. This AI will be distributed to all offices within TMA.

8. EFFECTIVE DATE. This guidance is effective upon signature.

A handwritten signature in black ink, appearing to read "W. Bryan Gamble".

W. Bryan Gamble, M.D., FACS  
Brigadier General, US Army  
Deputy Director

Enclosures:

1. References
  2. Responsibilities
  3. Procedures
- Glossary

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ENCLOSURE 1REFERENCES

- (a) DoD Manual 5110.04-M-V1, DoD Manual for Written Material: Correspondence Management, October 26, 2010
- (b) DoD Manual 5110.4-M-V2, DoD Manual for Written Material: Examples and Reference Material, October 26, 2010
- (c) Under Secretary of Defense (Personnel and Readiness) (USD(P&R)) Memo, "Processing Actions Electronically," September 27, 2010
- (d) USD(P&R), USD(P&R) Memo, "Policy for Timeliness," April 13, 2010
- (e) ASD (HA) Memorandum, "Request for Continued Support of Tasker Timeliness and Quality Goals," January 19, 2011
- (f) DoD Instruction 5545.02, DoD Policy for Congressional Authorization and Appropriations Actions, December 19, 2008
- (g) DoD Instruction 5230.29, "Security and Policy Review of DoD Information for Public Release," January 8, 2009
- (h) DoD Instruction 5400.04, "Provision of Information to Congress," March 17, 2009
- (i) DoD Directive 5142.01, "Assistant Secretary of Defense for Legislative Affairs (ASD(LA))," September 15, 2006
- (j) OMB Circular A-19, "Legislative Coordination and Clearance," Revised September 20, 1979
- (k) DoD Directive 5500.01, "Preparing, Processing, and Coordinating Legislation, Executive Orders, Proclamations, Views Letters, and Testimony," June 15, 2007
- (l) Inspector General Act of 1978, as amended, Title 5, United States Code, Appendix
- (m) DoD 5200.1-R "Information Security Program," January 14, 1997
- (n) DoD Instruction 5230.29, "Security and Policy Review of DoD Information for Public Release," January 8, 2009
- (o) Deputy Secretary of Defense Memorandum, "Congressional Testimony Coordination and Clearance Procedures," March 3, 2007
- (p) DoD Directive 5400.07, "DoD Freedom of Information Act (FOIA) Program," January 2, 2008
- (q) DoD Directive 5122.05, "Assistant Secretary of Defense for Public Affairs (ASD(PA))," September 5, 2008



ENCLOSURE 2RESPONSIBILITIES

1. THE OFFICE OF THE DEPUTY DIRECTOR, TRICARE MANAGEMENT ACTIVITY (TMA). Responsible for management of all routine correspondence.

2. THE OFFICE OF THE CHIEF FUNCTIONAL, TRICARE BUSINESS OPERATIONS, TMA. The TRICARE Business Operations Directorate receives, reviews, and assigns all incoming correspondence, actions, and outgoing correspondence.

The Chief Functional shall:

a. Direct an effective and comprehensive document management and correspondence process for TMA.

b. Establish appropriate end-to-end management controls and standards for the document management and correspondence process that includes quality control and management reporting.

3. HEALTH AFFAIRS (HA)/TMA-CORRESPONDENCE CONTROL OFFICE (CCO). The HA/TMA CCO shall:

a. Receive, review, and obtain external coordination for outgoing correspondence and actions that require The Office of the Deputy Director's, TMA, signature or higher.

b. Be accountable for document management and correspondence processing and management throughout TMA.

(1) Follow the correspondence management policy and administrative process and procedures set forth in the guidance.

(2) Use SACCP as its document management correspondence system for end-to-end visibility and control of documents.

(3) Create and maintain the Document Management and Correspondence Business Rules and Templated Guides (located on the TMA Intranet in the Action Officers Toolbox), updating it with new information received from the Office of the Under Secretary of Defense (Personnel and Readiness) (OUSD(P&R)), Washington Headquarters Services (WHS), or other resources for preparing documents or correspondence.

(4) Provide guidance and training on the editing, processing, and management of documents and correspondence and the use of SACCP.

