

**Administration**  
**STAFF PROCEDURES GUIDE**

**History.** This issue updates III Corps and Fort Hood Regulation 1-10 dated 1 April 1990 and all changes issued thereto.

**Summary.** This regulation establishes guidance for staff coordination, procedures and taskings at Fort Hood.

**Applicability.** Policy in this regulation applies to III Corps and Fort Hood staff agencies, subordinate commands, and tenant organizations.

**Changes.** Changes are not official unless authenticated by

the Director, Information Management (DOIM).

**Supplementation.** Local supplementation of this regulation is prohibited without the approval of AFZF-SGS.

**Suggested Improvements.** The proponent for this regulation is the Secretary of the General Staff (SGS). Send comments and suggested improvements to the Commander, III Corps and Fort Hood, ATTN: AFZF-SGS, Fort Hood, Texas 76544-5000

FOR THE COMMANDER:

WILLIAM C. FEYK  
Colonel, USA  
Chief of Staff



MICHAEL D. CASE  
LTC, SC  
DOIM

DISTRIBUTION:  
IAW FH FORM 1853, S

**Contents**

**Chapter 1**  
**Staff Procedures**

**Section I**

**General • 1-1, page 3**

Purpose • 1-1a, page 3

Applicability • 1-1b, page 3

References • 1-1c, page 3

Abbreviations • 1-1d, page 3

**Section II.**

**Responsibilities •**

**1-2, page 3**

General Responsibilities •

1-2a, page 3

Secretary of the General Staff (SGS) • 1-2b, page 4

Principal Staff (Inclusive of Division Chiefs) •

1-2c, page 5

**Section III.**

**Correspondence •**

**1-3, page 5**

Types of Correspondence •

1-3a, page 5

Command Policy Letters •

1-3b, page 6

Types of Memorandum •  
1-3c, page 6

Correspondence Procedures •  
1-3d, page 7

Coordination • 1-3e, page 7

Addresses • 1-3f, page 8

Quality Control • 1-3g, page 8

Command Channels •

1-3h, page 8

Technical Channels •

1-3i, page 8

**Section IV**

**Staff Action Packet •**

**1-4, page 8**

Staff Action Papers •

1-4a, page 9

Fort Hood Form 21 •

1-4b, page 8

Correspondence Tabbing •

1-4c, page 10

Information Memorandum •

1-4d, page 10

Fact Sheet • 1-4e, page 10

Talking Paper • 1-4f, page 10

Trip Report • 1-4g, page 11

Executive Summary •

1-4h, page 11

Significant Actions • 1-4i, page 11  
Concept Papers • 1-4j, page 11

**Section V**

**SGS Sends • 1-5, page 11**

SGS Sends • 1-5a, page 12

**Section VI.**

**Correspondence Control •**  
**1-6, page 12**

General • 1-6a, page 12

Incoming General Officer

Correspondence •

1-6b, page 12

Control of Classified

Material • 1-6c, page 12

Historical Reports •

1-6d, page 12

Coordination Instructions •

1-6e, page 15

Concurrence • 1-6f, page 15

Nonconcurrence • 1-6g, page 16

Command Group Signature

Guidance • 1-6h, page 16

Signature by the Garrison

Commander • 1-6i, page 16

Signature Designee • 1-6j, page 16

Tasking Guidance • 1-6k, page 17

**Section VII  
Reports and Suspense Dates to  
Subordinate Units •**

- 1-7, page 18**
- Reports • 1-7a, page 18
- Suspense Dates • 1-7b, page 18
- Minimum Suspense
  - Standards • 1-7c, page 18
- Authorization to Reduce
  - Suspense • 1-7d, page 18
- Responsibility for Suspense •
  - 1-7e • page 18
- Short Suspense • 1-7f, page 18
- Suspense Set by Law •
  - 1-7g, page 18
- Distribution • 1-7h, page 19

- Section VIII  
Processing Incoming  
Correspondence • 1-8, page 21**
- Responsibility • 1-8a, page 21
  - Special Interest Correspondence
    - 1-8b, page 22
  - Freedom of Information Act (FOIA) • 1-8c, page 22

- Section IX  
Message Preparation and  
Processing • 1-9, page 22**
- Messages Originating at III Corps and Fort Hood •
    - 1-9a, page 23
  - Incoming Messages •
    - 1-9b, page 23

- Section X  
Command Group Reading  
Files • 1-10, page 23**
- Preparation • 1-10a, page 23
  - Outgoing Messages •
    - 1-10b, page 23

- Section XI  
Evaluation Reports – Officer  
Evaluation Reports (OERs)  
and Noncommissioned Officer  
Evaluation Reports  
(NCOERs) • 1-11, page 23**
- Responsibilities •
    - 1-11a, page 23
  - Principal Staff. • 1-11b, page 23
  - Annual OERs • 1-11c, page 24
  - Change of Rater OERs •
    - 1-11d, page 25
  - Board OERs • 1-11e, page 25
  - NCOERs • 1-11f, page 25

- Section XII  
Presentations • 1-12, page 25**
- Responsibilities • 1-12a,
    - page 26
  - Principal Staff • 1-12b, page 26

**Chapter 2  
Official Visits**

- Section I  
Visitor Responsibilities and  
Procedures • 2-1, page 27**
- Executive Services •
    - 2-1a, page 27
  - Visit Approval • 2-1b, page 27
  - Visit Approval for Foreign
    - National Visitors •
      - 2-1c, page 28

- Section II  
Responsibilities for Official  
Visitors • 2-2, page 28**
- Executive Services •
    - 2-2a, page 29
  - Staff Lead • 2-2b, page 29
  - Director, Public Works (DPW) • 2-2c, page 29
  - Directorate of Logistics (DOL) • 2-2d, page 29
  - Reserve Affairs • 2-2e, page 30

- Section III  
Project Officer Procedure  
Guide • 2-3, page 30**
- Actions Prior to the Visit •
    - 2-3a, page 30
  - Actions During the Visit •
    - 2-3b, page 30
  - Actions After the Visit •
    - 2-3c, page 30

- SECTION IV  
ESCORT OFFICER  
PROCEDURE GUIDE •  
2-4, page 31**
- Actions Prior to the Visit •
    - 2-4a, page 31
  - Actions During the Visit •
    - 2-4b, page 31
  - Actions After the Visit •
    - 2-4c, page 31

- Section V  
Distinguished Visitor Quarters  
(DVQ) • 2-5, page 31**
- Responsibilities • 2-5a, page 31

**Chapter 3  
Location of Key Personnel**

- Section I  
Overview • 3-1, page 32**
- General • 3-1a, page 33
  - Reporting Procedures for
    - General Officer Absences •
      - 3-1b, page 33

- Reporting Procedures for
  - Command and Staff •
    - 3-1c, page 33

**List of Appendices**

- A. References • page 34
- B. SGS Calendar
  - Requirements • page 35
- C. Command Group Review
  - Requirements • page 36
- D. Formal Memorandum •
  - Page 37
- E. Fort Hood Form 21
  - Instructions • page 39
- F. Information Memorandum •
  - page 41
- G. Fact Sheet Format • page 42
- H. Talking Paper Format • page 43
- I. Trip Report Format • page 44
- J. Executive Summary • page 45
- K. Statement of Nonconcurrency or
  - Consideration of Nonconcurrency •
    - Page 46
- L. Visitor Checklist • page 47
- M. III Corps General Officer and
  - Command Group Location
    - Report • page 48

**Figures List**

- 1-1. Internal Distribution • page 20
- 1-2. External Distribution • page 21
- 1-3. Suspense Standards • page 18
- B-1. Master Calendar Entry Format •
  - page 35
- D-1. Sample Formal Memorandum •
  - page 37
- F-1. Sample Information
  - Memorandum • page 41
- G-1. Sample Fact Sheet • page 42
- H-1. Sample Talking Paper • page 43
- I-1. Sample Trip Report • page 44
- J-1. Sample Executive Summary •
  - page 45
- K-1. Sample Statement of
  - Nonconcurrency • page 46
- M-1. Sample Location Report •
  - page 48

**Tables List**

- 1-1. Events • page 17
- 1-2. Timeline Requirements •
  - page 17
- 1-3. Suspense Standards •
  - page 18
- B-1. Examples of Significant
  - Calendar Events • page 35

**Glossary • page 49**

**CHAPTER 1  
STAFF PROCEDURES**

---

**SECTION I. GENERAL**

1-1

---

**Purpose** This regulation

- Establishes guidance for staff coordination, procedures, and tasking.
- Governs the preparation, staffing, and control of correspondence and electrically transmitted messages.
- Establishes procedures for visitors.

---

1-1a

**Applicability** This regulation applies to

- III Corps and Fort Hood staff agencies.
- Subordinate commands.
- Tenant activities.

---

1-1b

**References** Appendix A lists required and related references.

---

1-1c

**Abbreviations** The glossary explains abbreviations and terms.

---

1-1d

**SECTION II. RESPONSIBILITIES**

1-2

---

**General Responsibilities** Responsibilities are assigned so that staff operations are responsive to the needs of the command group.

Communications

- Provide the best information and recommendations available.
- Are a reflection of the staff officer's
  - Personal reputation.
  - Most professional judgment as if the staff officer were the Commanding General.
- Must meet Army style (according to AR 25-50, Preparing and Managing Correspondence) by using the active voice which
  - Places the doer before the verb.
  - Shows who or what does the action in the sentence.
  - Creates shorter sentences.

