

7 August 2003

Administration  
Staff Procedures

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**\*This regulation supersedes AE Regulation 1-10, 21 May 2003.**

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For the CG, USAREUR/7A:

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**Summary.** This regulation prescribes administrative procedures for preparing HQ USAREUR/7A staff actions and for conducting conferences and briefings at HQ USAREUR/7A.

**Summary of Change.** This revision--

- Prescribes new procedures for using the USAREUR Staff Action Tracking System (USATS) (para 9).
- Provides updated guidance for preparing BELL SENDS messages (para 16).
- Prescribes a new edition of the staff action summary (AE Form 1-10A) and a new edition of the staff action coversheet (AE Form 1-10B).
- Eliminates use of the USAREUR Initiative.

**Applicability.** This regulation applies to HQ USAREUR/7A, USAREUR major subordinate and tenant commands (AE Reg 10-5, app A), and the United States Army Installation Management Agency, Europe Region Office.

**Supplementation.** Commanders will not supplement this regulation without Office of the Secretary of the General Staff (OSGS), HQ USAREUR/7A (AEAGS-SA), approval.

**Forms.** This regulation prescribes AE Form 1-10A and AE Form 1-10B. AE and higher-level forms are available through the Army in Europe Publishing System (AEPUBS).

**Records Management.** Records created as a result of processes prescribed by this regulation must be identified, maintained, and disposed of according to AR 25-400-2. Record titles and descriptions are available on the Army Records Information Management website at <https://www.arims.army.mil>.

**Suggested Improvements.** The proponent of this regulation is the OSGS (AEAGS-SA, DSN 377-4330). Users may suggest improvements to this regulation by sending DA Form 2028 to the OSGS, HQ USAREUR/7A (AEAGS-SA), Unit 29351, APO AE 09014-9351.

**Distribution.** D (AEPUBS).

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## CONTENTS

### **Section I INTRODUCTION**

1. Purpose
2. References
3. Explanation of Abbreviations and Terms
4. Responsibilities

### **Section II STAFF POLICY**

5. Items of USAREUR Command Group Interest
6. Establishing Army in Europe Policy
7. Coordination
8. Use and Reproduction of Color Briefing Slides

### **Section III STAFF ACTIONS**

9. USAREUR Staff Action Tracking System
10. Font Type and Size for Staff Actions
11. Staff Action Summary (SAS) and IMA-Europe Staff Action Coversheet (SAC)
12. Submitting Hard-Copy Staff Actions
13. USAREUR Command Group Correspondence
14. USAREUR Command Group Taskers, Suspenses, and E-Mail Responses
15. Executive Summary
16. BELL SENDS Messages
17. Read-Ahead
18. Information Paper
19. Point Paper
20. Trip Book
21. Messages

### **Section IV USAREUR COMMAND GROUP MEETINGS AND CALENDARS**

22. Meetings
23. DCG/CofS and CG Calendars

### **Section V PRESIDENTIAL, CONGRESSIONAL, AND SPECIAL-INTEREST INQUIRIES**

24. General
25. Processing Inquiries

### **Section VI CONFERENCES AND BRIEFINGS**

26. Responsibilities
27. Procedures

28. KBCR Responsibilities
29. Audiovisual Equipment
30. Preparing Visual Aids

## **Appendixes**

- A. Visual Aids and Presentations
- B. HQ USAREUR/7A Conference Facilities

## **Tables**

1. Instructions for Preparing a Staff Action Summary
2. USAREUR Command Group Correspondence Formats, Stationery, and Authority Lines
3. Standard USAREUR Command Group Suspenses
4. USAREUR Command Group Meetings, Activities, and Functions

## **Figures**

1. USAREUR Staff Action Tracking System (USATS) Response Page
2. Sample Staff Action Summary (SAS)
3. Sample IMA-Europe Staff Action Coversheet (SAC)
4. Statement of Nonconcurrency
5. Consideration of Nonconcurrency
6. Assembling an SAS or SAC
7. CG Tasker
8. Sample Executive Summary (EXSUM)
9. Read-Ahead SAS
10. Information Paper
11. Point Paper
12. Personal-For Message
- A-1. Standard USAREUR Slide

## **Glossary**

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## **SECTION I INTRODUCTION**

### **1. PURPOSE**

This regulation prescribes policy and procedures for--

- a. Preparing staff actions that involve the USAREUR Command Group (glossary).
- b. Arranging conferences and briefings that involve the USAREUR Command Group or that require use of the Keyes Building Conference Room (KBCR).

### **2. REFERENCES**

#### **a. Publications.**

- (1) AR 1-20, Legislative Liaison.
- (2) AR 25-11, Record Communications and the Privacy Communications System.
- (3) AR 25-50, Preparing and Managing Correspondence.
- (4) AR 25-400-2, The Army Records Information Management System (ARIMS).
- (5) AE Regulation 1-40, Hosting Official Visitors.
- (6) AE Regulation 10-5, HQ USAREUR/7A Organization and Responsibilities.

(7) AE Regulation 25-35, Preparing Army in Europe Publications.

(8) AE Regulation 25-38, Translations.

(9) AE MISC PUB 1-10A, Army Europe Tabs.

**b. Forms.**

(1) SF 707, Secret Label for ADP Media.

(2) SF 708, Confidential Label for ADP Media.

(3) SF 710, Unclassified Label for ADP Media.

(4) DA Form 2028, Recommended Changes to Publications and Blank Forms.

(5) AE Form 1-10A, Staff Action Summary.

(6) AE Form 1-10B, IMA-Europe Staff Action Coversheet.

**3. EXPLANATION OF ABBREVIATIONS AND TERMS**

The glossary defines abbreviations and terms.

**4. RESPONSIBILITIES**

a. The Staff Action Division, Office of the Secretary of the General Staff (OSGS), HQ USAREUR/7A, is responsible for managing staff actions requiring involvement of the USAREUR Command Group.

b. The Document Management Division (DMD), Office of the G6, HQ USAREUR/7A, is responsible for editing and publishing policy for the Army in Europe.

c. Action officers assigned to HQ USAREUR/7A and to the United States Army Installation Management Agency, Europe Region Office (IMA-Europe), are responsible for preparing and processing staff actions according to this regulation.

**SECTION II  
STAFF POLICY**

**5. ITEMS OF USAREUR COMMAND GROUP INTEREST**

The following items and issues require USAREUR Command Group review or approval:

a. Combat readiness and significant intelligence information, including intelligence reports of terrorist activities.

b. Proposed policy and proposed changes to policy that affect USAREUR (para 6).

c. Policy changes issued by higher or lateral headquarters that affect USAREUR.

d. Anything that potentially could affect the current or future readiness posture of USAREUR or any of its organizations, soldiers, civilians, or family members.

e. Presidential, congressional, special interest, or other inquiries made on issues that are controversial or particularly unusual or that could affect USAREUR or attract more HQDA or congressional attention than normal.

f. Proposed USAREUR responses to higher-headquarters taskers.

g. Higher headquarters disapproval of recommendations previously approved by the USAREUR Command Group.

h. Appeals submitted by USAREUR major subordinate or tenant commanders (AE Reg 10-5, app A) to HQ USAREUR/7A decisions or inspection results.

- i. Serious incident reports that are likely to cause adverse publicity and affect public relations.
- j. Allegations against senior officers (general officer (GO) (or civilian equivalent), colonel (or civilian equivalent), and lieutenant colonel commanders) in the Army in Europe.
- k. Relief of any colonel on the staff, colonels or lieutenant colonels in command positions, or command sergeants major in the Army on Europe.
- l. Disapproval of proposals signed by USAREUR major subordinate and tenant commanders.
- m. Relations with U.S. or Allied civil authorities in high positions.
- n. Outstanding accomplishments of USAREUR major subordinate and tenant commands.
- o. Significant information about equal opportunity, equal employment opportunity, and sexual harassment.
- p. Matters that require, by law or regulation, personal approval of the CG, USAREUR/7A, or the DCG/CofS, USAREUR/7A.
- q. Differences between HQ USAREUR/7A staff offices that cannot be resolved.
- r. Travel clearances for GOs and civilians of equivalent or higher grade.
- s. Requests for blanket travel clearance, regardless of the rank or grade of the person to be cleared, and for USAREUR GO travel in the continental United States.
- t. Unit moves in or to USAREUR.
- u. Messages originating at HQ USAREUR/7A that include the U.S. National Military Representative to NATO; the Supreme Allied Commander Europe; the Commander, USEUCOM; or the Commanding General, Joint Headquarters Centre, as information addressees.

## **6. ESTABLISHING ARMY IN EUROPE POLICY**

Army in Europe publications (supplements, regulations, circulars, and pamphlets), the Army in Europe Bulletin, and command-channel correspondence are the only authorized media for issuing Army in Europe policy unique to the European theater. AE Regulation 25-35 prescribes publishing policy, defines the various media available for various publishing needs, and provides guidance on how to prepare, coordinate, and publish policy. Proposed new Army in Europe policy requires USAREUR Command Group approval (para 5b).

## **7. COORDINATION**

Actions and issues potentially affecting the Army in Europe must be coordinated with the appropriate commands, agencies, staff offices, and subject-matter experts (for example, with the Office of the Judge Advocate (OJA), HQ USAREUR/7A, if the action has legal implications; with IMA-Europe if the action relates to base operations). Coordination requirements vary, depending on the particular action. When coordinating a staff action, the following applies:

- a. The HQ USAREUR/7A staff may task organizational elements only within staff channels (for example, the G1 may task the 1st Personnel Command to review an action; the G6 may task the 5th Signal Command to provide information to use in a staff action). If action officers need information from organizations outside their staff channels, the requirement for information must be issued as a request, not a tasker (b below).
- b. When an action must be coordinated with USAREUR major subordinate and tenant commands outside the originator's staff channel, the originator's executive officer (XO) or administrative equivalent will send the request through the respective command headquarters (HQ) to the intended recipient with the necessary functional responsibility (for example, through the Secretary of the General Staff, HQ, V Corps, to a directorate of HQ, V Corps) or to the XO (or administrative equivalent) of the appropriate HQ USAREUR/7A staff office.
- c. When requesting information or comments, action officers should send their requests through their XO or administrative equivalent. Action officers should then follow up on requests for coordination by e-mail and telephone to ensure that requests were received and to ensure that organizations respond.

d. USAREUR taskings addressed to area support groups (ASGs) must be sent through the Plans and Operations Division, IMA-Europe, to the ASGs.

e. When establishing suspense dates in requests for comments, action officers will use the guidance in paragraph 14.

f. If the action will require an SAS or an SAC after coordination, the action or information may be coordinated as a draft SAS or draft SAC. When preparing the final SAS or SAC, the instructions in paragraph 11c apply when completing the coordination block.