(5) Generate management reports of open, upcoming, and overdue actions for use by TMA leadership. These reports will be distributed weekly.

c. STAFF ASSISTANCE. The point of contact (POC) for developing and ensuring compliance with the HA and TMA correspondence process is HA/TMA-CCO, which may be reached at (703) 681-4170. Training is provided by HA/TMA-CCO every third Wednesday for SACCP POCs and all other users. It is the responsibility of the user to contact HA/TMA-CCO to reserve a training slot.

4. DEPUTY ASSISTANT SECRETARY DEFENSE (DASD)/CHIEF FUNCTIONAL OFFICER (CFO). The DASD/CFO shall:

a. Appoint a Super Action Officer (SAO) who will be responsible for editing, proofreading, and overseeing each action to completion.

b. Appoint a primary and an alternate Correspondence Analyst (CA) to track, manage, and monitor correspondence processing for his/her functional area. The CA and SAO may or may not be the same individual.

c. Ensure relevance, timeliness, organization, technical correctness, and clarity of all assigned actions.

d. Monitor functional area performance.

4.1. SUPER ACTION OFFICER (SAO). The SAO shall:

a. Confirm whether the task/action is for their functional area and understand what is expected; ensure all actions are staffed and maintained solely in SACCP.

b. Task AO with clear internal suspense that incorporates time for proper level of coordination and leadership review. Identify and explain exact requirement(s) of the task and/or action.

c. Be responsible for completion of functional area STOPLIGHT actions.

d. Process requests for an extension using the NOTES section of SACCP. See Page 14, paragraph 12 (Suspense Dates).

e. Ensure relevance, timeliness, organization, technical correctness, and clarity of all actions. Ensure documents and correspondence is prepared according to the appropriate guidance. AOs are responsible for creating the content, editing, and proofreading correspondence actions before sending out for coordination and before assigning it to HA/TMA-CCO, as outlined in this guidance, and in accordance with Department of Defense (DoD) *Manual for Written Material*, *Department of Defense Directive (DoDD) 5110.4-M-V1-V2*, October 26, 2010; hereafter referred to as "guidance."

f. Proactively push actions through processes to prevent them from stalling and elevate them through their chain of command to completion. If required, work through the chain of command to speed the coordination process from another office, component, or military service. Maintain responsibility for each of his/her actions until signed and delivered to the appropriate recipient.

g. Ensure documents/correspondence are coordinated at the appropriate signature level. Address edits received during the coordination process.

h. Respond to the incoming tasks and/or actions that have been assigned through SACCP or other venues.

i. Monitor performance by routinely generating functional area reports.

#### 4.2. ACTION OFFICER (AO). The AO shall:

a. Create correspondence that complies with the provisions of the guidance, as well as this supplemental guidance for all correspondence generated.

b. Meet assigned internal suspense dates in order to allow approving officials a reasonable amount of time for review, coordination, and signature.

c. Be responsible to guide CAs to complete the STOPLIGHT report that comes in every week from OUSD P&R.

d. Routinely run and monitor functional office reports.

#### 4.3. CORRESPONDENCE ANALYST (CA). The CA shall:

a. Assist all DASDs/CFOs and ensure all office personnel have SACCP accounts, and SACCP offices are updated. If there are changes, the CA shall contact HA/TMA-CCO with updates.

(1) Assign all actions to SAO.

(2) Ensure timeliness of tasks and/or actions.

(3) Request an extension in SACCP via a note; assign to action office when requesting extension in SACCP – \*No more than three extensions shall be granted.\* See paragraph 12, page 14.

b. Monitor suspense dates and alert AOs and SAOs of upcoming tasks and/or actions.

c. Receive draft actions from AOs, then format, proofread, and edit documents.



- d. Update the notes section in SACCP appropriately when any change occurs.