---

1-2a

- 
- |   |  |
|---|--|
| <b>Secretary,<br/>General<br/>Staff (SGS)</b> | <p>The SGS</p> <ul style="list-style-type: none"> <li>• Directs General Officer taskings flow to the appropriate staff agencies and major subordinate command (MSC).</li> <li>• Maintains a general officer taskings suspense control system.</li> <li>• Monitors responses of principal staff to requirements of the command group and closes general officer taskings suspense when action is complete.</li> <li>• Prepares the daily command group reading files.</li> <li>• Assigns staff action upon review by the Commanding General, Deputy Commanding General(s) (DCGs), and Chief of Staff (CofS), for correspondence signed by:             <ul style="list-style-type: none"> <li>• Chief of Staff, U.S. Army.</li> <li>• Vice Chief of Staff, U.S. Army.</li> <li>• Commander, FORSCOM.</li> <li>• Commanding General, United States Army TRADOC.</li> <li>• Commanding General, Fifth Army.</li> <li>• Any General Officer.</li> <li>• Other major commands.</li> </ul> </li> <li>• Releases message traffic signed by members of the command group.</li> <li>• Plans, coordinates, and executes the weekly CofS Update.</li> <li>• Coordinates and arranges for visits of general officer rank and equivalent.</li> <li>• Maintains an Executive Service escort and visitor roster.</li> <li>• Ensures all general officers receive a visitor's book, complete with all itineraries weekly.</li> <li>• Assigns a lead agent for visitors (if required) and builds an itinerary based upon staff input and commander's intent</li> <li>• Briefs the CofS weekly on visitors.</li> <li>• Receives all Serious Incident Reports and disseminates throughout the command group.</li> </ul> |
|---|--|

1-2b

- 
- |   |   |
|---|---|
| <b>Principal Staff<br/>(Inclusive of<br/>Division<br/>Chiefs)</b> | <p>Principal Staff</p> <ul style="list-style-type: none"> <li>• Expedites and processes general officer generated actions to the command group.</li> <li>• Ensures the command group receives timely information needed for an event.</li> <li>• Maintains the SGS calendar (see appendix B) within timelines as defined in matrix.</li> <li>• Replies to general officer taskings within applicable suspenses.</li> <li>• Gives simple answers to e-mail or by brief, legible, handwritten notes.</li> </ul> |
|---|---|

(continued on next page)

**Principal Staff  
(Inclusive of  
Division  
Chiefs)  
(continued)**

- **Note:** If an answer requires extensive research and cannot meet the suspense, provide a written interim reply.
- Delivers to the SGS any correspondence or message received from other installations or agencies requiring command group review.
- Routes correspondence requiring command group action through the SGS Administrative Office for control.
- Requests general officer tasking extensions through designated administrative channels or the executive officer of the respective staff agency as early as possible, but before the suspense deadline.

When a suspense date to a higher headquarters cannot be met, the section chief or designated representative:

- Contacts the action office at higher headquarters as early as possible.
- Telephonically requests an extension.
- Notifies the SGS.
- Delivers to the SGS Administrative Office correspondence or communications responding to higher headquarters requiring review or decision by a member of the command group.
  - At least 5 working days before the suspense date to higher headquarters.
  - As determined by method of transmission, e.g., mail, courier, or message.

**Note:** Correspondence or electrically transmitted messages pertaining to subjects listed in appendix C requires approval by the III Corps CofS.

1-2c

---

### SECTION III. CORRESPONDENCE

1-3

**Types of  
Correspondence**

Correspondence includes

- Memorandums (formal or informal).
- Endorsements.
- “Eyes Only” messages.
- “Personal For” messages.
- Other routine electrically transmitted messages.
- Letters (addressing individuals by name).
- Letters (addressed by title).

1-3a

**Command Policy Letters**

Command Policy Letters

- Provide information, which the Commanding General has determined, requires special command emphasis or guidance.
- Are not published in
  - Memorandums of Instruction.
  - Other directives.
- Do not address training issues, which are generally covered in Commanding General Training Notes published by the Assistant Chief of Staff (ACofS) G3.
- Use a formal memorandum format.
- SGS dates and assigns a policy letter number after approval by the Commanding General.

Staff directors or principal staff chiefs are responsible for identifying significant policies which should be

- Addressed in a Command Policy Letter.
- Maintained at company, troop, or battery level.

**Note:** SGS is the proponent for Command Policy Letters.

1-3b

**Types of Memorandums**

There are two types of memorandums; formal and informal.

Use a formal memorandum for correspondence sent outside the headquarters or installation or which is signed by the Commanding General.

**Note:** See appendix D for a sample formal memorandum.

Use an informal memorandum for correspondence internal to III Corps headquarters, or the installation.

- The informal memorandum follows the same format as the formal memorandum except that it is prepared on plain bond paper without letterhead.

1-3c

**Correspondence Procedures**

Correspondence

- Transmits a clear message.
- Uses active voice.
- Begins with the main point.

Examples:

- Passive voice: The PT test was passed by SGT Jones.
- Active voice: SGT Jones passed the PT test.

(continued on next page)

**Correspondence Procedures (continued)**

Structure correspondence for easy, quick reading by

- Starting with a short, clear purpose sentence.
- Placing the recommendation, conclusion, or most important information up front.
- Clearly separating each section using paragraph headings or section titles.
- Identifying the point of contact (POC), typist, and the POC telephone number.
  - Example: LTC Doe/bcp/287-2012.

Do not rewrite memorandums to correct minor errors in

- Format.
- Arrangement.
- Phraseology.

**Note:** The exception is correspondence leaving III Corps and Fort Hood or going to the general public.

Do not retype correspondence within III Corps to correct

- Typographical errors.
- Word omissions.
- Other minor errors.

Make neat and legible pen and ink changes on the original and copies.

Retype correspondence **only** when

- Changes are numerous and the end result looks sloppy.
- Correspondence leaving III Corps and Fort Hood or to the general public.
- When correspondence is prepared for general officer signature, use the office symbol of the Directorate or chief of the staff section authorizing the document (for example, AFZF-PTM).
  - **Do not date.**

When identifying enclosures, write the abbreviation of the word “enclosure” as ENCL, and the enclosure number in pencil at the lower right corner of the first page of each enclosure.

**Note:** See AR 25-50 for additional correspondence guidance.

1-3d

**Coordination**

Use the ILAN to the maximum extent to coordinate staff actions before forwarding the final action to the command group.

Forward draft memorandums for signature by the command group electronically to SGS administration for administrative review prior to being finalized by the staff section.

- Review is limited to formatting, spacing, etc; content will not be edited or changed.

1-3e

---

**Addressees** Address correspondence through the appropriate chain of command, that is, through division commanders or commanders of corps MSCs units, not directly to subordinate elements. 1-3f

---

**Quality Control** Use letter quality print with a Courier or Times New Roman 12-pitch font **only** in correspondence leaving Fort Hood. 1-3g

---

**Command Channels** Route correspondence containing policy matters, command decisions, or official recommendations through command channels. 1-3h

---

**Technical Channels** Use technical channels sparingly and only between

- Chiefs of general and special staff sections and their counterparts in subordinate headquarters.

Use technical channels for correspondence that is

- Informal.
- Nondirective.
- Between action officers.

**Note:** Do not use For the Commander (FTC) on the authority line.

Remove correspondence from technical channels and place in command channels when it affects policy or command matters.

Never withdraw correspondence from command channels and endorse or forward through technical channels. 1-3i

---

**SECTION IV. STAFF ACTION PACKET** 1-4

---

**Staff Action Papers** Use the following as supporting documents for the Fort Hood Form 21, III Corps Action Processing Form

- Formal and informal memorandum.
- Information memorandum.
- Fact sheet.
- Talking paper.
- Staff study.
- Trip report.

---

1-4a

**Fort Hood  
Form 21**

Use FH Form 21 to transmit and process staff action papers forwarded to the Command Group for information, review, recommendation, or approval.

FH Form 21 is an internal document and is not used outside of Fort Hood.

Use it as:

- A transmittal for implementing documents for signature (memorandums, letters, messages, etc.)
- A stand-alone form to seek decision maker approval for a course of action or to provide information between or within directorates to carry out staff business.

Note: See appendix E for a sample and instructions on the use of FH Form 21.

1-4b

**Correspon-  
dence  
Tabbing**

Assemble a staff action in this sequence

- Classified document cover (if applicable).
- FH Form 21.
- Lettered blue tabs (A,B,C) — implementing document (for example, regulation, letter, message, or press release — with signature card if appropriate.
- Numbered white tabs for enclosures (1, 2, 3...) – background papers (items initiating the action, for example, incoming messages, or letters requiring reply, general officer note, information papers, and etc.)
- Tab references made to regulations properly and attach a copy of the applicable portion of regulation.

Simple rules to follow:

- If you have a document for the decision-maker to sign, use a folder to protect the document and staple the FH Form 21 on the outside of the folder.
- If you do not have a document for signature, package the staff action with a paper clip.
- If the answer is a simple note, staple it directly over the general officer note.
- Use a blue-lettered (A, B, C) tab for the implementing document.
- Use a white-numbered tab for enclosures (1, 2, 3.)
- If the blue tab proposes a regulation or supplement, attach the basic regulation.
  - Annotate where feasible to show where the changes or supplements appear.
- If the blue tab proposes a periodic report, attach a copy of the previous report at an appropriate tab.

(continued on next page)

---

<b>Correspondence Tabbing (continued)</b>	<ul style="list-style-type: none"> <li>• Use DA Label 116 (Signature or Initials Marker) for multiple page documents requiring command and group signature.</li> <li>• Set tabs sequentially, from top right downward.</li> <li>• Never staple a staff package containing a message, letter, or memorandum for release.</li> </ul> <p><b>Note:</b> Frequently, actions are received requesting approval of a concept or position but no implementing document is included. This requires follow-up action and causes the decision-maker to visit the same issue twice.</p> <ul style="list-style-type: none"> <li>• Correspondence packages should include a disk containing the action requiring command group signature.                             <ul style="list-style-type: none"> <li>• This permits SGS Admin to correct minor errors prior to signature, without returning the action to the originator.</li> </ul> </li> </ul>
	1-4c
<b>Information Memorandum</b>	Prepare an information memorandum to furnish information to the command group that does <u>not</u> require a decision (appendix F).
	1-4d
<b>Fact Sheet</b>	Use a fact sheet to give the reader pertinent facts on a subject without an extended explanation.
	Fact sheets are
	<ul style="list-style-type: none"> <li>• Easy to read.</li> <li>• Concise (appendix F).</li> </ul>
	1-4e
<b>Talking Paper</b>	Use a talking paper to prepare the reader to address a subject orally, using the paper as a guide, as necessary.
	Talking Papers
	<ul style="list-style-type: none"> <li>• Use short, punchy “bullets.”</li> <li>• May have a conclusion.</li> <li>• Bottom line up front.</li> <li>• If necessary, use facts and assumptions together in this paper (appendix G).</li> </ul>
	1-4f
<b>Trip Report</b>	Prepare a trip report when a staff or directorate chief determines that one is necessary, but not later than 10 working days after return.
	A trip report contains:
	<ul style="list-style-type: none"> <li>• Purpose of specific trip.</li> </ul>

---

(continued on next page)

---

**Trip Report (continued)**

- Actions discussed or required.
- Comments (appendix H).

**Note:** The officer making the trip signs the report.

1-4g

---

**Executive Summary**

An executive summary provides information on a topic to brief or discuss.

It may also provide information on an upcoming event (appendix I).

1-4h

---

**Significant Actions**

Significant actions are those events, taskings, functions, etc., which impact III Corps.

