

# \*USAREUR Regulation 1-10

## Administration

### Staff Procedures

5 September 2002

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**\*This regulation supersedes USAREUR Regulation 1-10, 12 December 2000.**

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For the Commander:

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Official:



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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--

- Incorporates Chief of Staff, HQ USAREUR/7A, policy on the use and reproduction of color briefing slides (para 9).
- Standardizes the font type and size for staff actions (para 10).
- Modifies the formats of the staff action summary (SAS) (para 11), the executive summary (para 15), and the point paper (para 19).
- Changes suspense timelines for taskers (para 14).
- Replaces the 10-liner with the USAREUR initiative (para 16).
- Establishes a standard USAREUR slide for briefings and presentations (app A).

**Applicability.** This regulation applies to HQ USAREUR/7A staff offices and to USAREUR and tenant commands (UR 10-5, app A) that prepare HQ USAREUR/7A staff actions and conduct conferences and briefings at HQ USAREUR/7A.

**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 (Staff Action Summary). USAREUR and higher-level forms (printed and electronic) are available through the USAREUR Publications System (UPUBS).

**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. File numbers and descriptions are available on the United States Army Records Management and Declassification Agency website at <http://www.rmda.belvoir.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 a DA Form 2028 (Recommended Changes to Publications and Blank Forms) to the OSGS, HQ USAREUR/7A (AEAGS-SA), Unit 29351, APO AE 09014.

**Distribution.** D (UPUBS). This regulation is available only in electronic format.

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**SECTION I  
INTRODUCTION**

**1. PURPOSE**

This regulation prescribes policy and procedures for preparing HQ USAREUR/7A staff actions, conferences, and briefings.

**2. REFERENCES**

**a. Publications.**

- (1) AR 1-20, Legislative Liaison.
- (2) AR 25-11, Record Communications and the Privacy Communications System.
- (2) AR 25-50, Preparing and Managing Correspondence.
- (3) UR 10-5, HQ USAREUR/7A Organization and Responsibilities.
- (4) UR 25-35, Preparing USAREUR Publications.
- (5) UR 25-38, Translations.
- (6) US MISC PUB 1-10A, HQ USAREUR/7A 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) AE Form 1-10A (Staff Action Summary).

### **3. EXPLANATION OF ABBREVIATIONS AND TERMS**

The glossary defines abbreviations and terms. Throughout the regulation, the “USAREUR Command Group” is referred to as the “Command Group,” and the “HQ USAREUR/7A staff” is referred to as the “staff.”

### **4. RESPONSIBILITIES**

UR 10-5 prescribes responsibilities of the Command Group and the staff.

## **SECTION II STAFF POLICY**

### **5. SIGNATURE AUTHORITY**

Staff principals are not authorized to sign for members of the Command Group. Correspondence requiring Command Group signature must be sent to the Staff Actions Division, Office of the Secretary of the General Staff (OSGS), HQ USAREUR/7A, as an attachment to a staff action summary (SAS) (para 11). The Staff Actions Division will review and forward the SAS with the correspondence to the appropriate member of the Command Group for signature.

### **6. ITEMS OF COMMAND GROUP INTEREST**

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

- a. Combat readiness and significant intelligence information, including intelligence reports of terrorist activities.
- b. Proposed new USAREUR policy and proposed changes to existing USAREUR policy (para 7).
- c. Policy changes issued by higher 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, and family members.
- e. Congressional, Presidential, 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 Command Group.
- h. Appeals submitted by USAREUR commanders 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 USAREUR senior officers (general officer (GO) (or civilian equivalent), colonel (or civilian equivalent), and lieutenant colonel commanders).
- k. Relief of any colonel on the staff, colonels or lieutenant colonels in USAREUR command positions, or command sergeants major.
- l. Disapproval of proposals signed by USAREUR and tenant commanders (UR 10-5, app A).
- m. Relations with U.S. or Allied civil authorities in high positions.
- n. Outstanding accomplishments of USAREUR and tenant commands (UR 10-5, app A).
- o. Significant information about equal opportunity, equal employment opportunity, and sexual harassment.

p. Matters that require, by law or regulation, personal approval by one of the following:

(1) CG, USAREUR/7A.