ENCLOSURE 3PROCEDURESINCOMING CORRESPONDENCE.

a. Personnel and Readiness actions, correspondence, and inquiries are received by the Health Affairs (HA)/TMA-Correspondence Control Office (CCO). HA/TMA-CCO receives actions, correspondence, and inquiries from the Under Secretary of Defense (Personnel and Readiness) (USD(P&R)), or directly by fax or mail distribution.

b. HA/TMA-CCO will receive and review all actions and assign actions to an action office in HA or TMA based on the subject and content of the incoming correspondence.

c. Certain offices within TMA (Office of the Chief Financial Officer, Program Integration, and the Privacy Office) receive incoming actions they task to other functional areas for action. In these instances, these offices will follow the business rules in this Administrative Instruction for proper assignment, tracking, and processing.

d. Actions received by any source other than HA/TMA-CCO, or the offices identified in 2.1.c above, should immediately be referred to HA/TMA-CCO for appropriate action and dissemination. Individual Action Officers (AOs) should not accept any external actions. Please refer external actions to their immediate supervisor and/or the respective Front Office and HA/TMA-CCO for proper assignment, tracking, and management.

e. HA/TMA-CCO is also responsible for mailing Beneficiary Congressional Correspondence; Reports to Congress are not included. Mass mailings will be returned to the respective action office for distribution.

1. INITIATING ACTIONS.

a. WHEN TO INITIATE ACTIONS. Initiate an action immediately upon receiving an original tasking, or upon self-generating action to resolve an issue that is not already in SACCP. The HA front office, TMA front office, and HA/TMA-CCO shall only accept actions that are processed through SACCP, unless an exception is approved by DD TMA.

b. COMPLETING FIELDS.

(1) Fill out all the required fields in SACCP. Required fields are marked by an asterisk.

(2) Label actions of a sensitive nature, such as medical privacy or personnel actions with social security numbers, as "Private" with the appropriate caveat (e.g., Personally Identifiable Information and the Health Insurance Portability and Accountability Act, etc.). If a specific security option is not chosen, SACCP will default to "Public." Not marking actions properly

will cause a "Breach" and will need to be reported to the TMA Civil Liberties and Privacy Office.

(3) For SACCP purposes, the "originator" of a task is the office that originated the task. The "recipient" is the person who receives the final correspondence or product of the action.

(4) Keep subject lines to a one line maximum.

(5) When initiating an action, a suspense date has to be included on all actions.

(6) When assigning a task, a suspense date must be entered as to when the specific task is to be accomplished.

(7) The initiator of the action will upload any documentation initially associated with the original tasking during the initiation of the action.

(8) The initiator of the action will add tags to each action. Tags are descriptive words that can be used as searchable terms for SACCP correspondence. Use as many tags that are relevant to the content. For example:

- The tag "CRR" shall be used for Reports to Congress.
- The tag "INTERNAL" shall be used on actions that do not need to be tracked at the P&R level.

(9) The initiator of the action must complete the reference type field for each action to refer to the assigned action office. References are used to tie the action to other sources and other SACCP actions. Select **Reference Type**:

- **SACCP Action** – populate this field with the Control Number of the associated action.
- **Other** – populate this field with the action office that will be working this action.

(10) Include instructions with every task, even if they are brief. Provide instructions on how the recipient needs to complete the task. Give explicit instructions on what needs to be done, when it needs to be done, who or what functional office needs to be involved, and any other pertinent information deemed necessary.

2. NAMING CONVENTIONS. Assign each document a TAB using the standard conventions of a hardcopy package. As SACCP offers only eight lettered TABs, group similar items as necessary to prevent from needing a TAB I, J, etc. Title items appropriately to provide further description of a document if necessary. For more information see the diagrams below:

TITLE	TAB
EXSUM	None
Action Memo	None
Memorandum	Tab A
Coordination	Other




All actions must have a specific TAB.

EXSUMs and Action Memoranda have a None TAB (Select TAB).

Anything that is being signed, or documents that are needed for review, go under TAB A.

Anything that is referenced in the body of the Action Memo gets those selected TABs.

ALL COORDINATION GOES UNDER TAB OTHER in SACCP.

a. Title documents using SACCP number and explanatory but succinct phrases (e.g., "PR001122-11 Action Memo MPP to USD" instead of "Action Memo.") Each document shall appear once within a SACCP record. To update a version of the document, use SACCP's "Add Version" feature (indicated by the  maximum extent possible).

b. Any documentation uploaded into SACCP should be marked with the appropriate TAB letter indication.