Progress reports on actions or taskings from members of the command group should be included.

Prepare significant actions report

- Using e-mail.
- To arrive at SGS, administrative office NLT 1200 on the 4th Tuesday of the month.

**Note:** Submit in bullet format.

Include progress reports on actions or tasks from members of the command group in the significant activities (SIGACTs).

- SIGACTs is an update for the Commanding General and is not an optional report.

1-4i

---

**Concept Papers** Prepare a detailed concept paper as the first step in developing an itinerary.

1-4j

---

**SECTION V. SGS SENDS**

1-5

---

**SGS Sends**

The action agency is provided the original of any note or tasker originated by a member of the Command Group.

- The note will receive the same recognition as a personal conversation with the Commanding General, DCG, CofS, or ADCG.
- The note will be given a tasker number and suspense date by the Assistant SGS(ASGS).
  - The standard to respond to suspenses that are “HOT” or “ASAP” is 24 hours.
- The context of the note is entered into an electronic system.
- Staff Executive Officers have access to SGS Sends 24 hours per day.
- SGS Sends is updated daily.
- The SGS or CofS may grant case-by-case extensions to suspenses.

---

(continued on next page)

- 
- SGS Sends (continued)**
- Respond to notes by e-mail or in writing.
  - Only the originator or the SGS may change the designated action office.
  - Completed tasks should be reported to the Assistant Secretary of the General Staff (ASGS) by e-mail with the tasker number.
  - A tasker is considered complete when it sufficiently answers or complies with the requested action.
  - Status reports may be provided in SIGACTs.

1-5a

---

**SECTION VI. CORRESPONDENCE CONTROL**

1-6

**General** The SGS Administration Office processes and controls communications (excluding electrically transmitted messages) within the command group.

The SGS Administration Office

- Receives, opens as appropriate, and routes correspondence addressed to the Commander, III Corps and Fort Hood, through the SGS.

The SGS Administration Office does not open mail marked:

- “Exclusive For.”
- “Personal For.”
- “To Be Opened By Addressee Only.”
- Addressed “by name.”

1-6a

---

**Incoming General Officer Correspondence** Route correspondence addressed to III Corps and Fort Hood and signed by a general officer through the SGS.

1-6b

---

**Control of Classified Material** DOIM controls incoming and outgoing classified material (other than TOP SECRET and NATO Classified).

1-6c

---

**Historical Reports** Forward a copy of outgoing historical reports through the command historian, ATTN: AFZF-MH (appropriate higher headquarters).

1-6d

---

**Coordination Instructions** Start preliminary staff coordination early in the process among action officers.  
Share pencil drafts for comment on complex issues.

---

(continued on next page)

**Coordination  
Instructions  
(continued)**

The Division Chief is the lowest level authorized to release an action for coordination.

If a staff agency nonconcur:

- Make every effort to work on the 'concerns' and 'fixes' of interested staff agencies and commands.
- Staff the document again for final coordination.
- Coordinate any actions which establish or change policy with those who will have to execute the policy.

**Note:** Generally, 10 working days are sufficient for complex issues, more time may be appropriate, especially in the case of MSCs who may need comments from internal brigades or separate battalions.

- Reflect staff coordination on the FH Form 21.
- Coordinate those actions defined below with the appropriate activity as indicated:

Civilian Personnel Advisory Center (CPAC)

- Actions pertaining to civilian personnel.

ACofS, Resource Management (RM).

- Manpower (organization, documentation, requirements).
- Dollar resources.

Director, Public Works (DPW)

- Master planning.
- Real estate.
- Land use.
- Facilities.
- Family housing.
- Wild life management (endangered species).
- Environmental matters.
- Fire protection.

ACofS, G3

- P2 mission dollars.
- Time.

---

(continued on next)

**Coordination  
Instructions  
(continued)**

- Tasking.
- Priorities or force structure.

Director, Community Activities (DCA)

- Morale.
- Welfare.
- Recreation.
- Fun runs.

Staff Judge Advocate (SJA)

- Uniform Code of Military Justice (UCMJ) actions.
- General officer reprimands, admonishments, or censures.
- Military aid to civil authority, martial rule.
- Delegation of authority by the Commanding General.
- Claims (for and against and government).
- Law of war and war crimes.
- Actions requiring interpretation of law, regulation, or international agreement.
- Collateral and AR 15-6 (Procedures for Investigating Officers and Boards of Officers) investigations.
- Actions to appoint an acting commander who is not the senior officer.

Director, Information Management (DOIM)

- Installation communications.
- Automation.
- New or revised command publications and blank forms.

ACofS, G6

- Tactical communications and automation.

Reserve Affairs (RA)

- Reserve Components' training at Fort Hood and/or their installation support during training, and actions dealing with Directed Training Associations (WARTRAIN, Affiliation, and EBDE).

---

(continued on next page)

---

**Coordination  
Instructions  
(continued)**

Public Affairs Office (PAO)

- Public interest areas.

**Note:** Do not list the Garrison Commander as a coordinating activity.

1-6e

---

**Concurrence**

Work comments worthy of note into the action early on.

- Pursue vigorously during the preliminary coordination.

Acceptance should lead to concurrence.

The activity chief or deputy accomplishes the concurrence.

Concurrence must be addressed in the discussion paragraph of FH Form 21.

Indicate concurrence:

- Type name and rank of activity chief or deputy in the appropriate block of FH Form 21.
- Type the concurring officer's initials and date.

For an action going to the Command Group, the coordinating officer's name is no lower than a staff principal.

1-6f

---

**Nonconcurr-  
ence**

Nonconcurrences signify a major disagreement in policy, procedures, or philosophy.

Nonacceptance should result in

- Nonconcurrence.
- Withdrawal of the comment.

Concur with comment is not authorized.

- If a staff officer disagrees with any part of the document and cannot resolve the difference during coordination, the staff officer will nonconcur with the action.

Action officers, directors, and subordinate commanders will make every effort to resolve difference prior to submission to the decision maker.

Nonoccurrence

- Is considered by the commander or staff principal who initiated the action.
- Must involve personal discussion with the commander or principal who nonconcurred.

Include a written consideration of nonconcurrence as an enclosure (signed by the initiating command or staff principal) on unresolved nonconcurrence.

**Note:** See appendix K for sample nonconcurrence statement.

---

(continued on next page)

---

**Nonconcurr-  
ence  
(continued)**      • Address statements of nonconcurrency and considerations of nonconcurrency in the discussion paragraph of FH Form 21.

1-6g

---

**Command  
Group  
Signature  
Guidance**      The Commanding General signs correspondence addressed specifically to MSC commanders.

                         The CofS signs correspondence that is general distribution based upon the III Corps and Fort Hood's distribution scheme (i.e., IAW FH Form 1853; A).

**Note:**      Exceptions to this guidance are Command Policy Letters and Training Notes.

                         Coordinate actions falling outside the above stated guidance requiring Commanding General signature with the SGS.

                         Message traffic procedures are unchanged.

1-6h

---

**Signature by  
the Garrison  
Commander**      The Garrison Commander signs items that are garrison-unique.

                         Address correspondence through the Garrison Commander when action impacts upon garrison functions.

1-6i

---

**Signature  
Designee**      Written delegation of authority is not required for principal staff officers who exercise their authority in the normal course of their assigned duties.

                         Note: Signatures of staff section chiefs are appropriate for correspondence of a technical nature sent through technical channels.

1-6j

---

**Tasking  
Guidance**      Submit the approved staff action to the executing command or agency in hard copy IAW timeline requirements in Table 1-2.

                         Staff officers must consider time for

- Preparation.
- Coordination.
- Problem resolution.
- Approval.
- Reproduction.
- Distribution.
- The absence of decision authorities.

                         Place scheduling events requiring support or participation by subordinate and tenant organizations on the training calendar/master calendar a minimum of 180 days prior to the event.

---

(continued on next page)

**Tasking  
Guidance  
(continued)**

Coordinate memorandums of instruction or operations orders with affected organizations and agencies a minimum of 150 days prior to the event in order to publish, distribute, and have in the hands of affected company, battery, troop commanders a minimum of 120 days prior to the event.

**Note:** Above milestones are mandatory to enable MSCs to develop consistent quarterly training guidance and minimize the impact on the 'orderly room'.

Table 1-1 lists events covered by the above policy that include, but are not limited to:

**Table 1-1. Events.**

Retreat/Retirement Ceremonies	Christmas Schedule
Memorialization Ceremonies	Recurring Drives and Recognition Days
Ribbon Cutting Ceremonies	Ethnic Recognition Days and Weeks
Fourth of July Celebrations and Displays	AER Drives
Armed Forces Days Celebration and Displays	Savings Bonds Drives
Memorial Day Observances	Combined Federal Campaign (CFC)
Branch, Alumni, Professional Organization Functions	Fire Prevention Week
Fall and Spring Clean Up	Family Day
Single Soldiers Day	

**Table 1-2. Timeline Requirements**

Minimum Timeline Requirements																	
APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
C	M	T				E											
	C	M	T				E										
		C	M	T				E									
			C	M	T				E								
				C	M	T				E							
					C	M	T				E						
						C	M	T				E					
							C	M	T				E				
								C	M	T				E			
									C	M	T				E		
										C	M	T				E	
											C	M	T				E
Legend:			E = Events T = Taskings M = Fort Hood Form 21 for coordination (E-150) C = Calendar (E-150)														

Note: Hand-carry a written request for exceptions to the above minimum timelines to the CofS for approval.

**SECTION VII. REPORTS AND SUSPENSE DATES TO SUBORDINATE UNITS**

1-7

**Reports** Submit recurring reports, not required by regulations or generated by higher headquarters to subordinate commanders, to the Management Information Control Officer DOIM for approval.  
1-7a

**Suspense Dates** Suspenses to subordinate commanders are

- Held to a minimum.
- Realistic, considering the level of command from which input is required.

1-7b

**Minimum Suspense Standards** Use minimum suspense standards when information is required from units in Table 1-3.

**Table 1-3. Suspense Standards**

UNITS	DUTY DAYS
Other Headquarters III Corps Staff elements (depending on subject and level of interest)	3-5
Division and separate brigade or group level	7
Battalion Level	9
Company Level	12
Reserve Component (Army National Guard or United States Army Reserve Commands)	60

**Note:** Allow sufficient time for the distribution process when establishing suspense dates.  
1-7c

**Authorization to Reduce Suspenses** Principal staff officers are the only individuals authorized to reduce minimum suspense date standards.  
1-7d

**Responsibility for Suspense** The originating staff agency is responsible for meeting suspense dates.  
1-7e

**Short Suspenses** The action office receiving correspondence with a short suspense from higher headquarters (FORSCOM, TRADOC, etc.) determines if existing information or experience factors could be used rather than tasking others to provide input.