## **8. USE AND REPRODUCTION OF COLOR BRIEFING SLIDES**

Multiple colors may be used when slides are displayed on-screen. When preparing copies of slides for recipients of a briefing, the principal recipient of the briefing (GO, staff principal, or distinguished visitor) will receive a color copy. All other members of the audience will receive black-and-white copies. Appendix A provides guidance on preparing slides.

## **SECTION III STAFF ACTIONS**

### **9. USAREUR STAFF ACTION TRACKING SYSTEM**

The USAREUR Staff Action Tracking System (USATS) is a web-enabled system for processing and tracking electronic staff actions and for tracking hard-copy staff actions. Formal taskers will be issued and responded to through USATS. The staff will respond to taskers using the *EXSUM* and *Upload Documents* features of USATS. Responses to taskers will not be sent using hard-copy SASs or SACs unless the tasker is classified or too unwieldy to be loaded into USATS.

a. Formal Secret Internet Protocol Router (SIPR) taskers will continue to be processed as usual. The office of primary responsibility (OPR) will reply through USATS using statements such as, "See SIPR EXSUM sent at 1015 on 21 Jun 03." The OPR will then send the SIPR message to *USAREUR SACO AEAGS* through the Secret Internet Protocol Router Network (SIPRNET).

b. When a staff office has an "untasked" staff action for USAREUR Command Group approval or information, the following procedures will be used:

(1) The XO or administrative equivalent of the OPR for the staff action will contact a staff action control officer (SACO) (e-mail DL USAREUR SACO ALL or DSN 377-4325) and request that a "blank tasker" be issued to the OPR through USATS.

(2) The SACO will send a blank tasker to the OPR through USATS.

(3) The OPR XO will then respond to the blank tasker by using the *EXSUM* fields in USATS (fig 1) and uploading any documents that pertain to the staff action. The XO then forwards the staff action to the SACO through USATS. This includes correspondence requiring USAREUR Command Group signature. Attachments must be identified with enough detail and clarity for the intended signatory to determine what the attachment contains. A good example of how to label an attached memorandum for DCG/CofS signature in the USATS upload screen is "Red Tab A - Memo to DA G4 for DCG/CofS Signature." If the uploaded document is for CG signature--

(a) Date the document, using the date of release.

(b) Do not protect (lock) the document. The CG may wish to revise it on-screen.

(4) The SACO will ensure that--

(a) The *SUBJECT* line matches the purpose of the staff action.

(b) Uploaded documents are readable and presentable.

(c) The routing list in USATS is appropriate to the particular staff action (for example, the DCoS and DCG/CofS are included on all staff actions intended for the CG).

(5) Hard-copy correspondence signed by a member of the USAREUR Command Group will be returned to the OPR through the Keyes Building Distribution Center, which is located in the vault of the Keyes Building.

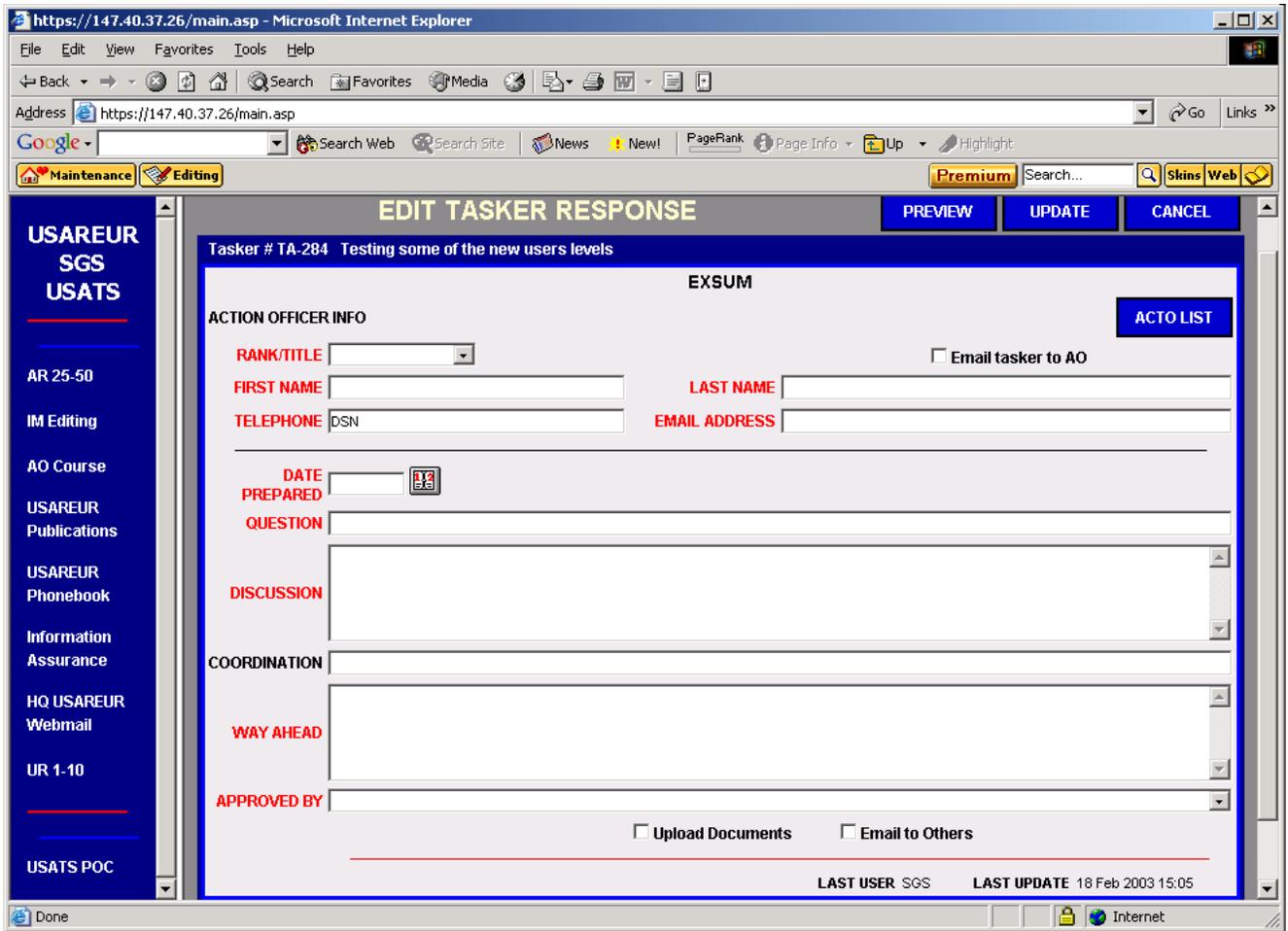


Figure 1. USAREUR Staff Action Tracking System (USATS) Response Page

## 10. FONT TYPE AND SIZE FOR STAFF ACTIONS

Except for USATS responses, BELL SENDS messages, electronic messages, and slides, staff actions for the USAREUR Command Group will be prepared in Times New Roman, 12-point.

**a. Messages.** Messages (para 21) will be submitted for approval as Defense Message System (DMS) or Microsoft Word documents. No specific font is required for messages.

**b. Slides.** Slides will be in Arial bold font. Appendix A provides more guidance.

## 11. STAFF ACTION SUMMARY (SAS) AND IMA-EUROPE STAFF ACTION COVERSHEET (SAC)

The SAS (AE Form 1-10A) is the primary medium for HQ USAREUR/7A action officers to request USAREUR Command Group decisions concerning documents that must be submitted in hard copy (for example, classified documents and those too unwieldy to be uploaded in USATS). For this purpose, the SAC (AE Form 1-10B) is the primary medium for IMA-Europe action officers. The requested decision may be to approve an action, to sign a document, or both. The SAS and SAC are also used to provide the USAREUR Command Group information that is not appropriate for uploading into USATS.

**a. Preparation.** To begin preparing an SAS or SAC, the action officer will download a copy from the Library of Army in Europe Publications and Forms. (The templates for both the SAS and SAC are under *Action Officer Tools, Staff Actions*.)

(1) Figure 2 and table 1 provide guidance on preparing an SAS. Figure 3 provides guidance on preparing an SAC.

<b>STAFF ACTION SUMMARY</b> (AE Reg 1-10)		<b>Control #:</b>		<b>Suspense:</b>	
				<b>Date:</b> 1 Oct 03	
<b>Subject:</b> SAS for Action Requiring Decision or Providing Information					
<b>Office Symbol:</b> AEAGD-X	<b>Action Officer:</b> MAJ Jim Smith	<b>Telephone #:</b> 370-1234/5678	<b>E-Mail:</b> smith@hq.hqusareur.army.mil		
<b>Routing:</b>	<input checked="" type="checkbox"/> DCofS	<input checked="" type="checkbox"/> CSM	<input checked="" type="checkbox"/> DCG/CofS	<input checked="" type="checkbox"/> CG	
<b>For:</b>	<b>Information</b> <input type="checkbox"/>	<b>Decision</b> <input checked="" type="checkbox"/>	<b>Read-Ahead</b> <input type="checkbox"/>	<b>Approval</b> <input checked="" type="checkbox"/>	<b>Signature</b> <input type="checkbox"/>
<p><b>1. PURPOSE.</b> State the purpose of the SAS. If preparing a decision SAS, state what the recommended decision will achieve. If preparing an information SAS, state the purpose of the information. The SAS will not exceed one page. If the purpose of the SAS is to respond to a Command Group tasker, refer to the tasker as a <u>BLUE TAB</u>.</p> <p><b>2. BOTTOM LINE.</b> State the "bottom line" in this paragraph. Briefly state the action required, or summarize the information that will be discussed in paragraph 3.</p> <p><b>3. DISCUSSION.</b> Decision and information SASs require three major paragraphs (PURPOSE, BOTTOM LINE, and DISCUSSION). The discussion will be as brief as possible and will not be continued on additional pages. The discussion block is used to tell members of the Command Group only what they need to know. If subparagraphs are needed, use bullets. (Bullets are in the Insert Symbol application in Word.)</p> <ul style="list-style-type: none"> <li>• Subparagraphs should be short and to the point. Comments, if any, should provide facts that relate directly to the action.</li> <li>• If the recommended decision or information is being forwarded because of a requirement in another document, that document will be attached to the SAS as a <u>BLUE TAB</u>.</li> <li>• If the recommended decision requires approval or signature of a document, that document will be inserted (not stapled) under a <u>RED TAB</u>.</li> <li>• If the decision requires supporting documentation, that information will be attached as a <u>WHITE TAB</u>. If the <u>WHITE TAB</u> document is longer than 10 pages, a summary of the document's key points will be added as the first page of the <u>WHITE TAB</u> document.</li> </ul>					
<b>Releaser:</b> JAMES H. PILLSBURY, BG, GS, G4					
<b>Recommendation:</b> State the recommended action (for example, approve an action, sign a document). A recommendation is not required in an information SAS.					
<b>Action:</b>	<b>Approved</b> <input type="checkbox"/>	<b>See Me</b> <input type="checkbox"/>	<b>Other</b> <input type="checkbox"/>		
<b>Coordination</b>					
<b>Organization</b>	<b>Name</b>	<b>Concur/Nonconcur</b>	<b>Date</b>		
G3	CPT Morris	Concur	16-Oct-03		
OJA	LTC Pribble	No Legal Objection	20-Oct-03		
OIG	LTC Jackson	Noted with Comment	17-Oct-03		
G6 EDIT	Mr. Viergutz	Edited	29-Oct-03		