(2) DCG, USAREUR/7A.

(3) Chief of Staff (CofS), HQ 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 rank.

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 United States Commander in Chief, Europe; or the Commanding General, Joint Headquarters Centre, as information addressees.

## **7. ESTABLISHING USAREUR POLICY**

USAREUR publications (supplements, regulations, circulars, pamphlets, and the USAREUR Bulletin) and USAREUR command correspondence (numbered policy letters and command memorandums) are the only authorized media for issuing USAREUR policy. UR 25-35 prescribes USAREUR publishing policy, defines the various media available for various publishing needs, and provides guidance on how to prepare, coordinate, and publish policy. The staff must coordinate proposed new policy and changes to existing policy with the Publishing and Records Management Division, Office of the Deputy Chief of Staff, Information Management (ODCSIM), HQ USAREUR/7A (DSN 370-6348), before preparing a draft publication (UR 25-35). Proposed new policy and changes to existing policy require Command Group approval (para 6b).

## **8. COORDINATION**

Actions and issues potentially affecting USAREUR must be coordinated with the appropriate commands, staff offices, and subject-matter experts (for example, with the Office of the Judge Advocate (OJA), HQ USAREUR/7A, if responding to a Command Group question about an issue with legal implications). Documenting coordination varies by type of staff action. When coordinating a staff action, the following applies:

a. The staff may task organizational elements within their respective staff channels (for example, the Office of the Deputy Chief of Staff, Operations (ODCSOPS), HQ USAREUR/7A, may task the Seventh Army Training Command (7ATC), the ODCSIM may task the 5th Signal Command (5th Sig Cmd)). If originators must coordinate with organizations outside their respective staff channels, the requirement for information must be issued as a request, not a tasker. Only the CofS, HQ USAREUR/7A, and the Deputy Chief of Staff, Operations (DCSOPS), USAREUR, have tasking authority in USAREUR (UR 10-3). If necessary, the originator may prepare an SAS to request that the CofS, HQ USAREUR/7A, sign a tasking memorandum addressed to organizations outside the originator's staff channel.

b. When requesting information or comments, action officers should send their requests through their executive officer (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.

c. When an action must be coordinated with USAREUR and tenant commands outside the originator's staff channel, the originator's XO 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.

d. When establishing suspense dates in taskers for requests for comment, action officers will refer to table 1.

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

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

Multiple colors may be used when slides are displayed on-screen, but slides will not be prepared with borders or background colors. One color copy of the slides will be given to the principal recipient of the briefing (GO, staff principal, or distinguished visitor). If additional copies of the briefing slides are required for other attendees, the copies will be black-and-white. Appendix A provides more guidance on preparing slides.

## **SECTION III STAFF ACTIONS**

### **10. FONT TYPE AND SIZE FOR STAFF ACTIONS**

Except for messages and slides, staff actions for the 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 on slides.

<b>Table 1 Typical 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 tasker			X	
DCG tasker requiring coordination outside HQ USAREUR/7A				X
DCG Base Operations (BASOPS) Commanders Conference tasker			X	
Normal CofS tasker			X	
CofS tasker requiring coordination outside HQ USAREUR/7A				X
CG, DCG, or CofS request for new information requiring coordination within HQ USAREUR/7A			X	
CG, DCG, or 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 commands			X
Operations and intelligence (O&I) or staff update tasker			Before next O&I or staff update	
<b>NOTES:</b>				
1. The Command Group may establish suspense timelines other than shown in this table.				
2. Only staff action control officers (SACOs), in coordination with the CG XO, DCG XO, or CofS XO, or a member of the Command Group, may change suspenses.				
3. Commanders and HQ USAREUR/7A staff principals will comply with suspenses established by higher headquarters.				

## 11. STAFF ACTION SUMMARY

The SAS is the primary medium for requesting a Command Group decision (“decision SAS”). The requested decision may be to approve an action, to sign a document, or both. The SAS is also used to provide the Command Group information (“information SAS”). As shown in figure 1, the format for the decision SAS and information SAS is the same, except for the recommendation, which is not required in an information SAS. SASs must be submitted in hard copy.