- If existing information or experience factors cannot be used, the action office will attempt to change the suspense date.

1-7f

**Suspense Set By Law** Do not request extensions for suspenses on Freedom of Information Act (FOIA) requests, or other suspense dates set by law.  
1-7g

**Distribution** Use the sequential distribution format in Figure 1-1 when preparing correspondence.

- Authorized abbreviations may be used.

**Note:** The format is shown in the order in which it will appear on correspondence. Those addresses which are not applicable may be omitted.

- List addressees who are required to take action under DISTRIBUTION.
- List other units or activities having interest in the subject matter, but no action required under COPIES FURNISHED (CF).
- If necessary, add units at the end of the format.
- Add higher and adjacent headquarters having interest in the matter as COPIES FURNISHED.

**Note:** When battalion-sized units are abbreviated in correspondence, use “Bn or Regt” (e.g., the 4th Battalion, 4th Field Artillery is “4-4 FA” not “4/4FA.”)

---

1-7h

Figure 1-1. Internal Distribution

INTERNAL DISTRIBUTION GUIDE

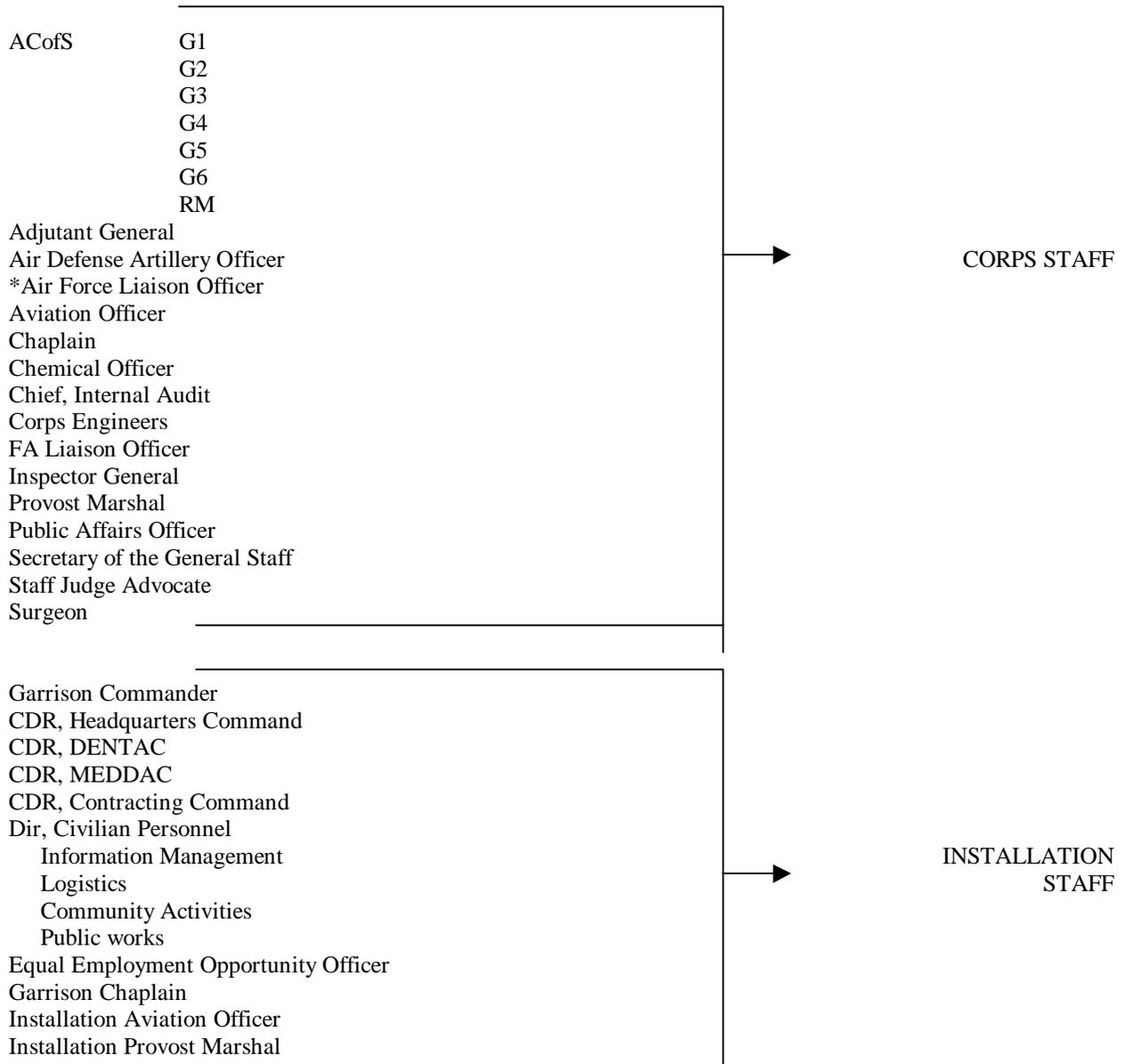
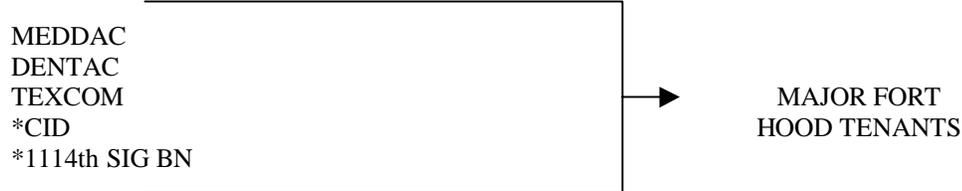


Figure 1-2. External Distribution

<b>EXTERNAL DISTRIBUTION</b>			
<u>UNIT</u>	<u>FORT HOOD</u>	<u>III CORPS MSC</u>	<u>CAPSTONE MSC</u>
4th Inf Div (Mech)	X	X	
1st Cav Div	X	X	
13th COSCOM	X	X	
49th Armored Div (TX ARNG)	X	X	
50th Armored Div (NJ ARNG)			X
45th Inf Bde (Sep) (OK ARNG)			X
21st Cav Bde	X	X	
3rd ACR		X	
III Corps Arty		X	
31st ADA Bde		X	
504th MI Bde	X	X	
89th MP Bde	X	X	
3d Sig Bde	X	X	
3d Fin Gp	X	X	
3d Pers Gp	X	X	
HQs Command	X	X	
*3d Air Support Gp	X		



1-7j

**SECTION VIII. PROCESSING INCOMING CORRESPONDENCE**

1-8

**Responsibility** The SGS assigns action numbers to incoming general officer correspondence addressed to the Commander, III Corps and Fort Hood.

1-8a

**Special Interest** Special Interest correspondence is correspondence received from the

- Executive Branch.
- Members of Congress.
- Office, Chief of Legislative Liaison.
- Federal officials.

(continued on next page)

**Special Interest (continued)**

- State officials.
- Municipal officials.

Special Interest correspondence is letters from:

- A soldier’s relatives.
- Legal representatives.
- Clergymen.
- Other individuals.
- Organizations.

Normally Special Interest communications are handled by the

- Adjutant General (AG).
- Inspector General (IG).
- SJA.
- And sent without delay by the AG to the appropriate action agency using
  - DA Label 87 (For Official Use Only Cover Sheet).

Reply, even if interim, to Special Interest correspondence within 48 hours after receipt at the action level.

1-8b

**Freedom of Information Act (FOIA)**

The FOIA official in DOIM handles FOIA requests.

- The action officer
  - Acknowledges receipt.
  - Controls suspense.
  - Notifies FOIA official when final reply may be expected.

The FOIA official prepares outgoing communications to the requester.

1-8c

**SECTION IX. MESSAGE PREPARATION AND PROCESSING**

1-9

**Messages Originating at III Corps and Fort Hood**

Prepare messages originating at III Corps and Fort Hood per

- AR 105-31 (Records Communications).
- This regulation.

(continued on next page)

---

**Messages Originating at III Corps and Fort Hood (continued)** Designated releasing officials of sections review each message before release for dispatch.

Messages are not accumulated and released at the end of each day, but dispatched to the 1114th Signal Battalion telecommunications center (TCC) throughout the day.

**Note:** Only members of the command groups will release PERSONAL FOR (front channel) and EYES ONLY (back channel) messages.

For both types of messages the DATE-TIME GROUP/RELEASER TIME BLOCK at the top of the form is left blank until the command group releases the message.

1-9a

---

**Incoming Messages** If the TCC receives a message after normal duty hours bearing a precedence of FLASH, the TCC notifies the Corps Operations Center (COC) by telephone or other means.

- The COC notifies addressee to pick up the message at the TCC.

Notification of FLASH and IMMEDIATE precedence messages is telephonic during normal duty hours.

1-9b

---

## SECTION X. COMMAND GROUP READING FILES

1-10

---

**Preparation** The SGS prepares daily reading files to provide the command group with a compilation of important communications received or dispatched during the preceding 24 hours.

1-10a

---

**Outgoing Messages** When the subject matter is significant, principal staff officers must forward copies of outgoing messages signed by themselves or subordinate staff officers to the SGS for inclusion in the daily command group reading file.

1-10b

---

## SECTION XI. EVALUATION REPORTS (OFFICER EVALUATION REPORTS [OERS] AND NON-COMMISSIONED OFFICER EVALUATION REPORTS [NCOERS])

1-11

---

**Responsibilities** The SGS is responsible for monitoring all evaluation reports internal to the Command Group and individuals rated or senior rated by the Command Group

- SGS is responsible for maintaining the OER smart books.
- SGS will mail all completed reports directly to PERSCOM/USAREC.
- SGS will ensure that all reports meet the requirements of governing regulations.

1-11a

---

**Principal Staff** Principal staff ensures all evaluations are submitted to the SGS in sufficient time to:

- Prevent late submission to PERSCOM/USAREC.
- Allow rating officials adequate time to prepare evaluations.

1-11b

---

---

**Annual OERs** Process annual OERs in the following manner:

- Rated officer arrives, G1 provides duty memorandum and Officer Review Brief (ORB) to SGS.
- SGS receives rating scheme from subordinate MSCs.

SGS updates rating scheme.