Figure 2. Sample Staff Action Summary (SAS)

<b>Table 1 Instructions for Preparing a Staff Action Summary</b>		
<b>Block</b>	<b>Instructions</b>	
<b>Control #</b>	Leave blank. This block is used by the OSGS to assign control numbers.	
<b>Suspense</b>	Enter the suspense date. The suspense date is the date that the recommended action is required (for example, 1 Oct mtg w/CSA). Use suspense dates only when a specific date affects the CG or DCG/CofS (for example, CG suspense due to CSA) or if the action requiring decision includes a USAREUR Command Group or higher-level suspense affecting the staff or the command. If none, leave blank.	
<b>Date</b>	Enter the date that the staff principal releases the action.	
<b>Subject</b>	Describe the subject in as few words as possible, or use the subject of the tasker to which the SAS is responding.	
<b>Office symbol</b>	Enter the office symbol of the action officer.	
<b>Action officer</b>	Enter the rank (if military) and name of the action officer.	
<b>Telephone #</b>	Enter the telephone number of the action officer.	
<b>E-Mail</b>	Enter the e-mail address of the action officer.	
<b>Routing</b>	Put an X in the block or blocks to show which members of the USAREUR Command Group (DCofS, CSM, DCG/CofS, CG) need to see the SAS. Always put an X in the DCofS block when putting an X in any of the other blocks.	
<b>For</b>	Put an X in the block or blocks that show what the action is for.	
<b>Purpose</b>	State the purpose of the SAS.	
<b>Bottom line</b>	State the intended objective of the recommended action or summarize the information being provided.	
<b>Discussion</b>	<p>Explain the current situation or issue requiring USAREUR Command Group involvement. Provide a brief description of what generated the action. If the SAS is in response to a USAREUR Command Group or higher-level tasker, reference the tasker and include a copy of the tasker under a blue tab.</p> <p>Use bullet-style statements and be concise. Supporting documentation, if needed, will be referenced and placed under tabs. If possible, summarize these documents to avoid submitting a bulky package.</p> <p>If an action has high priority for signature, approval, or information, the reason the action is "hot" should be clearly stated and highlighted in this block.</p>	
<b>Releaser</b>	Enter the signature block of the staff principal as a single line. The staff principal, deputy, XO, or administrative equivalent must sign this block before the SAS is sent to the USAREUR Command Group. When sending a new or revised Army in Europe publication to the USAREUR Command Group for approval or signature, the publication must be edited before being submitted to the staff principal for release.	
<b>Recommendation</b>	Provide a clear and concise statement of what the USAREUR Command Group addressee should do with the action or issue. Make specific recommendations for action, including any special handling instructions (for example, Recommend DCG/CofS sign memorandum at RED TAB.). Information SASs do not include recommendations.	
<b>Action</b>	Leave blank. The OSGS uses this block to indicate what action was or will be taken.	
<b>Coordination</b>	<b>Organization</b>	Enter the names of organizations with which the action was coordinated.
	<b>Name</b>	Enter the names of those who responded for their organizations. (Original signatures are not required.)
	<b>Concur/Nonconcur</b>	Enter the appropriate remarks according to paragraph 11c.
	<b>Date</b>	Enter the date the coordination response was received.

(2) The text of the SAS (the discussion block) and the SAC will not be continued on additional pages. Originators therefore need to be brief and concise.

(3) Supporting documents, such as detailed analyses or explanations of information presented in the SAS or SAC, will be attached as tabs in the order in which they are referenced in the discussion (b below).

IMA-EUROPE STAFF ACTION COVER SHEET (AE Reg 1-10)						Staff Action Control Number <i>Enter OSGS-assigned tasker number. If none, leave blank.</i>		
Subject: <i>Enter the subject of the action.</i>						IMA-EUROPE Log Control Number <i>Assigned by IMA-Europe.</i>		
						Date: <i>The date the SAC is signed</i>		
Action Required: <i>Briefly describe the required action (for example, respond to HQDA tasker; establish new BASOPS policy).</i>						Suspense: <i>Date the action is needed.</i>		
Memorandum For Record (Describe briefly the requirement, background, and action taken or recommended. Must be sufficiently detailed to identify the action without resource to other sources.)								
Origin of Action: <i>Say what generated the need for the action (for example, HQ IMA tasker; CG, USAREUR/7A, tasker; material weakness).</i>								
Summary: <i>Summarize the current situation and the recommended action needed to meet the requirement. Attach supporting documentation under red, white, and blue tabs, as applicable, according to the procedures in paragraph 10b.</i>								
Recommendation: <i>Recommend the action needed. If the SAC is being used only to provide information (no required action), leave this blank.</i>								
IMA-Europe Coordination						Approvals		
Office	Name	C	NC	Phone	Date		Initials	Date
						Region Director		
						Deputy Director		
						CofS		
						XO		
						Division Chief		
						Branch Chief		
						Team Chief		
USAREUR Coordination						Approvals		
Office	Name	C	NC	Phone	Date		Initials	Date
						CG		
						DCG/CofS		
						DCofS		
Action Officer (Name, Grade, Phone Number, Signature) <i>Enter the name, rank or grade, and DSN number of the action officer.</i>						Office Symbol <i>Enter action officer's office symbol.</i>		

AE FORM 1-10B, JUN 03

This edition replaces AE Form 1-10B, dtd Feb 03, which is obsolete.

Figure 3. Sample IMA-Europe Staff Action Coversheet (SAC)

## **b. Tabs.**

(1) The only authorized attachments to use when preparing and assembling an SAS or an SAC are the blue, red, and white tabs (para 2a(9)). Guidance on using tabs is as follows:

(a) **Blue Tab.** Blue tabs identify what generated the requirement for a staff action (for example, CG tasker). More than one blue tab may be used if needed. If the documents are similar, they may be combined under one blue tab.

(b) **Red Tab.** Red tabs identify items requiring approval or signature. More than one red tab may be used if more than one item requires approval or signature. Multiple copies of one document requiring approval or signature will be forwarded under one red tab (for example, 6 welcome letters, 20 identical pieces of correspondence addressed to 20 different addressees). Material inserted under red tabs must not be stapled to the folder.

(c) **White Tab.** White tabs identify supporting documents (for example, funding figures, investigation results). Supporting documents will be included only if essential to understanding the SAS or SAC. If included, supporting documents will be brief and kept to a minimum. Entire documents will not be attached as tabs when extracts would suffice.

(2) Each color tab will have its own sequence (for example, RED TABS A and B, WHITE TABS A through C).

(3) All tabs must be referenced in the SAS or SAC. When more than one tab in any one color is attached, the tabs must be referenced and attached in sequence (A before B, B before C). References to tabs will be all uppercased and underlined in red ink (for example, RED TAB A).

**c. Coordination.** If the proposed action or information summarized in the SAS or SAC required coordination, the organizations with which the action or information was coordinated must be listed in the coordination block using the following entries, as applicable:

(1) **Concur/C.** A concurrence indicates agreement with the recommendation. “Concur with comment” is not an authorized entry in the coordination block. Comments received through coordination may be mentioned in the discussion paragraph of the SAS or SAC or included as a white tab if necessary to show the comments.

(2) **Nonconcur/NC.** Reviewers who disagree with a recommendation or with the proposed information will prepare a memorandum explaining why (fig 4). The originator of the staff action will try to resolve nonconcurrences before sending the SAS or SAC to the staff principal for release. If the nonconcurrency cannot be resolved, the action officer will--

(a) Prepare a consideration of nonconcurrency using the sample in figure 5.

(b) Add one white tab for the statement of nonconcurrency and the consideration of nonconcurrency, and refer to the tab in the discussion paragraph of the SAS or SAC. If more than one organization nonconcur, the SAS or SAC may have one consideration of nonconcurrency that addresses all statements of nonconcurrency.

(3) **Noted With Comment.** Only the Office of the Inspector General (OIG), HQ USAREUR/7A, is authorized to use this statement. OIG comments, if any, will be attached to the SAS as a white tab. If the OIG does not comment, the action officer will enter “Noted” in the OIG coordination line.

(4) **No Legal Objection.** Only the OJA, HQ USAREUR/7A, is authorized to use this statement. Actions with legal implications must be coordinated with the OJA after all other coordination changes to the proposed policy have been incorporated into the final draft. If the document is an Army in Europe publication, the OJA will review the final, coordinated draft before editing ((5) below). (Editing changes are not considered substantive. If, however, editing reveals errors or discrepancies in substantive information, the draft publication may need to be coordinated again with the OJA after editing.) If a legal objection exists, the action officer will contact the OJA and try to resolve the legal objection. If the issue cannot be changed in a way that resolves the objection, the action officer will refer to the objection as a white tab in the discussion paragraph, enter “Legal Objection” in the OJA coordination line, and attach a copy of the objection to the SAS or SAC as a white tab.

(5) **Edited.** Only the DMD may use this statement and will do so only when the action being forwarded is an AE publication or command-channel correspondence (para 6). If the action requires editing, the G6 EDIT line will be the last line in the coordination block. Army in Europe publications will be edited only after they are coordinated (para 7).