(1) The ultimate document requiring signature or providing information is labeled as TAB A. If you have more than one action memo or info memo, you shall name them as follows:

Action Memo - DDTMA to ASD(HA)

Action Memo - ASD(HA) to USD(P&R)

(2) Documents such as the Action Memo or ExSum – documents that normally reside on top of TAB A in a paper package – have no TAB designation. This way, they all appear as TAB "None" in SACCP.

(3) All coordination documents in SACCP are labeled as the actual TAB. All coordination(s) must have a digital signature available through the Adobe Acrobat program.

c. When an uploaded file corresponds to a source document TAB, use the TAB drop-down filed to identify. Tab options include TABs A–H and other.

### 3. REJECTING OR CANCELING TASKS.

a. REJECTING TASKS. HA/TMA staff have 24 business hours upon receipt of a task from a DASD/CFO Office, Correspondence Control Office (CCO), Executive Secretary (ExecSec), or the USD(P&R) Front Office to reject and return the task to the originator, via SACCP, for clarification or reassignment with a brief justification.

(1) After 24 business hours, assigned tasks are only reassigned using the Secretary of Defense (SD) Form 391, which will be filled out by HA/TMA CCO, see page 14, paragraph 13. The rejecting office must provide a justification and a verified new POC with contact information for reassignment out of the HA/TMA Directorate. The SD Form 391 is then submitted to P&R for approval.

(2) Offices and AOs that reject a task within the HA/TMA Directorate must assign the task to the tasking office; reject the assigned task, provide justification, and if possible, a new office of responsibility.

(3) In all instances, when rejecting and cancelling tasks, accidentally opening, or assigning tasks requires the proper and timely reassignment of the action in order to continue the momentum of the work.

#### 4. COMPLETING ACTIONS.

a. WHEN TO COMPLETE TASKS. Register completion of a task within SACCP immediately upon completion. An action will be considered complete when:

(1) All internal coordinations are obtained and uploaded in color.

(2) Appropriate actions (*i.e., comment and recommendation(s), signature, review, coordination, preparation of required correspondence*) are completed.

5. NOTATIONS. Every SACCP user is required to enter a note into SACCP when any change occurs with an assigned action. Reminder, once a note is entered into SACCP, it cannot be DELETED.

#### 6. SIGNATURES.

a. REQUIREMENT. All documents going to personnel within DoD are signed electronically with very few exceptions.

b. EXCEPTIONS. In certain instances, a DASD/CFO or SAO may establish rules for coordination within SACCP. For example, they may specifically establish within a task's instructions that a "concur" on a coordination may be established simply by clicking "complete" on the task within SACCP. In instances such as this, the carrying out of instructions within SACCP counts as a digital signature.

#### 7. CLOSING ACTIONS.

a. DOCUMENTATION. An action is closed once a signed copy of a document has been received.

(1) AOs follow-up with either HA/TMA CCO, or the HA/TMA Front Office Staff if an action has been completed, but not closed in SACCP.



- (a) HA/TMA-CCO will close an action once a response has been approved/signed.
- (b) The CA will reassign the task to the initiating office for further processing.
- (c) Offices with delegated signature authority will complete the task and reassign it to the originating office for final closure.
- (d) Other offices will follow the business rules for proper assignment, tracking, and processing.

## 8. DOCUMENT MANAGEMENT.

a. CLASSIFIED DOCUMENTS. Review all documentation for classified material. Do not upload classified material into SACCP. Refer to DoDI 5230.29, "Security and Policy Review of DoD Information for Public Release," for information on classified material.

b. WHEN TO UPLOAD DOCUMENTS. All personnel shall upload a document related to an action into SACCP on the day of the document's creation. As new documents are produced, the creator of the document is responsible for uploading them into SACCP.