- Senior rater provides copy of support form.
- Rated officer completes support form and schedules counseling session with secretary.
- Personnel Services Branch (PSB) provides SGS with monthly lists of annual OERs due.
- General officer's secretary prepares OER.
- Aide or secretary maintains general officer's senior rater profile.
- SGS reviews OER and mails to DA (if general officer desires).
- SGS sends a copy to the rated officer and the PSB.
- PSB updates Standard Installation Division Personnel Services (SIDPERS).

---

1-11c

**Change of Rater OERs** Process a change-of-rater OER in the following manner.

- Rater initiates report.
- Rater provides 3 copies of report, support form, and disk to SGS.
- General officer's secretary prepares report.
- Secretary and rated officer schedule office call.
- Aide or secretary maintains general officer's senior rater profile.
- SGS reviews OER and mails it to DA (if the general officer desires).
- SGS sends a copy to the rated officer and the PSB.
- PSB updates SIDPERS.

---

1-11d

**Board OERs** Process a board OER in the following manner.

- PSB receives DA message announcing board.
- Announcement passed to the G1/personnel technician.
- PSB queries SIDPERS for eligible personnel.
- PSB prints new ORB for eligible personnel.

---

(continued on next page)

**Board OERs  
(continued)**

- SGS/G1 scrub eligible list.
- SGS creates spreadsheet.
- Rater and Senior Rater decide to generate report.
- General officer's secretary prepares OER.
- Aide or secretary maintains general officer's senior rater profile.
- SGS reviews OER and mails to DA (if general officer desires).
- SGS sends a copy to rated officer and PSB.
- PSB updates SIDPERS.

1-11e

**NCOERs**

Process a NCOER as below.

- The rater initiates the NCOER.
- Rater provides 3 copies of the draft report with recommended senior rater comments and digital report (on disk) to SGS.
- Division prepares the report.
- SGS reviews the NCOER and mails it to DA (if the general officer desires).
- SGS sends a copy of the report to the rated NCO and the PSB.
- PSB updates SIDPERS.

When a general officer signature is required as a reviewer, process in the same manner as the above bulleted statements, except provide a final report and omit the suggested comments.

1-11f

**SECTION XII. PRESENTATIONS**

1-12

**Responsibilities** The SGS is responsible for preparing briefings presented by the Command Group.

- All briefings will be in electronic format.
- Presentations should use light on dark or dark on light combinations for background to text contrast.
  - Presentations with dark backgrounds and light text are the most effective.
- Presentations should use a 14-point font size at a minimum.
- Use only arial font.

(continued on next page)

**Responsibilities  
(continued)**

- 
- Times New Roman serifs do not project well.
  - Fancy fonts, such as script, are difficult to read.
  
  - Do not use shadowing effect; it displays well on paper, but does not project well.
  - Each slide should have 3-4 bullets with 10-12 words per bullet.
    - If your presentation requires extensive text, break it into multiple slides and increase the font size.
  - PowerPoint on Microsoft Office 97 is available.
    - The conference rooms can support presentations using this or any lower version of PowerPoint.
  - Preview presentations on the conference room projectors prior to scheduled briefings.
  - Although a presentation looks great on the computer, it may not work in the conference rooms.

---

1-12a**Principle Staff** Principle staff provides

- Input for briefings presented by the Command Group.
- Subject matter experts when required.

---

1-12b

## CHAPTER 2 OFFICIAL VISITS

---

### SECTION I. VISITOR RESPONSIBILITIES AND PROCEDURES

---

2-1

#### **Executive Services**

The Commanding General, III Corps and Fort Hood, or his designated representative, is the approving authority for proposed official visits to Fort Hood.

Executive Services is generally responsible for visitors of General Officer rank or equivalent.

Executive Services coordinates itineraries and arrangements for these visitors.

Colonels and below are referred to the ACoS, G3, for unit or staff agency tasking.

When visit requests for General Officer level visitors are received by units or agencies other than Executive Services, the following information should be gathered and provided to Executive Services (information should answer questions found on FH Form 1349-1):

- Name, rank or rank equivalency, and the duty position of each visitor.
- Specific purpose of visit, units or staff agencies to be visited, and the level of classification of material expected to be discussed.
- Dates of visit, to include time of arrival and departure, place of arrival and mode of transportation.
- Billeting and transportation requirements.
- Name and telephone number of the point of contact (POC).

2-1a

#### **Visit Approval**

The Commanding General is the approval authority for general officer visitors and the CofS is the approval authority for colonels.

Staff agencies, MSCs, and tenant units at Fort Hood must notify SGS, Executive Services (AFZF-SGS-ES) when they receive information concerning proposed visits, or desire to invite an official visitor.

2-1b

#### **Visit Approval for Foreign National Visitors**

Foreign National Visit Requests for General Officers or above will be staffed through SGS, Executive Services for the approval of the Commanding General.

Foreign National Visit Requests for Colonels and below will:

- Be coordinated with G2 Counter Intelligence and Security Division (CISD).
- The G2, CISD, will provide SGS with classified background information on foreign visitors.

If the visit is unclassified, it may be staffed directly with the unit or activity listed as the Fort Hood POC.

If the visit involves the release of classified information, coordinate with ACoS, G2/CISD as necessary.

---

(continued on next page)

**Visit Approval  
for Foreign  
National  
Visitors  
(continued)**

The majority of foreign national visitors are directed through DCSINT, DA, embassy channels, or FORSCOM to the Foreign Disclosure and Technical Information System (FORDTIS) Terminal located in G2/CISD or to SGS, Executive Services.

Foreign visitors may include but are not limited to:

- Heads of State.
- Defense Ministers.
- Chiefs of Staff of Allied Nations.
- Foreign Students assigned to U.S. Army schools on invitational travel orders.

Units or activities desiring to invite foreign national visitors to Fort Hood must contact Executive Services and III Corps ACofS, G2/CISD prior to making any invitation.

The ACofS, G2, CISD, III Corps, assists staff sections, MSCs, Executive Services, and units in verifying security clearances of visitors to Fort Hood.

- They will provide assistance in securing and releasing documentary Classified Military Information (CMI) and assist in obtaining authority for the disclosure of CMI to foreign visitors that are tasked by SGS to a unit or activity during their visit.

ACofS G2, III Corps assists Executive Services and the Chief of Staff in getting interpreters or linguists, when required, in support of foreign national visitors to Fort Hood.

2-1c

**SECTION II. RESPONSIBILITIES FOR OFFICIAL VISITORS**

2-2

**Executive  
Services**

Executive Services

- Submits timely official visit requests to the CofS on FH Form 1349-1.
- Prepares a detailed concept paper and draft itinerary on each official visitor.
- Upon approval of the concept and a draft itinerary, conducts final coordination.
- Publish and distribute the final itineraries to the command group and others concerned NLT 1 day before the visit (when applicable).
- Appoints a lead agent to assist in itinerary development.
- Provide a project and/or escort officer for executive level (General or equivalent) official visitors who have been identified by the command group as being of primary interest to Headquarters, III Corps and Fort Hood.
- Plan, organize, and supervise social functions as directed by the command group including type, time, place, uniform, invitations, seating arrangements, menu, and funding.
- Review and monitor correspondence about other visitors to Fort Hood (other than designated official visitors that have been approved by the command group).
- Provides assistance to staff agencies, MSCs, or units that have primary responsibility for the visitor.

(continued on next page)

- 
- Executive Services (continued)**
- Reviews and coordinates official reserve component visitors to Fort Hood during annual training with RA.
  - Assists the reserve component visitors in the event they desire information on Fort Hood or desire a command group visit only.
  - Collects talking papers for Command Group office calls.
  - Collects read-aheads for the Command Group and provides to Executive Services.
  - Assigns and schedules the distinguished visitor quarters (DVQ), the John Bell Hood House and the George S. Patton House, for use per AR 210-11 and this regulation.
  - Prepare after-action report in the form of a 2- or 3- paragraph summary of the visit and collects all read-aheads and the itinerary.
  - Put recurring visits on the master calendar IAW timeline in Table 1-2, this regulation.
  - Schedule and conduct visit in progress reviews (IPRs), as required.
  - Get authority from HQDA for the disclosure of CMI to foreign national visitors
    - Executive Services is the action agency.
  - Coordinate CMI release with ACofS, G2, CISD, as necessary.
  - Coordinate transportation and billeting requirements for executive level official visitors and their parties.

**Note:** See appendix L for a sample visitor checklist.

2-2a

- 
- Staff Lead** Staff Lead
- Subject matter expert for the SGS.
  - Works with escort officer to build the itinerary.
  - Prepares talking papers for Command Group office calls.
  - Prepares read-aheads for Command Group.
  - Provides a scribe, as required.

2-2b

---

**DPW** DPW will provide policy and staff supervision over administration, management, and maintenance of the DVQ, John Bell Hood House, and George S. Patton House, located in quarters 6829 and 6827, Coleman Rd.

2-2c

---

**Director, Logistics (DOL)** DOL supports Executive Services with Logistics (DOL) administrative use of non-tactical vehicles and drivers to transport distinguished visitors per Fort Hood Regulation 56-6.

2-2d

**Reserve  
Affairs (RA)**

RA

- Informs Executive Services of impending visits by official Reserve Component personnel to units, agencies, and subordinate commands at Fort Hood.
- Submits itineraries 3 days prior to arrival of a RC general officer to SGS Executive Services.

2-2e

**SECTION III. PROJECT OFFICER PROCEDURE GUIDE**

2-3

**Actions Prior  
to the Visit**

Make telephonic coordination with the visitor or a member of the party to get

- Specific and defined purpose of visit.
- Details concerning arrival and departure times.
- Dates of the visit.

Arrange for quarters with post billeting office or contact Executive Services for billeting in the DVQ for official visitors.

Arrange for transportation requirements.

- Request air and ground transportation through Executive Services unless internal assets are used by the unit or agency responsible for the visit.

Arrange for interpreters or linguists, if requested.

Provide itinerary to CofS, III Corps for approval of the itinerary and other activities recommended in support of the visitor to Fort Hood.

Publish and distribute approved itinerary NLT 3 days (with exceptions) before the arrival of the visitor.

Brief the escort officer on duties and responsibilities.

2-3a

**Actions During  
the Visit**

Be sure the Escort Officer meets the visitor at the point of arrival.

Monitor the progress of the visit and act as the POC throughout the visit.

Assist the Escort Officer if any problems or conflicts arise pertaining to the itinerary or any aspect of the visitor's trip to Fort Hood.

Be sure the escort officer is aware of the location and time of the departure for the visitor.

2-3b

**Actions After  
the Visit**

Debrief the escort officer.

Provide the SGS Executive Services operations officer with written after-action report.