**DEPARTMENT OF THE ARMY**  
HEADQUARTERS, UNITED STATES ARMY, EUROPE, AND SEVENTH ARMY  
XXXX  
UNIT 29351  
APO AE 09014-9351

OFFICE SYMBOL

Date

MEMORANDUM FOR *Originator of proposed action*

SUBJECT: Statement of Nonconcurrency (*Subject of action being coordinated*)

1. The originating staff office will make every attempt to resolve differences with the nonconcurring staff office. Major differences should be specified and discussed during informal coordination.
2. If differences cannot be resolved, the nonconcurring staff office will prepare a statement of nonconcurrency on plain white paper addressed to the originating office. Standard correspondence-preparation procedures will be used for formatting this memorandum. The statement must--
  - a. Specify the reasons for the nonconcurrency.
  - b. Be signed by or for the head of the organization.
3. The originating staff office will include the statement of nonconcurrency (with a consideration of nonconcurrency (fig 5)) as a white tab to the SAS or SAC.

NAME  
Rank, XX  
Position Title

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**Figure 4. Statement of Nonconcurrency**



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**DEPARTMENT OF THE ARMY**  
HEADQUARTERS, UNITED STATES ARMY, EUROPE, AND SEVENTH ARMY  
XXXX  
UNIT 29351  
APO AE 09014-9351

OFFICE SYMBOL

Date

MEMORANDUM FOR *Position title of general officer to which the proposed action is addressed (DCG/CofS or CG)*

SUBJECT: Consideration of Nonconcurrency (*Subject of proposed action*)

1. Reference memorandum, headquarters (if applicable), date, and subject: (*Enter the subject line of the Statement of Nonconcurrency.*)

2. This paragraph must address and consider the reasons for the nonconcurrency and refer to it as an enclosure. The consideration of nonconcurrency should explain why the nonconcurring organization's points are invalid or, if valid, why the recommendation in the SAS or SAC should be approved despite the nonconcurrency. The last sentence of this paragraph must say, "*Rank and name of the individual who signed the statement of nonconcurrency and I tried to resolve the conflict of opinion, but have been unable to reach a mutual agreement.*"

3. This paragraph repeats the recommendation made in the SAS or SAC after the nonconcurrency has been considered. If the original recommendation--

a. Remains unchanged despite the nonconcurrency, include the following statement: "I adhere to my original recommendation."

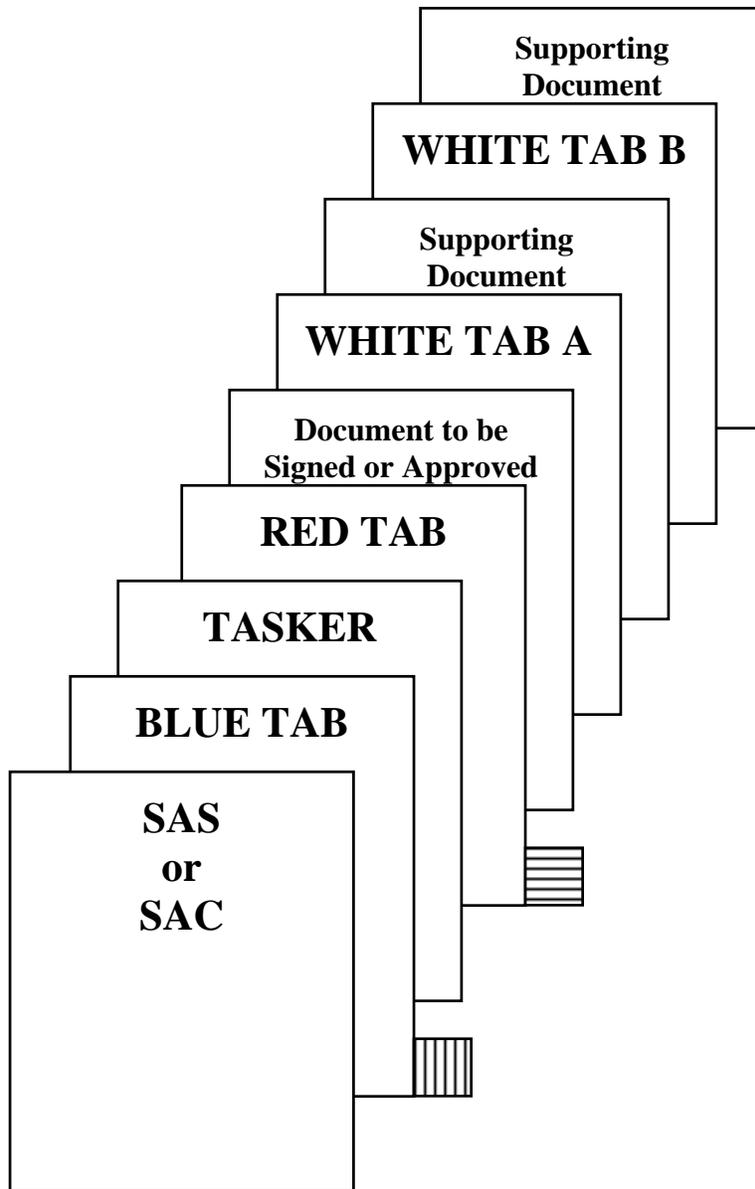
b. Has changed because of the nonconcurrency, the originator will again coordinate the action with all organizations that reviewed the original action.

Encl

NAME  
Rank, GS  
Position Title

---

**Figure 5. Consideration of Nonconcurrency**



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**Figure 6. Assembling an SAS or SAC**

**d. Assembly.** Before sending or delivering the SAS or SAC to the USAREUR Command Group Distribution Center (para 12) or to IMA-Europe, the action officer will assemble the SAS or SAC as follows:

- (1) Assemble the SAS or SAC, its tabs, and all supporting documents in the order shown in figure 6.
- (2) Place documents and copies of slides that are printed in landscape format with their tops to the left side.
- (3) Remove the document to be approved or signed.
- (4) Staple the assembled package (without the red-tab document) on the right side of an open manila folder (two staples at the top). The folder must be long enough to protect the documents.
- (5) Insert the document that requires approval or signature under the red tab.

(6) Attach a copy of the document on diskette, unless the red-tab document is an Army in Europe publication, a numbered policy letter, or a command memorandum (AE Reg 25-35). (Documents edited by the DMD will be released without diskettes. The DMD will make changes to these documents if needed after editing. This protects the integrity of the document and ensures that the final approved version is the one that is published.) When attaching a diskette, the action officer will--

(a) Verify that the diskette does not have viruses.

(b) Label the diskette to show the classification of the content and to show the action officer's name, office, and telephone number.

(c) Place the diskette in a pocket-sized diskette jacket or small envelope and tape it to the inside left of the folder.

(7) Staple the appropriate security-classification coversheet to the front of the folder, if applicable.

(8) If the SAS or SAC or any of its enclosures is returned for corrections, insert corrected pages where appropriate and attach the original marked-up pages to the inside left of the folder before returning the SAS or SAC to the USAREUR Command Group. A new SAS or SAC is not required when returning an action with marked-up and corrected pages.

## **12. SUBMITTING HARD-COPY STAFF ACTIONS**

a. Action officers must ensure that staff actions for the USAREUR Command Group that must be submitted in hard copy (para 9) are brought to the USAREUR Command Group Distribution Center in the basement of the Keyes Building (Campbell Barracks, building 1). If the action is time-sensitive, the action officer may wait to have the Command Group Distribution Center log it in, and then take it directly to the Staff Action Division in order to bring it to the attention of the appropriate SACO.

**NOTE:** Hard-copy staff actions that are intended for the USAREUR Command Group must be logged in before the Staff Action Division receives them, unless Command Group Distribution Center personnel are unavailable and the staff action is time-sensitive.

b. XO's or their administrative equivalents should check USATS for the status of all staff actions, including those submitted in hard copy. If a question arises about the action, the XO or administrative equivalent may call the SACOs (DSN 377-4330). Action officers will not call the SACOs or anyone else in the USAREUR Command Group to inquire about the status of staff actions.

c. After the action is completed (that is, approved or signed), the Staff Action Division will return the package to the OPR.

(1) Actions requiring signature or release (for example, single-addressee letters to be signed by the CG, Personal-For messages to be released by the CG) will be mailed or transmitted, as appropriate, by the USAREUR Command Group, unless the SAS or SAC includes an instruction to have the approved or signed original returned to the originator for release.

(2) When the SAS or SAC package contains an Army in Europe publication (glossary), the Staff Action Division will return the package to the originator and send an Adobe Acrobat portable document format (PDF) copy of the approved SAS or SAC to the DMD to indicate approval to publish.

(3) When the SAS or SAC contains command-channel correspondence (numbered policy letter or command-channel memorandum), the Staff Action Division will return the SAS or SAC and the original signed copy of the correspondence to the originator and send a PDF copy of the signed and dated correspondence to the DMD for electronic distribution.

## **13. USAREUR COMMAND GROUP CORRESPONDENCE**

a. Unless officially delegated authority in writing, HQ USAREUR/7A staff principals are not authorized to sign for members of the USAREUR Command Group.

b. Action officers preparing correspondence other than USAREUR command memorandums (AE Reg 25-35) for recommended signature by a member of the USAREUR Command Group will--

(1) Use the guidance in table 2.

(2) Through their XO, request guidance from their SACO, if needed, on determining which signature block to use (CG or DCG/CofS).

(3) Send the correspondence to the Staff Action Division as a red-tab attachment to an SAS (para 11). The Staff Action Division will review and forward the SAS with the correspondence to the appropriate member of the USAREUR Command Group for signature.

<b>Table 2 USAREUR Command Group Correspondence Formats, Stationery, and Authority Lines</b>				
<b>If correspondence is addressed to--</b>	<b>Use the following:</b>			
	<b>Format</b>	<b>Stationery</b>	<b>Office Symbol</b>	<b>Authority Line</b>
DOD (other than HQ USAREUR/7A staff)	Formal memorandum	HQ USAREUR/7A stationery with title of signatory and DOD seal	Originator	None if prepared for CG to sign
		HQ USAREUR/7A stationery with DOD seal		FOR THE COMMANDER if prepared for the DCG/CofS to sign on behalf of the CG
HQ USAREUR/7A staff	Informal or formal memorandum	Plain bond without DOD seal	Originator	None
Non-DOD	Letter	HQ USAREUR/7A stationery with title of signatory and DOD seal	None	None

c. When preparing correspondence addressed to foreign dignitaries, the action officer will prepare the address line in the language of the dignitary, if known. The salutation and closing will be in the same language as the body of the letter (AE Reg 25-38). Action officers will not send invitations directly to foreign dignitaries. Invitations to foreign dignitaries must be sent to the International Operations Division, Office of the G3, HQ USAREUR/7A, for approval to release (AE Reg 1-40).