### c. DOCUMENT STORAGE.

(1) Once a document has been loaded into SACCP, contact HA/TMA-CCO if a deletion is required. For ease of use, if a document is to be disregarded in future review (in practical terms, deleted), change the name of the documents as it appears in SACCP to "**DISREGARD.**"

(2) Keep all documents in their original, editable form (i.e., Microsoft Word, Excel, PowerPoint; not Adobe PDF) to the maximum extent possible to allow for editing in future reviews. There are two principle exceptions to this procedure:

- (a) Material provided in advance of a meeting or event is to be forwarded via SACCP in a single PDF document.
- (b) Material prepared for coordination review outside of OUSD(P&R) is to be in a single PDF document.

(3) Naming Conventions. See Page 10, Section 2.

9. PROTECTING SENSITIVE INFORMATION. Official documents will be saved, secured, and processed through SACCP to include actions deemed public, private, and unclassified.

# 10. ACKNOWLEDGEMENT OF ACTIONS.

a. Each DASD/CFO office shall acknowledge receipt of initial action by entering a note into SACCP and updating the notes section appropriately when any change occurs.

b. If task/action is not applicable to the DASD/CFO office, then the DASD/CFO office shall reassign to the initiating office, and then reject the task/action with a sufficient comment or justification in the notes section.

# 11. ASSIGNING ACTIONS.

By assigning tasks, the initiator defines who has access to the action and associated correspondence. SACCP allows users to assign the same task to as many recipients as needed; however, only one route and suspense date can be selected at a time.

a. Assign tasks within SACCP for all work between individuals, even individuals within the same office. This work includes, but is not limited to, coordination reviews, requests for information, comments and recommendations, and final signature. All actions shall be assigned through assigned functional office Admin Box and tasked accordingly within the assigned functional office.

b. The CA shall task the SAO for action.

c. The SAO shall confirm whether the task/action is for their functional office and shall ensure all actions are staffed and maintained solely in SACCP.

d. The SAO shall task the assigned AO with clear internal suspense that incorporates time for proper level of coordination, leadership's review, and identification and explanation of exact requirement(s) of the task and/or action.

e. Upon final completion of the task/action, the CA shall assign the task to the originating office for closure and further processing by:

1. Adding a note
2. Reassigning task/action
3. Clicking the "complete" button

# 12. SUSPENSE DATES.

The suspense period is defined as beginning on the date of receipt of the action in SACCP to the date the response is approved, signed, and distributed.

a. In accordance with the USD(P&R) Policy for Timeliness (Reference (c)), suspense dates shall be met.

b. Requests for an extension shall be made in SACCP via the notes section; assign to AO when requesting extension in SACCP.



**\*No more than three extensions may be granted.\***

c. Assigned functional office and AOs shall meet suspense dates.

d. AOs shall proactively push tasks through the process to prevent them from stalling and elevate issues they cannot resolve in a timely manner.

e. If an assigned functional office or AO is unable to meet a suspense date, a request for an extension shall be submitted as soon as possible to the tasking individual or assigned functional office, prior to the suspense, to provide enough time for coordination and approval.

13. THE SECRETARY OF DEFENSE (SD) FORM 391. The SD 391 is the standard DoD Form for Office of the Secretary of Defense (OSD) correspondence. Whenever an assigned functional office receives a task with an OSD control number, the tasked organization or assigned functional office will be required to provide a SD 391 with their response when an action requires an extension, a transfer, or request for downgrade of signature. SACCP stores a PDF version so that you can quickly create and fill in a SD 391 for submission.

a. Interim Reply Sent To Extend Suspense Date. Section 1-C of form SD 391. This field is to be used when the AO is requesting an extension on any correspondence that is initiated from OSD/USD(P&R) and above. When an AO is unable to meet a task suspense date set by another Deputate, the office or AO shall submit an interim response stating what has been done to complete the action, why this action is delayed, what the estimated time of completion is, if a suspense date been has requested, and if an interim response has been prepared. An SD 391 request for extension with an interim must be requested from the HA/TMA CCO who has no less than 48 hours prior to the task's suspense date. **\*Once the Interim response is signed, then the SD Form 391 is submitted for approval from the Correspondence Control Division.\***

b. Request Transfer To. Section 1-E of form SD 391. This field is to be used when an action's Point of Contact/Action Officer (POC/AO) has passed the 24 hour deadline to reject; therefore, this field may be used to transfer externally, BUT only by mutual agreement from the recipient. The POC/AO must receive approval from the office that the action belongs to first. Once a detailed justification is provided and an agreement is reached from the POC/AO, transfers within HA/TMA will be routed to the accepting individual via SACCP. POC/AO must upload the SD 391 as a new attachment and e-mail HA/TMA-CCO requesting an approval.