**a. Preparation.** To begin preparing an SAS, the action officer will need to download a copy of AE Form 1-10A (Staff Action Summary) or the SAS template, both of which are available in the Electronic Library of USAREUR Publications and AE Forms at <https://www.aeaim.hqusareur.army.mil/library/home.htm>. (The form is under AE Forms; the template is under Miscellaneous, HQ USAREUR/7A Staff Actions).

(1) The sample SAS in figure 1 and the instructions in table 2 provide guidance on completing SASs.

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

(3) Supporting documentation, such as detailed analyses or explanations of information presented in the SAS, will be attached to the SAS as tabs (b below).

**b. Tabs.**

(1) The only authorized attachments to use when preparing and assembling an SAS are the red, white, and blue tabs (para 2a(6)). Guidance on using tabs is as follows:

**(a) Blue Tab.** Blue tabs identify the document that generated the requirement for an SAS (for example, CofS 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 SAS package.

**(c) White Tab.** White tabs identify supporting documents (for example, funding figures, investigation results). Supporting documents should be brief and kept to a minimum. Entire documents will not be attached as tabs when extracts can provide the information needed.

(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. 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 upcased and underlined in red ink (for example, RED TAB A).

**c. Coordination.** If the proposed action or information that is summarized in the SAS 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.** A concurrence indicates agreement with the recommendation. “Concur with comment” is not an authorized entry in the SAS coordination block. Comments received in coordination may be mentioned in the discussion paragraph of the SAS or included as a white tab if necessary to show the comments to the Command Group.

**(2) Nonconcur.** Organizations that disagree with a recommendation or with the proposed information will prepare an informal memorandum (no letterhead) stating the reason for the nonconcurrence (fig 2). Organizations outside of HQ USAREUR/7A that disagree will prepare a formal memorandum (on letterhead) explaining why they nonconcur. The action officer responsible for the staff action will try to resolve the nonconcurrence before sending the SAS to the staff principal for release to the Command Group. If the nonconcurrence cannot be resolved, the action officer will—

(a) Prepare a consideration of nonconcurrence using the sample in figure 3.

(b) Create a white tab for each statement of nonconcurrence and its respective consideration of nonconcurrence and refer to both in the discussion paragraph of the SAS. If more than one organization nonconcur, the SAS may have one consideration of nonconcurrence that addresses all statements of nonconcurrence. The statements of nonconcurrence must be separated by white tabs and referenced in the SAS.

**(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. 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 as a white tab. 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 a USAREUR 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.

**(5) Edited.** Only the ODCISM is authorized to use this statement and does so only when the action is a USAREUR publication (para 7). If the action requires editing, the ODCSIM EDIT line will be the last line in the coordination block. USAREUR publications will be edited only after they are coordinated.

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

- (1) Assemble the SAS, tabs, and all supporting documents in the order shown in figure 4.
- (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 under the red tab.
- (4) Staple the assembled package (without the red-tab document) on the right-hand 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 a USAREUR publication, a numbered policy letter, or a command memorandum (UR 25-35). Documents edited by the Publishing and Records Management Division are released without diskettes. The Publishing and Records Management Division 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 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 any of its enclosures are 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 to the Command Group. A new SAS is not required when returning the SAS with marked-up and corrected pages.

<b>STAFF ACTION SUMMARY</b> (USAREUR Reg 1-10)		<b>Control #:</b>		<b>Suspense:</b>	
				<b>Date:</b> 1 Oct 02	
<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"/> CofS		<input checked="" type="checkbox"/> CSM		<input checked="" type="checkbox"/> DCG <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 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 must 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 must be inserted (not stapled) under a <u>RED TAB</u>.</li> <li>• If the decision requires supporting documentation, that information must 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 must be added as the first page of the <u>WHITE TAB</u> document.</li> </ul>					
<b>Releaser:</b> JAMES H. PILLSBURY, BG, GS, DCSLOG					
<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>		Approved <input type="checkbox"/>		See Me <input type="checkbox"/>	
		Other <input type="checkbox"/>			
<b>Coordination</b>					
<b>Organization</b>		<b>Name</b>		<b>Concur/Nonconcur</b>	
<b>Date</b>					
ODCSLOG		CPT Morris		Concur	
OJA		LTC Pribble		No legal objection	
OIG		LTC Jackson		Noted with comment	
ODCSIM		Mr. Viergutz		Edited	
				16 Oct 02	
				20 Oct 02	
				17 Oct 02	
				29 Oct 02	