#### **14. USAREUR COMMAND GROUP TASKERS, SUSPENSES, AND E-MAIL RESPONSES**

a. The Staff Action Division establishes suspenses on behalf of the USAREUR Command Group. Table 3 lists standard suspenses for USAREUR Command Group taskers. Final responses to USAREUR Command Group taskers are due at the Staff Action Division by noon of the suspense date. The staff will establish office procedures for ensuring that USAREUR Command Group suspenses are met.

(1) Action officers will respond quickly to requests for coordination from other staff offices when the request is subject to a USAREUR Command Group suspense.

(2) XOs and their administrative equivalents may request extensions to USAREUR Command Group suspenses by contacting their SACO. If an extension is granted, the SACO will determine if an interim response is needed and specify how it should be sent to the Command Group (for example, executive summary (EXSUM)).

b. SACOs use USATS to issue USAREUR Command Group taskers. Figure 7 is a sample CG tasker. The electronic tasker includes the following items:

(1) **Control #:** Assigned when the tasker is logged in by the Command Group Distribution Center.

(2) **SUBJECT:** Self-explanatory.

(3) **OPR:** The office of primary responsibility for responding to the tasker.

(4) **ICW:** Offices with which the OPR must coordinate.

(5) **S:** The tasker suspense date (due by noon of this day).

<b>Table 3</b>				
<b>Standard USAREUR Command Group Suspenses (notes 1 and 2)</b>				
<b>Action</b>	<b>Suspense</b>			
	<b>3 workdays</b>	<b>5 workdays</b>	<b>10 workdays</b>	<b>15 workdays</b>
CG reply to four-star note or Personal-For message	X			
CG request for update of previous charts	X			
Normal CG tasker		X		
CG Board of Directors (BOD) tasker			X	
Normal DCG/CofS tasker			X	
DCG/CofS tasker requiring coordination outside HQ USAREUR/7A				X
DCG/CofS tasker requiring coordination outside HQ USAREUR/7A				X
CG or DCG/CofS request for new information requiring coordination within HQ USAREUR/7A			X	
CG or DCG/CofS request for new information requiring coordination outside HQ USAREUR/7A				X
Staff responses to higher headquarters (note 3) requiring coordination with--	HQ USAREUR/7A staff		X	
	USAREUR major subordinate and tenant commands			X
Operations and intelligence (O&I) or staff update tasker			Before next O&I or staff update	

**NOTES:** 1. The USAREUR Command Group may establish suspense dates other than those shown in this table.  
2. Only SACOs may change suspense dates. They do that in coordination with the DCG/CofS XO and CG XO.  
3. Commanders and HQ USAREUR/7A staff principals must comply with suspense dates established by higher headquarters.

(6) **REFERENCE:** What generated the tasker (for example, memorandum; telephone call; request from the CG or DCG/CofS) with the date and time, as applicable.

(7) **BACKGROUND:** Information on the tasker that provides a brief summary of what led to the required action (what, when, where, who, and why).

(8) **TASK:** The required action and any necessary follow-up actions.

(9) **CLOSEOUT:** The action that must be taken to complete the task (for example, submission of an EXSUM, agenda, slides, or other item). This paragraph may include a specific date and time to show when the required action must be completed.

c. If a USATS tasker requires coordination with other staff offices, the OPR will establish suspenses for other offices to provide information. These suspenses must give other offices enough time to review the action and provide input. These offices will provide their input directly to the OPR.

**CG TASKER**  
**1 Oct 03**

**Control # TA-123**

**SUBJECT:** Weather for USAREUR Change-of-Command Ceremony

**OPR:** SWO

**ICW:** OCH

**S:** 10 Oct 03

- 1. REFERENCE:** Memorandum, HQ USAREUR/7A, AEACG, 10 May 03, subject: MOI for USAREUR Change-of-Command (COC) Ceremony.
- 2. BACKGROUND:** USAREUR will hold its COC on 11 Oct 03 at 1000 on the Campbell Barracks parade field. The CG requests that the sun be shining at that time.
- 3. TASK:** The Staff Weather Office, in coordination with the Chaplain, will arrange for sunny weather for the USAREUR COC.
- 4. CLOSEOUT:** Weather forecast provided to the CG on 10 Oct 03.

VR,  
MAJ Ross  
SACO

**Figure 7. CG Tasker**

**15. EXECUTIVE SUMMARY**

EXSUMs are a concise and effective way for the staff to update the Command Group and to receive their comments, questions, and guidance. EXSUMs for the Command Group must be sent to the appropriate SACO for forwarding. EXSUMs will be sent by e-mail and must be forwarded through internal channels and released by a staff principal or a designated releasing authority (for example, assistant deputy chief of staff (ADCS), XO). The staff will prepare EXSUMs using the format in figure 8 and the following instructions:

- a. On the first line, enter the following in bold, uppercase letters:
  - (1) The abbreviated name of the originating staff office.
  - (2) The action officer's rank and name (if military).
  - (3) The Command Group tasker number, if responding to one. If not responding to a USAREUR Command Group tasker, enter "NA."
  - (4) The date.
  - (5) The abbreviated names of the staff offices and commands with which the EXSUM was coordinated. If the EXSUM did not need to be coordinated, enter "NA."
- b. Add a return and enter (in boldface) the question asked, the forum at which the question was asked, or the comment made by the CG or DCG/CofS that generated the need for the EXSUM. Specify which of the three asked the question or made the comment, and say when and where the question was asked or the comment was made.

c. Enter the subject of the EXSUM.

d. Briefly describe the background of the issue or action. The language used must be appropriate to an executive audience. If more than one paragraph is needed, add two returns to separate paragraphs, but do not number them.

e. List actions required in the immediate future to continue progress toward the desired result.

f. Enter rank (if military), name, and position title of the staff principal or designated releasing authority.

g. Send the EXSUM by e-mail to the appropriate SACO with a brief message lead-in identifying the intended recipient (for example, Request attached EXSUM be sent to the CG through the DCoFS and the DCG/CofS.). Action officers must follow their internal office-administrative procedures to ensure that EXSUMs are approved by their chain of command for release.

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**G3 MAJ SMITH**  
**ICW: DCSENGR, G8, 7ATC, 98th ASG**

**TASKER #: 1111**

**6 MAR 03**

**At the 1 Mar CG Update, the DCG/CofS asked, “Where are we on the range modernization for the complexes at Nordligen?”**

**SUBJECT:** Modernization of Ranges at Nordligen, Germany

**DISCUSSION:** Subject project may be inserted into DA FY 04 Revitalization Program. Project was briefed by HQ, 7ATC, in Jun 02 to the DA G3 as USAREUR’s number 2 priority MCA range for the FY 03-08 POM. USAREUR is awaiting publication of the Army Master Range Plan to see in which FY it will be programmed. On 14 Sep 02, ACSIM requested information about the range and stated it as being a potential FY 05 candidate in the Revitalization Program. Project documentation (DD Form 1391) is presently being prepared by HQ, 7ATC, contractors with the 280th BSB (Schweinfurt). Estimated cost for the range is \$5.9 million.

**WAY AHEAD:** The DCSENGR and 7ATC will monitor progress of the Army response. In addition, techniques used to develop this range complex will be used to refine designs for complexes at Bautzen and Leipzig range complexes.

**APPROVED BY:** COL Bridgemeister, ADCSENGR

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**Figure 8. Sample Executive Summary (EXSUM)**

## **16. BELL SENDS MESSAGES**

The CG has established a medium for issuing guidance that requires immediate attention. This medium is called the BELL SENDS message. BELL SENDS messages are generated by the CG. The CG does this by tasking the staff (through the CG XO) to prepare and submit a draft message (through the DMD) for approval, signature, and release. The CG XO manages BELL SENDS taskers in coordination with the OPR and the Chief, DMD. These actions generally require same-day turnaround and are therefore not processed or tracked through USATS. The procedures for preparing BELL SENDS messages are as follows:

a. If the OPR is tasked by the CG to write a BELL SENDS message, the OPR will write the draft message and coordinate it, if necessary. The OPR will then send the draft message text to the DMD by e-mail for editing and numbering. (Action officers should call 370-6583/6755/6267/7018 for guidance on where to send the e-mail message.)

b. If the OPR receives a draft message already written by the CG, the OPR is responsible for ensuring that the information in the message is consistent with existing Army and Army in Europe policy before forwarding the draft to the DMD for editing. In these cases, the OPR is also responsible for coordinating the message, if needed.

c. On receipt of the draft message text from the OPR, the DMD will check to ensure that the message has been coordinated, if needed. The DMD then edits the text and coordinates the edited version with the author or (if the author is the staff principal) with the OPR XO.

d. Once the OPR approves the edited text, the DMD prepares the final draft copy of the message using the appropriate BELL SENDS template. The template varies depending on the nature of the message:

(1) Safety-related messages have a red border.

(2) Warning messages have a yellow border.

(3) All other messages have a green border.

e. The DMD dates the message and sends an unprotected copy of the message (by e-mail) to the CG XO for CG review and approval. (OPRs will not send messages directly to the CG XO or to the CG.) In the e-mail message used to send to the final draft copy to the CG XO, the DMD will list the organizations with which the message was coordinated, if any.

f. Once the CG approves the message, the CG's XO will return it to the DMD by e-mail with instructions to incorporate the CG's changes (if any) and to autopen. On receipt, the DMD--

(1) Incorporates any CG changes into the master copy, editing them if necessary.

(2) Autopens the message by inserting a digital signature.

(3) Protects the Word version of the final message and sends it to the CG XO for the CG to make personal distribution.

(4) Posts the message in the Library of Army in Europe Publications and Forms, but only after receiving notification from the CG XO that the CG has approved and sent the message to personal distribution addressees.

(5) Sends a copy of the message (with the template) and a copy of the message text (without the template) to the webmaster of the USAREUR Homepage at the Office of the Chief, Public Affairs, HQ USAREUR/7A. The webmaster will post the message and use the text to create a lead story on the homepage.

(6) Distributes the message through the Army in Europe Publishing System.

g. BELL SENDS messages can be viewed through the USAREUR Homepage or by opening *AE Publications* in the Library of Army in Europe Publications and Forms.