c. Request Downgrade To. Section 1-F of form SD 391. This field is to be used if a POC/AO decides that the final signatory does not have to be at a certain level; they may request for downgrade (lower signature level than requested). A detailed justification is required and may have to be approved by the front office. POC/AO must upload the SD 391 as a new attachment and e-mail HA/TMA-CCO requesting an approval.

#### 14. ELECTRONIC COORDINATION ON DoD INTERNAL ISSUANCES.

- a. All Department of Defense Directives (DoDD) and Department of Defense Issuance (DoDI) actions will be distributed via SACCP. The actions will be assigned to the primary SACCP group box for comment from the appropriate signature level.
- b. Comments will continue to be captured via SD 818, Comments Matrix since this is a WHS requirement.
- c. To electronically coordinate, "complete task," AND add a note to reflect who the coordinating official is, along with the nature of coordination (e.g., *concur with comment*, *concur without comment*, *do not concur with comment*). If requested, digitally-sign the coordination sheet and include any necessary comments at the bottom of the coordination sheet by using the typewriter function located under "Tools" in Adobe Acrobat.
- d. **Offices that do not reply by the due date will be reported as "No Response."**
- e. For more information regarding the processing of DoDDs and DoDIs, visit [www.dtic.mil/whs/directives/corres/dir.html](http://www.dtic.mil/whs/directives/corres/dir.html).

#### 15. ELECTRONIC COORDINATION ON DoD EXTERNAL ISSUANCES. Obtain signature on SD Form 106. Follow your component's procedures to obtain the signature of the appropriate official on SD Form 106.


- a. Initiate formal coordination through the portal.
- b. Follow portal procedures to submit the signed SD Form 106 and formal coordination draft to the portal. Your directive's focal point is your component's expert on portal access and use. You can also contact the Directives Division (DD) portal manager for assistance.
- c. The DD editor shall provide a review of the issuance and SD Form 106 before they are posted to the portal. The editor shall contact the AO if the review will take longer than 2 work days and shall coordinate with the AO to resolve any outstanding issues.
- d. Upon release of the task for coordination, the portal will send an e-mail to the AO advising that the task has been posted.
- e. Adjudicate the coordination responses. The portal will send an e-mail to the AO each time a coordination response is received. The AO shall review and adjudicate the responses, confirm that the coordination is signed at the appropriate level, and document coordination comments and resolution on SD Form 818, "Comments Matrix for DoD Issuances." If comments are received that touch upon a legal issue, the AO should contact via e-mail the Office of the General Counsel (OGC) which provided the legal objection review in Stage 2 for advice and assistance.



f. Revise the issuance consistent with adjudication of the coordination comments.

g. Provide a final copy of the issuance and SD Form 818 to the OGC contact for a final adjudication review. OGC will supply confirmation via e-mail that the adjudication review is complete.

16. CORRESPONDENCE COORDINATION. All requests for coordination, both incoming and outgoing, occur via SACCP. Every assigned functional office that is tasked for comments and no response is given within the specific timeline, will mean you concur without comment.

a. Condense all documents to be coordinated into one PDF document prior to tasking. Name the file "Document for Coordination" within SACCP. When coordination is uploaded save as a new version by clicking the  icon.

b. To obtain individual directorate's (*CFO, directors', DASD*) coordination or signature please refer to the individual directorate's business rules.