AE FORM 1-10A, SEP 02

All previous editions are obsolete

Figure 1. Sample Staff Action Summary (SAS)

<b>Table 2</b>		
<b>Instructions for Preparing a Staff Action Summary</b>		
<b>Block</b>	<b>Instructions</b>	
<b>Control #</b>	Leave blank. This block is for Command Group use.	
<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, DCG, or CofS (for example, CG suspense due to CSA) or if the action requiring decision includes a 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 Command Group (CofS, CSM, DCG, CG) need to see the SAS. Always put an X in the CofS 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 Command Group involvement. Provide a brief description of what generated the action. If the SAS is in response to a 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 Command Group. When sending a new or revised USAREUR publication to the 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 Command Group addressee should do with the action or issue. Make specific recommendations for action, including any special handling instructions (for example, Recommend CofS approve and return to originator for dispatch.). Information SASs usually do not include a recommendation.	
<b>Action</b>	Leave blank. The Command Group will use 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.

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OFFICE SYMBOL  
Name of Staff Office

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 3)) as a white tab to the SAS.

XXXX X. XXXXX  
Major General, GS  
Deputy Chief of Staff, Operations

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**Figure 2. Statement of Nonconcurrency**

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OFFICE SYMBOL  
Name of Staff Office

Date

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

SUBJECT: Consideration of Nonconcurrency (*Enter subject of proposed action.*)

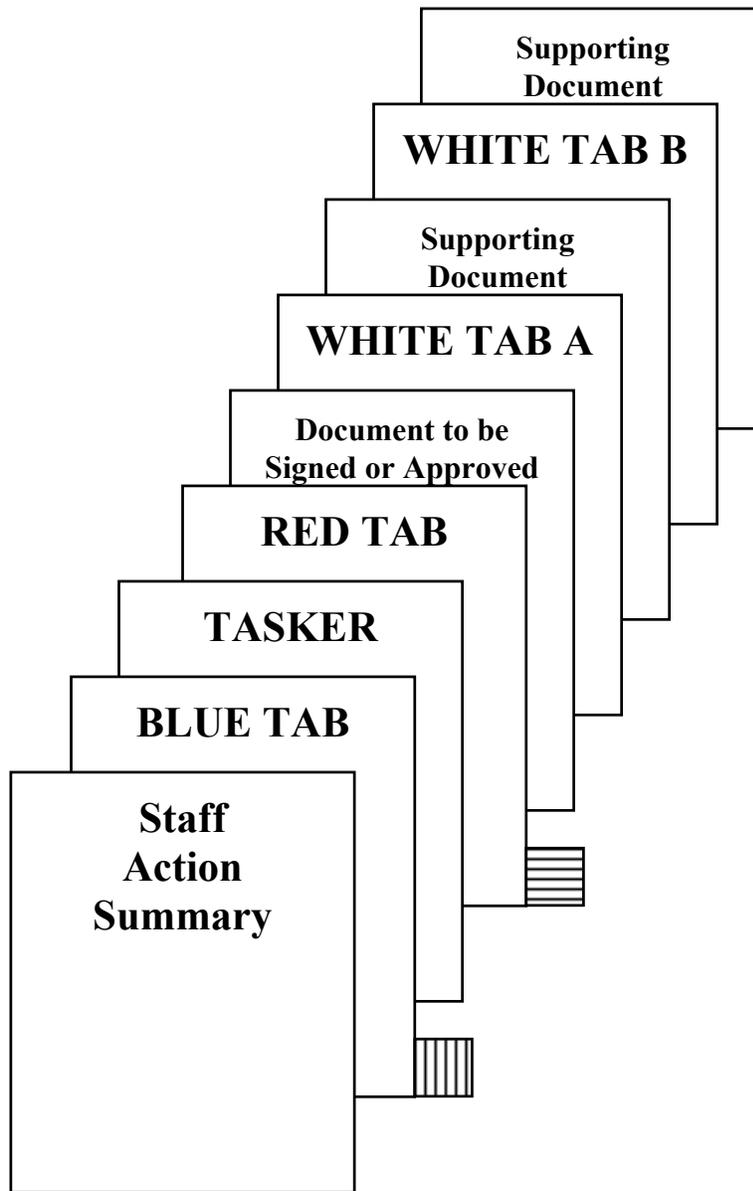
1. Reference memorandum, headquarters (if applicable), date, and subject: (*Enter the subject line of the Statement of Nonconcurrency.*)
2. The opening paragraph must address and consider the reasons for the nonconcurrency. The consideration of nonconcurrency should explain why the nonconcurring organization's points are invalid or, if valid, why the recommendation in the SAS 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 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