2-3c

---

**SECTION IV. ESCORT OFFICER PROCEDURE GUIDE**

2-4

---

<b>Actions Prior to the Visit</b>	Contact the project officer upon notification of assignment as escort officer.
	Obtain a briefing on the visit from the project officer.
	Study and review the itinerary.
	Confirm office calls and social events planned for the visitor.
	Conduct a dry run of the schedule to check that travel times are accurate and that locations are known for areas to be visited.
	Reconfirm the times and activities planned for the visitor with units or agencies to be visited.
	Check billeting and transportation arrangements made for the visitor and their party.
	Reconfirm reservations.
	Get quarters keys on the day of the visit, inspect the quarters, and make final coordination with the project officer.

---

2-4a

<b>Actions During the Visit</b>	Welcome the visitor upon arrival.
	Give the visitor a welcome packet.
	Escort the visitor to locations and events as indicated on the itinerary.
	Be sure that billeting and other fees are collected from the visitor and the party.
	Check with the visitor prior to departure to get any last minute comments, questions, or recommendations concerning the visit to Fort Hood.
	Accompany the visitor to departure location and assist in the departure.

---

2-4b

<b>Actions After the Visit</b>	Provide the project officer with an oral or written after action report.
--------------------------------	--

---

2-4c

---

**SECTION V. DISTINGUISHED VISITOR QUARTERS (DVQ)**

2-5

**Responsibilities** DPW has installation responsibility for policy and staff supervision over the administration, management, and maintenance of DVQs.

- DVQs provide temporary housing for official visitors, as defined in this regulation.
- These quarters include
  - Suites 123 through 132 in Keith Ware Hall (Building 36006).
  - The John Bell Hood House (quarters 6829, Coleman Rd) and George S. Patton House (quarters 6027, Coleman Rd).

2-5a

## CHAPTER 3 LOCATION OF KEY PERSONNEL

---

### SECTION I. OVERVIEW

---

3-1

**General** Key personnel must be readily available to the commander.

Whenever personnel are in a status other than normal duty, such as TDY, leave, or absent from the local area for personal reasons, notify in writing or email the

- SGS, III Corps and Fort Hood.
- COC.

The following individuals are key personnel

- Commanding General, III Corps and Fort Hood.
- DCG, III Corps and Fort Hood.
- CofS, III Corps and Fort Hood.
- DCofS, III Corps and Fort Hood.
- Garrison Commander, III Corps and Fort Hood.
- Command Sergeant Major, III Corps and Fort Hood.
- SGS, III Corps and Fort Hood.
- Division commanders.
- Assistant division commanders.
- Commander, 13th Corps Support Command.
- Commander, 3d Signal Brigade.
- Commander, 31st Air Defense Artillery Brigade.
- Commander, 89th Military Police Brigade.
- Commander, 504th Military Intelligence Brigade.
- Commander, 21st Cavalry Brigade.
- Commander, 13th Finance Group.
- Commander, Medical Department Activity.

---

(continued on next page)

---

<b>General (continued)</b>	<ul style="list-style-type: none"> <li>• Commander, Dental Activity.</li> <li>• Commander, III Corps Headquarters Command.</li> <li>• Directors or principal staff officers of III Corps and Fort Hood staff activities.</li> </ul>	3-1a
<hr/>		
<b>Reporting Procedures For General Officer Absences</b>	<p>Report absences of the corps and division commanders to the COC, using the format at appendix M.</p> <ul style="list-style-type: none"> <li>• NLT 96 hours prior to departure.</li> <li>• As soon as intent to depart Fort Hood is established.</li> </ul> <p>Telephonically report actual departure and return times to the COC, 287-2520/2506, for further reporting to Headquarters, FORSCOM.</p> <p>Report absences of other key personnel listed above NLT 48 hours prior to departure changes to itineraries.</p>	3-1b
<hr/>		
<b>Reporting Procedures for Command and Staff</b>	<p>Report projected absences on the staff and separate commanders to the ASGS via email.</p> <ul style="list-style-type: none"> <li>• The ASGS will compile the projected absences using a spreadsheet program.</li> <li>• A report covering a four-week period will be distributed during the weekly staff update.</li> </ul>	3-1c
<hr/>		

**Appendix A  
References**

**Section I.  
Required References**

**AR 15-6**

Procedures for Investigating Officers and Boards of Officers

**AR 25-50**

Preparing and Managing Correspondence

**AR 105-31**

Records Communications

**AR 210-11**

Installations – Billeting Operations

**AR 310-50**

Authorized Abbreviations, Brevity Codes, and Acronyms

**AR 340-5**

Correspondence Distribution Management

**AR 380-10**

Department of the Army Policy for Disclosure of Information, Visits, and Accreditation of Foreign Nationals

**DA Pamphlet 600-60**

A Guide to Protocol and Etiquette for Official Entertainment

**Fort Hood Regulation 56-6**

Management and Use of Nontactical Vehicles

**Fort Hood Regulation 95-1**

Local Flying Rules III Corps and Fort Hood

**Section II.**

**Related References.**

This section not used

**Section III.**

**Referenced Forms**

**Fort Hood Form 21,**

III Corps Action Processing Form

**DA Label 116**

Signature or Initials marker

**DA Label 87**

For Official Use Only Cover Sheet

**Fort Hood Form 1349-1**

III Corps Visit Request

**Appendix B  
SGS Calendar Requirements**

The SGS Calendar provides an executive level listing of events, social activities, and general officer absences which impact upon the command group, the III Corps staff, and MSCs. Use it as a planning and information tool to deconflict future actions.

SGS updates the calendar as needed, normally weekly, and posts it to a shared folder. Distribution is to the corps staff, MSCs, and others as deemed necessary. Weekly distribution covers the next 3-month period. A full 18-month calendar is distributed quarterly for long-range planning.

Include in the calendar significant events that require command group attendance or awareness and selected events that could impact on a major part of the staff or MSCs. See Table B-1 for reportable events.

Provide a separate entry for each event. For example, a conference that includes a luncheon at a different location requires separate entries: one on the conference, and another on the luncheon.

Submit entries to the master calendar as the last entry to the SIGACTS using the format shown in Figure B-1. You may submit entries on e-mail using the same format. Although the published calendar will cover 3-month period, your review and submissions should cover a 12-month period. Submit recurring annual events as soon as dates are known.

**Figure B-1. Master Calendar Entry Format**

EVENT	PERIOD COVERED	LOCATION	HOST	POC PHONE
-------	----------------	----------	------	-----------

---

**Table B-1. Examples of Significant Calendar Events**

• Conferences – on and off site	• Briefings and meetings
• Corps staff meeting	• IPRs
• FORSCOM commanders conference	• PBAC
• AUSA conference	• Force readiness
• Senior leader training	• Official functions
• Distinguished visitors	• Retreat
• Secretary of the Army	• Retirement and awards ceremony
• General officer or DA Civilian equivalent	• General officers breakfast
• Senators, congressmen, congressional staffers	• Bde and Bn commanders luncheon
• FORSCOM staff	• Audie Murphy induction ceremony
• Foreign dignitaries	• Change of command (Bde and above)
• Special events	
• Guest speaker programs	
• Staff professional development program	
• Socials	
• Hail and farewell	
• III Corps Christmas special	

**Legend:**

AUSA – Association of the United States Army

---

**Appendix C**  
**Command Group Review Requirements**

## Review Requirements

Requirements Forward messages and correspondence regarding the following actions to the command group for approval prior to dispatch.

These actions are not all-inclusive, but orient you on the types of actions that generate command group concern.

- Recommendations or requests for significant deviations from regulations or directives.
- Disapproval of requests for significant deviations from regulations or directives.
- Communications censuring an officer or unit.
  - Dispatched with the signature of the Commanding General or the DCG only.
- Death or injury of any soldier or family member.
- Any suicide gesture.
- Inspector General's reports.
- Loss or suspected loss of government funds.
- Board recommendations or decorations and awards (corps and non-divisional).
- Public relations.
- Cross-service agreements.
- Minutes of
  - Safety councils.
  - Nonappropriated fund councils.
- Fire board reports.
- Training directives and programs.
- Plans
  - Administrative.
  - Operational.
- Any detail of soldiers which commits a company or larger size unit.
- Aircraft accident reports.
- Matters pertaining to visits of very important persons.

**Appendix D  
Formal Memorandum**

**Figure D-1. Sample Formal Memorandum**

LETTERHEAD

S A M P L E

S: SUSPENSE DATE

OFFICE SYMBOL (MARKS #) DATE

MEMORANDUM FOR Commander, 4th Infantry Division (Mechanized), Fort Hood, Texas 76546-5200

SUBJECT: Preparing a Formal Memorandum

1. List reference publications in the first paragraph of the correspondence.
2. This example shows how to prepare a memorandum. Allow one inch for the left and right margins. Use a Courier New or Times New Roman 12-pitch font. Do not justify the right margin.
  - a. Use letterhead on a formal memorandum.
  - b. Type the office symbol at the left margin, two lines below the seal. Type the MARKS number, in parentheses, two spaces after the office symbol.
  - c. Stamp or type the date on the same line as the office symbol, ending at the right margin. If there is a suspense date, type it two lines above the office symbol line ending as close as possible to the right margin.
  - d. Type MEMORANDUM FOR on the third line below the office symbol. Begin the single address one space following MEMORANDUM FOR. If the MEMORANDUM FOR address extends more than one line, begin the second line under the third letter of the first word after MEMORANDUM FOR. Addresses may be in upper and lower case type or all upper case type. See the other figures within AR 25-50 for preparing multiple-addressed memorandums.
  - e. Type the subject of the memorandum on the second line below the last line of an address.
  - f. The first paragraph of the text at the left margin on the third line below the last line of the subject.
3. When used, type the authority line at the left margin on the second line below the last line of text.
4. Type the signature block on the fifth line below the authority line or the last line of the text beginning in the center of the page. Identify enclosures flush with the left margin beginning on the same line as the signature block.
5. When using a continuation page, type the office symbol at the left margin on the eighth line from the top edge of the paper.
6. Type the subject of the memorandum at the left margin on the next line below the office symbol.
7. Continue the text at the left margin on the third line below the subject phrase. When continuing a memorandum on another page:
  - a. Do not divide a paragraph of three lines or less between pages. At least two lines of the divided paragraph must appear on each page.

Figure D-1. Sample Formal Memorandum (continued)

OFFICE SYMBOL

SUBJECT: Preparing a Formal Memorandum

- b. Include at least two words on each page of any sentence divided between pages.
  - c. Avoid use of hyphens whenever possible.
  - d. Do not hyphenate a word between pages.
  - e. Do not type the authority line and the signature block on the continuation page without at least two lines of the last paragraph. If however, a paragraph or subparagraph has only one line, place it alone on the continuation page with the authority line and signature block.
8. Center the page number approximately 1 to 1-1/2 inches from the bottom of the page.