(1) Actions/Correspondence requiring the Deputy Director's TMA signature or coordination will require coordination from the following:

- OGC, TMA
- Program Integration (PI) if correspondence is Congressional.
- Chief of Staff (CoS), TMA
- ADDTMA, TMA

(2) Actions/Correspondence requiring the Director of TMA signature, or coordination will require coordination from the following:

- OGC, TMA
- PI, if correspondence is Congressional
- CoS, TMA
- ADDTMA, TMA
- DD, TMA
- CoS, HA
- PDD, TMA

(3) Actions/Correspondence requiring the Principal Deputy Director of TMA signature or coordination will require coordination from the following:

- OGC, TMA
- PI, if correspondence is Congressional
- CoS, TMA
- ADDTMA, TMA
- DD, TMA
- CoS, HA

(4) Actions/Correspondence requiring the PDASD of HA signature or coordination will require coordination from the following:

- DASD/DD TMA
- PI, if correspondence is Congressional
- OGC, DoD
- DoD, Office of Legislative Affairs (OLA), if correspondence is Congressional
- CoS, HA

(5) Actions/Correspondence requiring the ASD of HA signature or coordination will require coordination from the following:

- DASD/DD TMA
- PI – if correspondence is Congressional
- OGC, DoD
- OLA, DoD – if correspondence is Congressional
- CoS, HA
- PDASD, HA

(6) Actions/Correspondence requiring the USD(P&R) signature or coordination will require coordination from the following:

- DASD/DD TMA
- OGC, DoD
- OASD, OLA – if correspondence is Congressional
- Public Affairs (PA) – if applicable
- (PR)CFO – if applicable
- CoS, HA
- PDASD, HA
- ASD(HA)

(7) Actions/Correspondence requiring the SecDef signature or coordination will require coordination from the following:

- GC – if correspondence is Congressional
- ASD(LA) – if correspondence is Congressional
- CoS, HA
- PDASD, HA
- ASD(HA)
- USD(PR)
- DEP SEC

## GLOSSARY

### PART I. DEFINITIONS

Action Memo. A document or other communication that helps the memory by recording events or observations on a topic, such as may be used in a business office by describing a problem and recommending a solution.

Administrative Instruction. The instrument that supplements DoD Directives and DoD Instructions that applies to the Office of the Secretary of Defense (OSD), Washington Headquarters Services (WHS) Components, and DoD Field Activities. They also disseminate policy, procedures, and continuing informational guidance to the DoD Components in the National Capital Region serviced by WHS.

Biography. A detailed description or account of someone's life. A biography is more than a list of impersonal facts (education, work, relationships, and death), it also portrays the subject's experience of those events. Unlike a profile or curriculum vitae (résumé), a biography presents the subject's story, highlighting various aspects of his or her life, including intimate details of experiences, and may include an analysis of the subject's personality.

Congressional Reports. A public affairs program recorded monthly, quarterly, annually, or semi-annually in the Nation's capital.

Decision Paper. A staff action which the staff officer uses to discuss the purpose, recommendation, background, discussion, impacts, and coordination of staff actions. The decision paper should be brief and to the point, containing the essential elements of information for the decision maker to understand the staff action and reach a decision.

Department of Defense (DoD) Directive. A broad policy document containing what is required by legislation, the President, or the Secretary of Defense to initiate, govern, or regulate actions or conduct by the DoD Components within their specific areas of responsibilities. DoD Directives establish or describe policy, programs, and organizations; define missions; provide authority; and assign responsibilities. One-time tasking and assignments are not appropriate in DoD Directives.

Department of Defense (DoD) Instruction. A DoD issuance that implements the policy, or prescribes the manner or a specific plan or action for carrying out the policy, operating a program or activity, and assigning responsibilities.

Department of Defense (DoD) Inspector General Reports. Are to promote integrity, accountability, and improvement of Department of Defense personnel, programs, and operations to support the Department's mission and serve the public interest.