## **17. READ-AHEAD**

a. Members of the staff who have appointments with the CG or the DCG/CofS (except as noted in subparagraph c below) must provide a read-ahead to the Staff Action Division with information about the meeting. Read-aheads will be provided for the following meetings or when requested by the Command Group:

(1) Decision briefings.

(2) Office calls with GOs.

(3) Office calls with key military or political officials (foreign and U.S.).

(4) Meetings with congressional visitors.

(5) In-process reviews.

- (6) USEUCOM briefings.
- (7) Visits by or with the Army Chief of Staff, Army Vice Chief of Staff, or Commander, USEUCOM.
- (8) Four-star or DA-level conferences or video teleconferences.
- (9) Semiannual training briefings and quarterly readiness reviews.

b. Read-aheads will be--

- (1) Prepared as an SAS or SAC and include the information shown in figure 9.
- (2) Sent to the Staff Action Division at least 72 hours before the meeting.

c. Read-aheads are not required in preparation for any of the following:

- (1) CG huddles.
- (2) Information operations updates.
- (3) Internal Command Group office ceremonies.
- (4) Internal Command Group office meetings (for example, for calendar synchronization).
- (5) O&I updates.
- (6) Personal dinners and parties not involving distinguished visitors.
- (7) Prebriefings.
- (8) Visits to the Balkans.

## **18. INFORMATION PAPER**

Information papers are used to provide concise facts without interpretation, recommendations, or conclusions. The staff will use information papers instead of SASs or SACs when an SAS or SAC would be inappropriate (for example, for inclusion in conference books). Information papers will be prepared as shown in figure 10.

a. Information papers will be single-spaced (with one space between each paragraph) on plain white paper with a 1-inch margin on all sides. A template for the information paper is available in the Library of Army in Europe Publications and Forms under *Action Officer Tools, Staff Actions*.

b. The heading of the information paper will show the office symbol, the action officer name and telephone number, and the date prepared. The words INFORMATION PAPER will be centered on the second line below the date prepared.

c. The body of the information paper will not exceed one page. If needed, supporting documents may be included as white tabs. References to tabs will be underlined with red ink.

d. Tabs will be referred to only in the body and not listed at the bottom of the paper. Copy-furnished addresses, if any, will be listed at the end of the paper.

e. Information papers usually are prepared by a subject-matter expert and rarely require coordination. If coordination is required, the guidance in paragraph 7 applies, and a fourth paragraph will be added to the paper as shown in figure 10.

f. The originator's branch or division chief (or other releasing authority within the originator's organization) must approve the information paper before it is sent to the Command Group. A signature is not required.

g. Information papers for the USAREUR Command Group will be sent to the Staff Action Division as SAS or SAC attachments (for example, as a red tab to a decision SAS recommending approval of the information paper; as a white tab to a read-ahead SAC).

<b>STAFF ACTION SUMMARY</b> (AE Reg 1-10)		<b>Control #:</b>	<b>Suspense:</b>	
			<b>Date:</b> 15 Oct 03	
<b>Subject:</b> Preparing a Read-Ahead				
<b>Office Symbol:</b> AEAGD-X	<b>Action Officer:</b> LTC Tom Jones	<b>Telephone #:</b> 370-4321	<b>E-Mail:</b> jones@hq.hqusareur.army.mil	
<b>Routing:</b> <input checked="" type="checkbox"/> <b>DCofS</b> <input type="checkbox"/> <b>CSM</b> <input checked="" type="checkbox"/> <b>DCG/CofS</b> <input checked="" type="checkbox"/> <b>CG</b>				
<b>For:</b> <b>Information</b> <input type="checkbox"/>   <b>Decision</b> <input checked="" type="checkbox"/>   <b>Read-Ahead</b> <input type="checkbox"/>   <b>Approval</b> <input type="checkbox"/>   <b>Signature</b> <input type="checkbox"/>				
<p><b>1. PURPOSE.</b> State the reason for the meeting, briefing, or office call with the DCG/CofS or CG. Is it to inform, review, provide and update, or obtain a decision?</p> <p><b>2. BOTTOM LINE.</b> State the desired outcome of the meeting. What does the staff office or command want to achieve?</p> <p><b>3. DISCUSSION.</b> Who is the appointment with (DCG/CofS or CG)? This should correspond to the routing blocks above. If subparagraphs are used, use bullets. (Bullets are in the Insert Symbol application in Word.)</p> <ul style="list-style-type: none"> <li>• Specify the date and time of the appointment and the required uniform.</li> <li>• Provide a summary of the issues as <u>WHITE TAB A</u>.</li> <li>• Provide a list of names and ranks of attendees as <u>WHITE TAB B</u>.</li> <li>• If distinguished visitors will attend, provide biographical information and itineraries as <u>WHITE TAB C</u>.</li> <li>• Provide suggested remarks or points, if any, for the DCG/CofS or CG as <u>WHITE TAB D</u>.</li> <li>• Enclose slides, point papers, information papers, or other items as <u>WHITE TAB E</u> if they will provide the DCG/CofS or CG an understanding of the issues to be presented.</li> <li>• Send the read-ahead SAS to the SACO by close of business at least 48 hours before the day of the appointment. If the appointment is on a Monday, the SAS must arrive by close of business the preceding Thursday.</li> </ul>				
<b>Releaser:</b> JAMES H. PILLSBURY, BG, GS, G4				
<b>Recommendation:</b>				
<b>Action:</b> <b>Approved</b> <input type="checkbox"/>   <b>See Me</b> <input type="checkbox"/>   <b>Other</b> <input type="checkbox"/>				
<b>Coordination</b>				
<b>Organization</b>	<b>Name</b>	<b>Concur/Nonconcur</b>	<b>Date</b>	

Figure 9. Read-Ahead SAS

INFORMATION PAPER

SUBJECT: Information Paper Format on Plain White Paper

1. PURPOSE. Briefly state the purpose of the paper (for example, To provide information about . . .).
2. BOTTOM LINE. Provide a one- to three-line summary of the information presented.
3. DISCUSSION.
  - a.
  - b.
  - c.
4. COORDINATION. If the information paper was coordinated, list the organizations that saw it. Include this paragraph only if the paper was coordinated.

APPROVED: (*Name of approval authority*) DATE: (*date of approval*)

CF:  
OJA (AEAJA-IL)

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**Figure 10. Information Paper**

**19. POINT PAPER**

Point papers are similar to information papers but provide key issues outlined as points. These points should be considered or used during briefings and discussions with key leaders.

- a. The staff will use point papers to inform the CG and DCG/CofS of the coordinated USAREUR position on various issues. Point papers will provide specific points that support the USAREUR position.
- b. Point papers are sent to the USAREUR Command Group through the Staff Action Division as white tabs to SASs or SACs.
- c. Figure 11 provides the format for point papers. A template for the point paper is available in the Library of Army in Europe Publications and Forms under *Action Officer Tools, Staff Actions*.

POINT PAPER

USAREUR POSITION: State the coordinated USAREUR position. Specify whether the position was approved by the USAREUR Command Group or by a HQ USAREUR/7A staff principal.

USEUCOM POSITION: State the USEUCOM position, if applicable.

DA POSITION: State the DA position, if applicable.

ISSUE: State the issue, topic, or subject. If more than one issue is presented, number them.

POINTS:

- Using bullets, state no more than five key points per issue. (The bullet symbol (●) is available in Word through Insert Menu, Symbol.) Highlight the most important points in yellow.
- For each key point, indent four spaces, type a key-point on the fifth space, skip a space, and begin text on the seventh space.
  - For subpoints, indent 9 spaces, type a subpoint bullet (-) on the 10th space, skip a space, and begin text on the 12th space.
  - Double-space between key points.
  - Be concise.
- If supporting information is required, provide it as an information paper under a tab.
- Enter the signature block of the originator's staff principal. The point paper may be signed by a designated representative.

XXXX X. XXXXX  
Rank, GS  
Position

---

**Figure 11. Point Paper**

**20. TRIP BOOK**

a. When the DCG/CofS or CG plans to visit a unit or community, the SGS will task the staff to provide information about the unit or community for a trip book. The SGS tasker will--

- (1) Briefly describe the purpose of the trip and issues that will be addressed during the visit.
- (2) Provide a POC to whom the information should be submitted.

(3) Specify a suspense date (usually 3 workdays before the trip) by which the material must be submitted. Unless otherwise stated, the response is due electronically by noon on the suspense date. Negative responses, if applicable, are required.

b. The information provided for the trip book must relate to the purpose of the trip and support the issues to be addressed during the visit. Background information, if available, also should be provided to support the issues.

c. Staff offices may submit any information that will help keep the USAREUR Command Group informed. This information, however, must apply to the specific issues described in the tasker.

## 21. MESSAGES

**a. Organizational Messages.** Organizational messages for USAREUR Command Group signature or release will be submitted to the Staff Action Division as a red tab to an SAS. Messages requiring extensive corrections will be returned to the originator for correction and returned to the appropriate SACO within 1 day. After a message is reviewed and the release form is signed, the message will be returned to the originating office for transmission. If a staff office does not have a DMS-enabled client to sign, encrypt, and send organizational messages, the message must be sent to the G3 Operations Division for transmission. (USAREUR organizational tasking messages will be sent by the G3 Operations Division regardless of the originating staff office.) The operator will stamp the release form with the date and time of transmission, initial the message, and return it with the SAS to the originator. Organizational messages will--

(1) Be printed by the originator and sent to the Staff Action Division for review as a DMS or Microsoft Word document as a red tab to an SAS. The message-release form will be included as the last page of the message.

(2) Be submitted with a diskette containing the message (one "ready-to-transmit" message per diskette) and the message-release form. Each message will be treated as a separate action unless several concurrent messages relate to the same subject. Diskettes must be--

(a) Checked for viruses before being submitted. If a virus is detected, the SAS and diskette will be returned to the originator.

(b) Labeled with the appropriate security classification label (SF 707, SF 708, or SF 710).

(c) Placed in a pocket taped to the inside left of the folder.

(3) Be printed on plain, single-sheet paper.

(4) Have the sender (DCG/CofS or CG) identified as the message-releasing official.

(5) Include a suspense date, if needed, in parentheses after the subject.

(6) Have the office symbol of the originating staff office in the FROM line. Personal-For messages will have the office symbol of the sender (AEACG or AEADC).

(7) List each staff office that is to receive a copy of the message in the distribution block on page 1. Include the respective approval authority, the SGS, the originator, and each staff officer with whom the message was coordinated.

(8) Include both an Automated Message Handling System address and DMS address for each addressee.