AUTHORITY LINE:

S A M P L E

- 4 Encls
- 1. Personnel Listing
  - 2. DA Form 4187
  - 3. Orders 114-6 E
  - 4. AR 340-25

SIGNATURE BLOCK  
 XXXXXXXX, XX  
 XXXXXXXXXXXX, XXXXXXXXXXXX  
 XXXXXXXX, XXXXXXXX

**Appendix E**  
**Fort Hood Form 21 Instructions**

**1. General.** Fort Hood (FH) Form 21 is the vehicle by which the III Corps Staff requests action from or provides information to the senior leadership of the organization (DCofS, ADCG, CofS, DCG, CG, or head of a directorate or office.) The form functions both as a transmittal for implementing documents for signature (memorandums, letters, messages, etc.) or as a form standing alone to seek decision-maker approval for a course of action or to provide information. FH Form 21 may be used between or within directorates to carry out internal staff business.

**2. Preparation.** Fort Hood Form 21 must be written to meet the needs of the decision-maker who reviews the action. The form must be brief in order to save the time of senior officials yet, be clear enough to allow them to make informed decisions. Step-by-step instructions for preparing the form follow.

a. **Classification.** Place the highest classification of any information in the package in this block. Another block at the bottom of the form is used to indicate that the FH Form 21 is unclassified or a lower classification when separated from the package's attachments.

b. **Action Number.** The SGS will assign the tasker number, preceded by a control number. For example: 245-4.

c. **To and Through address.** Specify in these blocks the official who will receive information from the form, and the officials through whom the form will pass to reach the ultimate addressee.

d. **Routed Through address.** SGS will route through the offices of the SGS, DCofS, and CofS as indicated below:

(1) If the form is going to the Commanding General, it will be numerically routed through the DCofS, CSM, and CS. Route all enlisted actions through the CSM.

(2) If the form is going to DCG, it will be numerically routed through the SGS, DCS, and CS.

(3) If the form is going to the Chief of Staff, it will be numerically routed through the SGS and DCofS.

e. **Originator Suspense.** Enter the date the originator of the action has asked for a reply. Not all actions will have an originator date (N/A is not required in this block if there is no date.) **Do not use the SGS-assigned suspense date if there is one--the SGS suspense is an internal control date.**

**NOTE:** The originator is an organization or agency outside the Corps Staff, that is, OSD, DOS, or Congress.

f. **Subject.** Use a short, descriptive subject. Unclassified subjects are desirable. For SGS-tasked actions, use the exact subject from the tasker and tasker number.

g. **Executive Summary.** Consider this block to be the most important part of the from. Tailor the information to the ultimate decision-maker that must review it. If expedited action is required, start this block by alerting the decision maker that timely action is necessary. The following three paragraphs will organize the information and **should not exceed two pages, including the endnotes.**

(1) **Purpose.** Begin with a brief but clear statement of the purpose of the action. Note that the purpose is not to have the decision maker "sign the memorandum." Rather, the purpose would be "To respond to a request from the Commanding General for . . ." or "To establish a position on . . ."

(2) **Recommendation.** State the action required of the reviewing official, usually to sign an implementing document or approve an action to be taken. Also note how this recommendation will complete the "Purpose" stated in the paragraph of the EXECUTIVE SUMMARY. For example: "Commanding General sign the memorandum at the Blue Tab approving the III Corps Inspector General's Quick Look Inspection of 1st Cavalry Division/Directorate of Logistics Operational Maintenance and Storage Plan."

(3) **Discussion.** Use this paragraph of the EXECUTIVE SUMMARY to explain the issues that require a decision or why he or she needs information on the issue. Provide main point(s) and avoid expanded discussion of ramifications of the subject. **Concentrate on the important implications of his action to keep the decision-maker focused on the significance of the matter at hand.**

h. **Coordination.** Use the top left of this block for the name and signature of the director or other officials who is forwarding the action to the reviewer. For staff coordination, a planner's name is required. If DCA has been involved in the action, list the **specific office** in DCA, not just "DCA." Finally, coordination dates that are over 6 months old may not reflect a current position and must be updated.

i. **Action Officer, Director, Division, Extension.** List all action officers if more than one is appropriate. Name the principal action officer first.

j. **Classification.** Same as the CLASSIFICATION block at the top of the form.

k. **Downgrading and DECLAS.** Enter the appropriate declassification information. If "multiple sources" is the classification authority, include a separate sheet of paper listing the sources.

### 3. Length of the FH FORM 21.

a. A lengthy discussion in the FH Form 21 should be provided as an enclosure to the FH Form 21. Discussion includes such things as summarizing the positions of the staff, listing pros and cons of courses of action, reviewing the input of the Commanding General, and the like. Also, the following administrative tips may help keep the FH Form 21 to a manageable length.

(1) Indent only the first line of the subparagraphs. Return the following lines to the left margin.

(2) Do not clutter the text with details on references. Do not say, "In a memorandum to SecDef, the CofS requested. . ." Instead, say "CofS requested the SecDef to. . ." The enclosure will identify the reference document.

(3) Use a short version for dates. For the current year, provide the day and month (for example, 2 Oct). For past or future years, use the day, month, and year (for example, 24 Jul 97).

(4) Enclosure listing. Enclosures begin on the second page of the FH Form 21 and may contain reference citations, excerpts, supporting rationale, and additional information.

**Appendix F  
Information Memorandum**

**Figure F-1. Sample Information Memorandum.**

AFZF-SPT (MARKS #)

26 January 1998

MEMORANDUM FOR Chief of Staff, III Corps and Fort Hood, Texas 76544-5056

SUBJECT: Preparation of an Information Memorandum—INFORMATION MEMORANDUM (The term “INFORMATION MEMORANDUM” follows the subject.)

1. Purpose. To furnish information not requiring action.
2. Information.
  - a. Explain why the information is being provided and give background data concerning the issue, event, situation, or problem. List pertinent documents and institutional information at blue tab.
  - b. Provide relevant information concerning the issue. Focus on the stated purpose and do not introduce information unrelated to the issue.
  - c. Try to keep it to one page. Use subparagraphs only when essential.
  - d. Use enclosures to provide additional details, as required. The enclosures should be in tabular form.
  - e. Display coordination in the same manner as in an action memorandum (see example on previous page, if needed).
  - f. List the POC, typist, and the POC telephone number (example – LTC Doe/bcp/287-2012) as the last sentence in the information block.

S a m p l e

2 Encls

WILLIAM J. BROWN  
COL, GS  
ACofS, G3

Noted \_\_\_\_\_

See Me \_\_\_\_\_

**Appendix G  
Fact Sheet Format**

**Figure G-1. Sample Fact Sheet.**

FACT SHEET

AG  
CPT GEORGE PRICE (7-3963)  
1 August 1998

AFZF-AF (Proponent Office Symbol) (MARKS #)

SUBJECT: Preparation of Fact Sheet

PURPOSE: To provide a standard fact sheet format for III Corps staff offices.

FACTS:

1. Facts must be supportable statements, not assumptions or conclusions.
2. Write facts in clear, concise English prose; avoid incomplete sentences.
3. Develop facts in an orderly, logical sequence.
4. Sequentially number each fact.
5. If possible, limit the fact sheet to one page; minimize enclosures.
6. Prepare a fact sheet as follows:
  - a. Type the fact sheet, single-spaced on 8 1/2 by 11-inch, white bond paper, with the same margins, spacing, and paragraphing as a memorandum.
  - b. Center the words FACT SHEET 1-inch from the top of the page. Include the proponent organization, rank and name of the action officer, and their telephone extension. Place the preparation date in the heading (right side top).
  - c. Orient on office symbol use (left side top) and information lines, i.e., SUBJECT, etc., as shown in this format. Submit in original only, unless otherwise directed.
  - d. Sign and date the fact sheet immediately above the name on the authentication line (normally the staff principal or director).

S A M P L E

AUTHENTICATION; COL I.M. Primary

DATE: 7 August 1998

**Appendix H  
Talking Paper Format**

**Figure H-1. Sample Talking Paper**

TALKING PAPER

G3  
MAJ JOHN BEST (7-7806)  
1 August 1998

AFZF-PTM-T (Proponent Office Symbol) (MARKS Number)

SUBJECT: Preparation of Talking Paper

PURPOSE: To provide a standard talking paper format for III Corps staff offices.

TALKING POINTS:

1. A talking paper prepares the reader to address a subject orally, using the paper as a guide, if necessary.
2. Unlike a fact sheet, a talking paper is not restricted to facts. Assumptions and facts can be combined, and conclusions can be drawn.
3. Develop information in an orderly and logical sequence, as the desired outcome is usually the persuasion of the listener (reader) to accept the presented position on an issue.
4. Sequentially number each thought; limit the talking paper to one page, and use short, punchy "bullets."
5. Prepare a talking paper as follows:
  - a. Type it single spaced on plain, 8 ½ by 11 inch, white bond paper, with the same margins, spacing, and paragraphing as a memorandum.
  - b. Center the words TALKING PAPER 1-inch from the top of the page. Include in the heading the proponent organization, rank and name of the action officer, telephone extension, and the date prepared (right side top).
  - c. Orient on office symbol use (left side top) and information lines, i.e., SUBJECT, etc., as shown in this format. Submit in original only, unless otherwise directed.
6. Sign and date the talking paper immediately above the name on the authentication line (normally by the staff principal or director).

CONCLUSION (optional): If a conclusion is drawn, or you want the reader to take a position on an issue, state the intent here in one or two brief, clear, complete sentences.

S A M P L E

AUTHENTICATION: COL I.M. Primary

DATE: 3 August 1998

**Appendix I  
Trip Report Format**

**Figure I-1. Sample Trip Report**

AFZF-GD (MARKS Number)

26 January 1998

MEMORANDUM THRU ACofS, G4

FOR Chief of Staff

SUBJECT: Trip Report Format

1. Purpose. A brief statement to report a specific trip.
  - a. Visitor: (Individual making visit).
  - b. Unit and individuals visited: (Who was seen and from what unit).
  - c. Purpose of visit: (Staff assistance visit, inspection, etc.).
  - d. Date: (Date of visit).
  - e. Areas and items discussed: (State the areas and items discussed and give background information. List any problems encountered).
2. Action. (List action taken, pending, or proposed to resolve problems).
3. Comments. (Comment on those areas of special staff interest).