DoD Directive-Type Memorandum. A memorandum issued by the Secretary of Defense (SecDef), Deputy SecDef, or OSD Principal Staff Assistants (PSAs) that, because of time constraints, cannot be published in the DoD Directives System. Directive-type memoranda signed by PSAs are procedural in nature. They implement policy documents, such as DoD



Directives, Federal laws, and Executive Orders. Directive-type memoranda signed by the Secretary or Deputy SecDef are policy-making documents. A directive-type memorandum shall be converted into a DoD Directive or DoD Instruction within 180 days, unless the subject is classified with limited distribution or is material of limited or temporary relevance. A copy of the signed memorandum shall be forwarded to the Director, Executive Services, and Communications Directorate WHS.

EXSUM. A term used in business for a short document that summarizes a longer report, proposal, or group of related reports in such a way that readers can rapidly become acquainted with a large body of material without having to read it all.

Freedom of Information Act Request. A federal law that allows for the full or partial disclosure of previously unreleased information and documents controlled by the United States Government.

Government Accountability Office. The U.S. Government Accountability Office (GAO) is an independent, nonpartisan agency that works for Congress.

GAO Audit Report. A report on the financial statements of the U.S. Government which is initiated by requests from Members of Congress, including requests mandated in statute, and so reflects concerns of current political import, but many reports are issued periodically and take a long view of U.S. agencies' operations.

Info Memo. A document used to convey information to someone on important developments not requiring action at that time, e.g., for background, issue, talking, and point papers.

Interim Report. When an office is unable to provide a final reply within the designated suspense, write an interim reply to the author of the incoming correspondence stating the following reasons: reason for delay, steps you are taking to get the necessary information, and date he or she may expect a final reply.

Interagency Agreement. A written agreement between the U.S. Environmental Protection Agency and a federal agency that has the lead for site cleanup activities (e.g., U.S. Department of Energy), that sets forth the roles and responsibilities of the agencies for performing and overseeing the activities.

Invitations. Are documents written or printed, or spoken words, conveying the message by which one is invited.

Letters to Congress. Is written or printed communication to Members of Congress.

Manual. A guidance document consisting of procedures that usually contains examples for performing specific tasks.



Meeting Agenda. A list of meeting activities in the order in which they are to be taken up, by beginning with the call to order and ending with adjournment. It usually includes one or more specific items of business to be discussed.

Meeting Notes. Typically describes the events of the meeting, starting with a list of attendees, a statement of the issues considered by the participants, and related responses or decisions for the issues.

Memorandum. A document or other communication that helps the memory by recording events or observations on a topic, such as may be used in a business office.

Memorandum of Understanding (MOU). A document describing a bilateral or multilateral agreement between parties. It expresses a convergence of will between the parties, indicating an intended common line of action.

Memorandum of Agreement (MOA). A document written between parties to cooperatively work together on an agreed upon project or meet an agreed objective. The purpose of an MOA is to have a written understanding of the agreement between parties.

Nominations. Are part of the process of selecting a candidate for either election to an office, or the bestowing of an honor or award.

Personnel Action. Any action taken on a member of the Armed Forces that affects or has a potential to affect (for example a threat) that military member's current position or career.

Press Release. A written or recorded communication directed at members of the news media for the purpose of announcing something ostensibly newsworthy. Typically, they are mailed, faxed, or e-mailed to assignment editors at newspapers, magazines, radio stations, television stations, and/or television networks. Commercial press release distribution services are also used.

Read Ahead Materials. Materials that provide information in advance of a meeting or event, to include Microsoft Word, Excel, and Power Point products and PDF files.

Requests for Information. Standard business process whose purpose is to collect written information about the capabilities of various suppliers. Normally it follows a format that can be used for comparative purposes.

Talking Points. A succinct statement designed to persuasively support one side taken on an issue. Such statements can either be free standing or created as retorts to the opposition's talking points and are frequently used in public relations, particularly in areas heavy in debate such as politics and marketing.

Transcript. A written record of dictated or recorded speech.

White House Bulk Mail. All other routine correspondence from private citizens addressed to the President or White House staff and forwarded to DoD for reply.

White House Referrals. Correspondence containing DoD-related subject matter from Members of Congress, corporate executives, former Government officials, foreign officials, or correspondences involving special interest items addressed to the President or Vice President, or brought to the attention of the White House staff.

White Paper. An authoritative report or guide that helps solve a problem.