(9) Have a USAREUR POC line (name, office symbol, and telephone number) in the last paragraph. Personal-For messages (d below) will not end with a POC line.

**b. Back-Channel Messages.** The Army Privacy Communications System, commonly referred to as the "Eyes Only" or back-channel system, is not intended for routine correspondence. It is the exclusive channel for all sensitive compartmented information (SCI) message traffic. It will not be used for operational matters. When including an Eyes Only message as a supporting tab in a staff action, approval from the message originator is required.

(1) Eyes Only messages are not official correspondence. Use of these messages must be limited and is discouraged when an organizational message can be used.



**SECTION IV  
USAREUR COMMAND GROUP MEETINGS AND CALENDARS**

**22. MEETINGS**

Table 4 lists USAREUR Command Group meetings, activities, and functions, and provides criteria for their cancellation. The glossary defines abbreviations used in the table.

<b>Table 4 USAREUR Command Group Meetings, Activities, and Functions</b>						
<b>Meeting</b>	<b>Proponent</b>	<b>Date</b>	<b>Purpose</b>	<b>Attendees</b>	<b>Functional Presentation Attendees</b>	<b>Cancellation Criteria</b>
<b>USAREUR Senior Leader Forum</b>	CIG/OSGS	Twice a year	To bring leaders together for professional development.	CG, DCG/CofS, staff principals, USAREUR MSC and tenant commanders, division and assistant division commanders, and CSMs, or as determined by the CG	As required	CG absence, conflict with higher-headquarters meetings, DOD-sponsored events, or major exercises involving V Corps, USASETAF, or 7ATC  Canceled conferences will be rescheduled.
<b>USAREUR BOD Meeting</b>	BOD Cell	Monthly	To bring leaders together to discuss major topics of USAREUR interest and to advise the CG.	CG; DCG/CofS; CGs of V Corps, 21st TSC, USASETAF, 5th Sig Cmd, 7ATC, and ERMC; an OJA representative; a USAREUR facilitator; and two notetakers	G1 G2 G3 G4 G8 DCSENGR CSM (by invitation only)	Absence of the CG.  Canceled USAREUR BOD meetings may be rescheduled if the new meeting date is 1 or 2 days from the original date and all attendees can attend.
<b>USAREUR Staff Update</b>	OSGS	Tuesdays at 1300	To provide the DCG/CofS and the HQ USAREUR/7A staff an update on actions occurring in staff offices.	DCG/CofS XO, SGS, SACOs, local colonel commanders, and staff principals		Absence of the DCG/CofS
<b>USAREUR Command Group Update</b>	OSGS	Wednesdays at 0930	To provide the Command Group an update on major actions occurring in USAREUR and actions that may require Command Group attention.	CG, DCG/CofS, SGS, CG XO, DCG/CofS XO, SACOs, CSM, staff principals, and V Corps representative		Absence of the CG or DCG/CofS
<b>Semiannual Training Briefing</b>	G3	Twice a year for each USAREUR MSC and tenant command	To provide the CG an analysis and status of significant training events and troop issues.	CG, G3 representative, USAREUR MSC and tenant commanders, CSMs, and principal staff of V Corps, 21st TSC, USASETAF, and 5th Sig Cmd		Absence of the CG or DCG/CofS

**23. DCG/COFS AND CG CALENDARS**

a. The staff may schedule time on the DCG/CofS or CG calendar by calling the respective general's office. The Staff Action Division will coordinate meetings for the staff when all USAREUR Command Group GOs are required to attend a briefing, meeting, or conference.

b. When planning meetings involving the DCG/CofS or CG, the action officer will--

- (1) Provide copies of slides and handouts for meeting attendees (one color copy for each GO and civilian equivalent, and the appropriate number of black-and-white copies for other attendees, including the SACO and the XO of each GO).
- (2) Provide a list of attendees to the SACO. The SACO will use the list to prepare a seating chart for the meeting.
- (3) Minimize the number of people attending. Do not bring anyone to the meeting who was not scheduled to attend.
- (4) Report to the office 15 minutes before the meeting. The SACO will notify the respective general's XO that everyone is present and arrange for seating at that time.

c. Staff principals who have appointments with the DCG/CofS or CG must send a read-ahead to the office of each GO attending and to the DCG/CofS at least 72 hours before the meeting.

d. If time permits, the SGS will inform the staff of changes to meeting dates or times by posting these changes on USAREUR Command Group GO calendars. Otherwise, the SGS will inform the staff by telephone. GO calendars are on the OSGS SIPRNET website (<http://www.sgs.hqusareur.army.smil.mil>).

## **SECTION V PRESIDENTIAL, CONGRESSIONAL, AND SPECIAL-INTEREST INQUIRIES**

### **24. GENERAL**

a. AR 1-20 governs processing Presidential, congressional, and special-interest inquiries. Members of the staff who are tasked to take action on these inquiries will be responsible for the action until it has been completed.

b. If an inquiry is made on an issue that is controversial or particularly unusual, that may affect USAREUR or USAREUR organizations, or that may attract more HQDA or congressional attention than normal, the staff office responsible for responding to the inquiry must brief the DCG/CofS on its recommendation for a formal response. Only a member of the USAREUR Command Group may approve the release of responses to these inquiries.

### **25. PROCESSING INQUIRIES**

a. Presidential inquiries will be processed the same way as congressional inquiries. Questions about processing requirements or signature authority will be referred to the USAREUR Command Group.

b. Inquiries requiring USAREUR Command Group involvement will not be sent to subordinate commands without USAREUR Command Group approval.

c. Only the CG or DCG/CofS will sign Presidential correspondence addressed directly to the White House.

## **SECTION VI CONFERENCES AND BRIEFINGS**

### **26. RESPONSIBILITIES**

a. The Protocol Office, Executive Services Division, OSGS, is responsible for conferences and briefings held in the KBCR that are approved by the DCG/CofS and attended by any of the following:

- (1) CG.
- (2) DCG/CofS.
- (3) Distinguished visitors as designated by the DCG/CofS.

b. ADCSs or XOs (or administrative equivalents) will request DCG/CofS approval before conducting conferences or briefings--

- (1) Attended by the DCG/CofS or CG.

(2) Held in the KBCR.

(3) Not held in the KBCR, but requiring other staff offices or USAREUR major subordinate or tenant commands to be tasked.

(4) Attended by higher or lateral commanders or commanders of USAREUR major subordinate or tenant commands.

## 27. PROCEDURES

When arranging conferences and briefings that require DCG/CofS approval (para 26b), action officers will--

a. Coordinate with their XO or administrative equivalent to arrange the date, time, and location of conferences or briefings chaired by the CG or DCG/CofS.

b. Coordinate with the Executive Services Division by telephone (DSN 377-4521) to reserve the KBCR. The KBCR should be reserved as soon as a conference or briefing requirement is known.

c. Prepare and send a decision SAS to the DCG/CofS to request approval of the conference or briefing.

(1) The SAS will include a red tab with one of the following, as appropriate:

(a) An informal memorandum for release by the SGS announcing the conference or briefing when personnel from HQ USAREUR/7A are invited.

(b) A message announcing the conference or briefing when personnel from outside HQ USAREUR/7A are invited.

(2) After the DCG/CofS approves the conference or briefing, the office responsible for the meeting will arrange for a prebriefing if the CG or DCG/CofS will chair the conference or briefing. The conference or briefing announcement will state who may attend the prebriefing.

d. Prepare and submit a read-ahead 72 hours before the meeting or conference time if the DCG/CofS or CG does not want a prebriefing.

e. Provide a list of conference or briefing attendees, briefers, and equipment operators to the Protocol Office, Executive Services Division, at least 2 workdays before the conference or briefing.

f. Provide copies of slides and handouts to the appropriate SACO beforehand as follows:

(1) One color copy for the principal recipient of the briefing (GO, staff principal, or distinguished visitor).

(2) Black-and-white copies for other attendees, including the SACO.

## 28. KBCR RESPONSIBILITIES

**a. Equipment Operators.** The Executive Services Division will provide one equipment operator for each conference or briefing. The equipment operator will be available 30 minutes before the conference or briefing to review and finalize the briefing sequence. Briefers should arrive at least 30 minutes before the briefing and give the equipment operator a double-spaced briefing script (if used), prepared in all-uppercase letters, with the timing for changing briefing charts clearly shown (for example, NEXT SLIDE).

**b. Seating Arrangements.** The Protocol Office, Executive Services Division, will set up the KBCR. Seats will be reserved at the main table for distinguished visitors and for senior-ranking attendees or representatives from the staff and from USAREUR major subordinate and tenant commands.

## 29. AUDIOVISUAL EQUIPMENT

a. Appendix B lists audiovisual equipment available at the KBCR and other HQ USAREUR/7A conference facilities. All briefings in the KBCR will be presented using color slides following the format in appendix A, figure A-1.

b. If required audiovisual equipment is not available at a conference facility, the action officer may borrow the equipment from the Visual Information Library, Training Support Division, Seventh Army Training Command (Patton Barracks, building 105, DSN 373-7257). Action officers are responsible for borrowing and returning this equipment.

### **30. PREPARING VISUAL AIDS**

Visual aids used in the KBCR will be of the highest quality and in good taste. Appendix A provides instructions on preparing visual aids.

## **APPENDIX A VISUAL AIDS AND PRESENTATIONS**

### **A-1. ASSISTANCE**

a. The Executive Services Division, Office of the Secretary of the General Staff, HQ USAREUR/7A (DSN 377-4521), will advise the HQ USAREUR/7A staff on preparing visual aids for use in the Keyes Building Conference Room (KBCR).

b. The Visual Information Library, Training Support Division, Seventh Army Training Command (Patton Barracks, building 105, DSN 373-7257), can provide assistance in acquiring training aids if required.

### **A-2. BRIEFING SLIDES AND SLIDESHOW PRESENTATIONS**

a. Presentations and briefing slides will be prepared using Microsoft PowerPoint 2000.

b. Figure A-1 provides the format for the standard USAREUR slide. The staff will use this format when preparing briefings intended for members of the USAREUR Command Group or for distinguished visitors of HQ USAREUR/7A. This format is also required when preparing briefings that will be given at conferences or other events in which USAREUR will be represented by the briefing.

(1) Classified and For Official Use Only (FOUO) slides will be marked appropriately. Markings must be clearly visible during projection.

(2) Each slide should convey a single idea. The text of the slide should support and illustrate the oral presentation, not serve as a script for the briefer.

(3) When preparing bullet text, the standard is no more than six bullets per slide.