S A M P L E

RALPH D. BAKER  
LTC, QM  
ACofS, G4 Operations

**NOTE:** Do not use a trip report in lieu of action memorandum to get command group decision.

**Appendix J**  
**Executive Summary**

**Figure J-1. Sample Executive Summary**

SUBJECT: 1998 Communities in Schools Camp 2005, 3-5 April 1998

**Background:** Camp 2005 is a joint effort between the Fort Hood Community and Communities in Schools to help reduce the school dropout rate in Central Texas. The year 2005 indicates the year of High School graduation of the fifth graders chosen to participate. The Camp is conducted in the Spring and Fall with Phantom Command serving as executive agent for hosting. On 3-5 April 1998, 75 "at risk" fifth grade students from the Killeen and Belton School Districts participated in various activities on Fort Hood. Activities included the Slide for Life, Leadership Reaction Course, swimming at Abrams pool, various counseling sessions at Ovetta Culp University Center and a dance at Walker Youth Center. The objective of these activities is to build the children's confidence and self-esteem. Channels 6 and 10 newscasts on 4 April. D Company 2-5 Cavalry was tasked to support Phantom Command to execute the Slide for Life and Leadership Reaction Course and did a superb job.

Prepared By: CPT Steven Johnson, HQ Command S3 Operations Officer, 288-6508

Approved By: LTC James E. Knauff, JR, Commanding, 7 April 1998

(Should not exceed 20 lines single spaced)

Appendix K

Format for Statement of Nonconcurrency  
or Consideration of Nonconcurrency

Figure K-1. Sample Statement of Nonconcurrency

G3 STATEMENT OF NONCONCURRENCE

24 June 1998

SUBJECT: As listed on action memorandum (name of action office and telephone number)

This is an example for the above listed statement. The statement should be brief and normally limited to one paragraph. However, if more than one paragraph is required, each will be numbered as in military memorandums. The heading will show the staff section providing comment, followed by the date of the comment, and subject of action memorandum being commented on, followed by parenthesis name of action officer and phone number. These statements require the signature of the commander, ADC, division CofS, or corps staff principal.

S A M P L E

WILLIAM J. BROWN  
COL, GS  
ACofS, G3

## Appendix L Visitor Checklist

### *Visitor Data*

- Full name.
- Conversational name.
- Rank or grade.
- Duty title.
- Organization and station.
- Detailed purpose of visit.
- Accompanying party.
- Distant POC.
- Fort Hood host or POC.
- Previous visits (review files).
- Biography on file.
- Physical restrictions.
- Dietary restrictions.
- Security clearance.
- Special request for PT or personal time.
- Speaks English?

### *Billeting*

- Inclusive dates.
- Number of rooms.
  - John Bell Hood House.
  - DVQ.
  - Local hotel.
- Cost.
- Confirmation numbers.
- Pre-registration pick-up.
- Inspection by escort.
  - NLT 2 hours before arrival.
  - Cleanliness and neatness.
  - Ensure equipment and appliances work.
  - Notify desk clerk of discrepancies.

### *Itinerary*

- Phone conversation log initiated.
- POC list established.
- Visit objectives clearly defined.
- Taskings.
  - MSCs given a “heads-up.”
  - Memos submitted through Corps G3.
  - IPRs scheduled and announced.

### *Transportation*

- Planned arrival time and location.
- Mode of travel.
- Planned departure time and location.
- Greeter and fareweller.
- Baggage detail and vehicle requirements.
- RGAAF VIP lounge/Welcome sign.
- Ground transportation
  - Dates and times needed.
  - Destinations.
  - Number of passengers.
  - Types of vehicles (carryall, bus, tactical, etc.)
  - Passenger seating plan.
  - VIP parking signs.
  - Other special requirements (star plates, passes, etc.)
  - Taskings issued and confirmed.
- Air transportation.
  - Helicopter (175<sup>th</sup> CAC).
  - Fixed Wing (OSAC).
  - Passenger seating plan.
  - Taskings issued and confirmed.
- Inclement weather plan.
- Maps.

### *Meals and Social Events*

- Dates, times and locations.
- Host.
- Reservations.
- Coordinated through protocol.
  - Menu cost.
  - Cost.
  - Guest list.
  - Invitations.
  - Seating plan, place cards, table numbers.
  - Dress (casual, duty, formal, etc.)
- John Bell Hood House breakfast selections.
- All meal and social arrangements confirmed.
- Flag set-ups.

**Appendix M**  
**III Corps General Officer and Command Group**  
**Location Report**

**Figure M-1. Sample Location Report**

16 April 1998

<b>III CORPS</b>	<b>REASON</b>	<b>LOCATION</b>	<b>DATES</b>
CG DCG CofS CCSM	Leave	Fort Hood, Texas	130001-172359 Apr 98
<b>1CD</b>	<b>REASON</b>	<b>LOCATION</b>	<b>DATE</b>
CG ADC (M) ADC (S) CofS	TDY	FORT MCPHERSON	160400-171820 Apr 98
<b>4ID</b>	<b>REASON</b>	<b>LOCATION</b>	<b>DATE</b>
CG ADC (M) ADC (S) CofS	TDY	FORT CARSON	151545-17140 APR 98
<b>13 COSCOM</b>	<b>REASON</b>	<b>LOCATION</b>	<b>DATE</b>
CG DCO	TDY	CAPSTONE	05100 Apr-161630 May 98
<b>TEXCOM</b>	<b>REASON</b>	<b>LOCATION</b>	<b>DATE</b>
CG	TDY	FORT BRAGG, NC	140900-171430 Apr 98
<b>III CORPS ARTY</b>	<b>REASON</b>	<b>LOCATION</b>	<b>DATE</b>
CG	S A M P L E		
<b>FT RILEY</b>	<b>REASON</b>	<b>LOCATION</b>	<b>DATE</b>
CG DCG	TDY	FORT POLK, LA	141410-171625 Apr 98
<b>FT CARSON</b>	<b>REASON</b>	<b>LOCATION</b>	<b>DATE</b>
CG DCG	TDY	HEIDELBERG, GE	131315-172117 Apr 98
<b>3ACR</b>	<b>REASON</b>	<b>LOCATION</b>	<b>DATE</b>
CG DCR			
OFFICER			ER ACTION OFFICER ....RHB OPERATIONS 015 JOURNAL NUMBER

**Glossary****ACofS**

Assistant Chief of Staff

**AG**

Adjutant General

**ADC**

Assistant Division Commander

**ASD**Administrative Services  
Division**ASGS**Assistant Secretary of the  
General Staff**AUSA**Association of the United States  
Army**CCMD**

Contracting Command

**CISD**Counter Intelligence and  
Security Division**CMI**

classified military information

**CFC**

Combined Federal Campaign

**COC**

corps operations center

**CofS**

Chief of Staff

**CPAC**Civilian Personnel Advisory  
Center**CSA**

Chief of Staff, U.S. Army

**CSM**

Command Sergeant Major

**DA**

Department of the Army

**DCA**

Director, Community Activities

**DCG**

Deputy Commanding General

**DCO**

Deputy Commander

**DCP**Directorate of Civilian  
Personnel**DCofS**

Deputy Chief of Staff

**DCSINT**

Deputy CofS for Intelligence

**DOD**

Department of Defense

**DOIM**Directorate of Information  
Management**DOL**

Directorate of Logistics

**DPW**

Directorate of Public Works

**DVQ**

Distinguished Visitor Quarters

**FOIA**

Freedom of Information Act

**FORDITS**Foreign Disclosure and  
Technical Information System**FORSCOM**

Forces Command

**FTC**

For the Commander

**IAW**

In accordance with

**IG**

Inspector General

**ILAN**

Installation Local Area Network

**MSC**

major subordinate command

**NCOER**Noncommissioned Officer  
Evaluation**NLT**

not later than

**OER**

Officer Evaluation Report

**ORB**

Officer Review Board

**OSD**Office of the Secretary of  
Defense**PAO**

Public Affairs Office

**PERSCOM**

Personnel Command

**PMO**

Provost Marshal

**POC**

Point of contact

**POV**

Privately owned vehicle

**PSB**

Personnel Services Battalion

**RA**

Reserve Affairs

**RC**

Reserve Component

**RGAAF**

Robert Gray Army Airfield

**RM**

Resource Management

**SGS**

Secretary of the General Staff

**SIDPERS**Standard Installation Personnel  
Services**SIGACTS**

Significant Actions

**SJA**

Staff Judge Advocate

**SSO**

Special Security Office

**TCC**

telecommunications center

**TDY**

temporary duty

**TRADOC**

Training and Doctrine Command

**UCMJ**

Uniform Code of Military Justice

**USA**

United States of America

**USN**

United States Navy

**VCSA**

Vice Chief of Staff, U.S. Army

**VIP**

Very important person

**1CD**

1<sup>st</sup> Cavalry Division

**4ID**

4<sup>th</sup> Infantry Division

**13<sup>th</sup> COSCOM**

13<sup>th</sup> Corps Support Command

**Terms**

**Action Agency**

III Corps and Fort Hood staff agency, MSC, or tenant unit at Fort Hood having primary interest in the visit or visitor is the action agency.

**Command Group**

The command group consist of the Commanding General, DCG, CofS, DCofS, Garrison Commander, SGS, and CSM.

**Escort Officer**

The individual assigned to accompany official visitor(s) during their stay at Fort Hood.

- SGS, Executive Services, Headquarters, III Corps and Fort Hood, has primary responsibility for providing an escort officer.
- If a visitor is not deemed official (see chapter 2, this regulation) by the command group, executive services will not provide an escort officer; the action agency is then responsible for assigning a project and escort officer
- Additional escorts are designated from an approved standing list of staff escorts (identified within the respective staff agencies) as well as tasked from the MSCs as-required.

**Foreign National**

A citizen of a foreign country who is not also a citizen of the United States.

**Official Visitor**

- President.
- Vice President.
- Cabinet members.
- Members of Congress.
- Ambassadors.
- State governors.
- Other government officials (GS-15, SES 1, and above).
- General officers.
- Flag officers.
- Colonels and Captains (USN).
- Foreign military and civilian officials so designated by the DOD.
- Others as designated by the commander, higher headquarters, DA, or OSD.

**Project Officer**

An individual assigned by the respective action agency to coordinate and plan a visitor's itinerary while at Fort Hood.

**Staff**

Staff principals of Headquarters,

III Corps and Fort Hood include Principals

- Primary staff.
- Directors of garrison staff directorates.
- Special staff, i.e., Staff Judge Advocate (SJA).