(4) If more than one map is shown, the scales of maps should be the same.

c. Briefers will ensure slideshows are arranged in the correct sequence. If dual-screen projection is desired, separate diskettes for each projector are required. Clear instructions for KBCR projection-room assistants must accompany diskettes (for example, instructions showing which charts should be displayed on each projector, in what order, and when). Slides that support or illustrate a point should appear on-screen as the briefer is making the point. Briefers should not use jargon or acronyms.

d. If using the KBCR to brief, and in-depth information needs to be shown, briefers should use both screens.

e. Action officers--

(1) May bring their presentations to the KBCR on diskette on the day of the briefing, but must ensure that they give the diskette to a KBCR projection-room operator at least 30 minutes before the briefing begins. Briefings may also be sent to the KBCR by e-mail ([kbcr@cmdgrp.hqusareur.army.mil](mailto:kbcr@cmdgrp.hqusareur.army.mil)), except when dual-projection is required. When sending briefings or slideshows to the KBCR by e-mail, action officers must send the presentation no less than 24 hours before the briefing. If the 24-hour deadline cannot be met, the action officer must call the Executive Services Division (DSN 377-4521) to request guidance.

(2) Who wish to rehearse their briefings must contact the Executive Services Division to reserve the KBCR for the rehearsal. This reservation may be made when reserving the KBCR for the actual briefing.



UNCLASSIFIED

**Title (Arial, 32-point)**

**SUBTITLE (Arial, 24-point)**

- **MAIN BULLETS (Arial, 24-point)**
  - **SUB-BULLETS (Arial, 18-point)**
  - **Use bold, black font for titles and bullets.**
  - **The USAREUR logo is in the upper-left corner.**
  - **The title of the briefing goes in the lower-right corner in Arial Narrow, 12-point, bold, italics.**
  - **The date of the briefing also goes in the lower-right corner after the briefing title (for example, 21 May 2003) in Arial, 9-point.**
  - **The slide-page number goes in the lower-right corner, right-aligned after the date, in Arial, 12-point, bold. (Do not page-number slide 1.)**

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AN ARMY FORWARD ➤ ANY MISSION, ANYWHERE!

UNCLASSIFIED

*Title of Briefing*

Date

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Figure A-1. Standard USAREUR Slide

**APPENDIX B**  
**HQ USAREUR/7A CONFERENCE FACILITIES**

<b>Building Number, Conference Room Name or Number</b>	<b>Seating Capacity</b>	<b>Facility Clearance (Note)</b>	<b>Location of Audiovisual Equipment Available at HQ USAREUR/7A</b>	<b>Coordinating Office and DSN Number</b>
<b>Keyes Building</b>				
Building 1 KBCR	44	Secret	Dual-screen, computer-generated, front-projection system; PowerPoint 2000 slideshow program on system capable of using various electronic media (diskette, CD, zip disk); VTC capability; access to SIPRNET and NIPRNET e-mail (USAREUR KBCR is on the Global e-mail list); Cyclops projection; VHS and DVD projection with surround sound; cassette and CD sound system; remote touch-screen control panels; conference-recording capability (using cassettes).	Protocol Office, Executive Services Division, OSGS 377-4521
<b>G1</b>				
Building 16 Room 105	35	Secret	Single-screen, front-projection system; CD projection system; television with ½-inch VCR.	370-9624/9621
<b>G2</b>				
Building 12 Bonner Conference Room	40	Special Intelligence	Video-cube wall capable of multiple shows and configurations. JWICS (TS/SCI) VTC with multiple cameras, microphones, and surround sound. Presentation capabilities include two ½-inch VCRs; two PCs with Jazz/Zip reader and CD, DVD, and floppy disk drive; cable television feed; and document camera. System may be controlled from any one of three touch-screen control panels located throughout the room.	Executive Office 370-8854/8855
<b>G3</b>				
Building 14 Room 312	35	Secret	Dual-screen, rear-projection system; CD projection system; one VCR.	370-9003
Building 31N Room 210	20	None	Single-screen, front-projection system; no equipment.	Information Management Division 370-6142/6736
<b>G4</b>				
Building 15 Room 208	50	Secret	Dual-screen, rear-projection system; one 35-mm slide projector; one television with ½-inch VCR; CD projection system.	Asst G4 Office 370-8407/9047
<b>G6</b>				
Building 31S Room 112	35	Secret	Dual-screen, computer-generated, front-projection system with VCR and VTC capability.	Administrative Services Division 370-6628/8510
<b>G8</b>				
Building 13 Room 208	45	None	Single-screen, computer-generated, front-projection system with VCR capability.	Executive Office 370-8133-8973
<b>ODCSENGR</b>				
Building 3796 Room 225	25	None	Single-screen, front-projection system; one 35-mm slide projector; one BARCO; VTC capability.	Executive Office 370-8650/8935
Building 20 Room 1	20	Secret	Dual-screen, front-projection system; VTC capability	Engineer Operations Directorate 370-6761
<b>NOTE:</b> Requesters must make special arrangements to permit discussion of material of higher classification than shown.				

## GLOSSARY

### SECTION I ABBREVIATIONS

5th Sig Cmd	5th Signal Command
7ATC	Seventh Army Training Command
21st TSC	21st Theater Support Command
ADCS	assistant deputy chief of staff
AE	Army in Europe
AR	Army regulation
ASG	area support group
Asst G4	Assistant Deputy Chief of Staff, G4, United States Army, Europe
BARCO	bar code reader
BASOPS	base operations
BOD	Board of Directors
C	concur
CD	compact disk
CG	Commanding General, United States Army, Europe, and Seventh Army
CIG	Commanding General's Initiatives Group
CSA	Chief of Staff, U.S. Army
CSM	Command Sergeant Major, United States Army, Europe, and Seventh Army
DA	Department of the Army
DCG/CofS	Deputy Commanding General/Chief of Staff, United States Army, Europe, and Seventh Army
DCESENGR	Deputy Chief of Staff, Engineer, United States Army, Europe
DCofS	Deputy Chief of Staff, United States Army, Europe, and Seventh Army
DECL ON	declassify on
DMD	Document Management Division, Office of the G6, Headquarters, United States Army, Europe, and Seventh Army
DMS	Defense Message System
DOD	Department of Defense
DSN	Defense Switched Network, Europe
DVD	digital versatile disk
e-mail	electronic mail
ERMC	United States Army Europe Regional Medical Command
FOUO	For Official Use Only
G1	Deputy Chief of Staff, G1, United States Army, Europe
G2	Deputy Chief of Staff, G2, United States Army, Europe
G3	Deputy Chief of Staff, G3, United States Army, Europe
G4	Deputy Chief of Staff, G4, United States Army, Europe
G6	Deputy Chief of Staff, G6, United States Army, Europe
G8	Deputy Chief of Staff, G8, United States Army, Europe
GO	general officer
HQ	headquarters
HQDA	Headquarters, Department of the Army
HQ USAREUR/7A	Headquarters, United States Army, Europe, and Seventh Army
ICW	in coordination with
IMA-Europe	United States Army Installation Management Agency, Europe Region Office
JWICS	Joint Worldwide Intelligence Communications System
KBCR	Keyes Building Conference Room
mm	millimeter
MSC	major subordinate command
NA	not applicable
NATO	North Atlantic Treaty Organization
NC	nonconcur
NIPRNET	Nonsecure Internet Protocol Router Network
O&I	operations and intelligence
OCH	Office of the Chaplain, Headquarters, United States Army, Europe, and Seventh Army

ODCSENGR	Office of the Deputy Chief of Staff, Engineer, Headquarters, United States Army, Europe, and Seventh Army
OIG	Office of the Inspector General, Headquarters, United States Army, Europe, and Seventh Army
OJA	Office of the Judge Advocate, Headquarters, United States Army, Europe, and Seventh Army
OPR	office of primary responsibility
OSGS	Office of the Secretary of the General Staff, Headquarters, United States Army, Europe, and Seventh Army
PC	personal computer
PDF	portable document format (Adobe Acrobat)
POC	point of contact
reg	regulation
SAC	staff action coversheet (AE Form 1-10B)
SACO	staff action control officer
SAS	staff action summary (AE Form 1-10A)
SCI	sensitive compartmented information
SF	standard form
SGS	Secretary of the General Staff, Headquarters, United States Army, Europe, and Seventh Army
SIPR	Secret Internet Protocol Router
SIPRNET	Secret Internet Protocol Router Network
SPECAT	special category
SSO	Special Security Office, Special Activities Division, Office of the G2, Headquarters, United States Army, Europe, and Seventh Army
TS/SCI	Top Secret/sensitive compartmented information
U.S.	United States
USAREUR	United States Army, Europe
USASETAF	United States Army Southern European Task Force
USATS	USAREUR Staff Action Tracking System
USEUCOM	United States European Command
VCR	videocassette recorder
VHS	video home system
VTC	video teleconferencing
XO	executive officer

## **SECTION II TERMS**

### **Army in Europe publication**

Any of the Army in Europe regional publications defined in Army in Europe Regulation 25-35.

### **HQ USAREUR/7A staff principals**

- Secretary of the General Staff, HQ USAREUR/7A
- Deputy Chief of Staff, G1, USAREUR
- Deputy Chief of Staff, G2, USAREUR
- Deputy Chief of Staff, G3, USAREUR
- Deputy Chief of Staff, G4, USAREUR
- Deputy Chief of Staff, Engineer, USAREUR
- Deputy Chief of Staff, G6, USAREUR
- Deputy Chief of Staff, G8, USAREUR
- Chaplain, USAREUR

- Chief, Public Affairs, USAREUR
- Command Surgeon, USAREUR
- Inspector General, USAREUR
- Judge Advocate, USAREUR
- Provost Marshal, USAREUR
- Staff Finance and Accounting Officer, USAREUR

**Keyes Building**

Building 1, Campbell Barracks, Heidelberg, Germany. Also known as the Command Building.

**special-interest inquiry**

Inquiries that concern subjects of significant importance to the Army or that require special handling.

**staff**

The HQ USAREUR/7A staff.

**staff action control officer**

An individual assigned to the Staff Action Division, Office of the Secretary of the General, HQ USAREUR/7A, responsible for tracking USAREUR Command Group suspenses and staff actions involving the USAREUR Command Group.

**USAREUR Command Group**

The CG, USAREUR/7A; DCG/CofS, USAREUR/7A; Command Sergeant Major, USAREUR/7A; and the DCofS, USAREUR/7A.