XXXX X. XXXXX  
Brigadier General, GS  
Deputy Chief of Staff, Logistics

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**Figure 3. Consideration of Nonconcurrency**



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**Figure 4. Assembling a Staff Action Summary (SAS)**

## 12. SUBMITTING HARD-COPY STAFF ACTIONS

a. Action officers must ensure that staff actions which must be submitted in hard copy (for example, SAS, information paper) are brought to the 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, and then take it directly to the Staff Actions Division in order to bring it to the attention of the appropriate SACO.

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

b. XOs or their administrative equivalents should call their SACO (DSN 377-4330) if questions arise about a staff action after it has been sent or hand-carried to the Command Group.

c. After the action is completed (that is, approved or signed), the Staff Actions Division will return the package to the office of primary responsibility (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 Command Group, unless the SAS includes an instruction to have the approved or signed original returned to the originator for release.

(2) When the SAS package contains a USAREUR publication (glossary), the Staff Actions Division will return the SAS package to the originator and send an Adobe Acrobat Portable Document Format (PDF) copy of the approved SAS to the Publishing and Records Management Division to indicate approval to publish.

(3) When the SAS package contains USAREUR command correspondence (numbered policy letter or command memorandum (UR 25-35)), the Staff Actions Division will return the SAS package and the original signed copy of the correspondence to the originator and send the Publishing and Records Management Division a PDF copy of the signed and dated correspondence for electronic distribution.

## 13. COMMAND GROUP CORRESPONDENCE

Originators of single-addressee and staff-channel correspondence requiring Command Group signature will send the correspondence to the Staff Actions Division as a red tab to an SAS for review and disposition as required (para 11).

a. Action officers will prepare single- and limited-addressee correspondence according to table 3.

b. 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. (UR 25-38 provides guidance on requesting translations.)

<b>Table 3 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
		----- HQ USAREUR/7A stationery with DOD seal		FOR THE COMMANDER or FOR THE DEPUTY COMMANDING GENERAL, as appropriate
HQ USAREUR/7A staff	Informal memorandum	Plain, without DOD seal	Originator	None
Non-DOD	Letter	HQ USAREUR/7A stationery with title of signatory and DOD seal	None	None

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

a. The Staff Actions Division establishes suspenses on behalf of the Command Group. Table 1 lists standard suspenses for Command Group taskers. Final responses to Command Group taskers are due at the Staff Actions Division by noon of the suspense date. The staff will establish office procedures for ensuring that 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 Command Group suspense.

(2) XOs and their administrative equivalents may request extensions to 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, EXSUM).

b. SACOs use a tracking system to issue Command Group taskers (CG tasker, DCG tasker, CofS tasker, and Secretary of the General Staff (SGS), HQ USAREUR/7A, tasker). Figure 5 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 responsible for responding to the tasker.

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

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

(6) **REFERENCE:** What generated the tasker (for example, memorandum; telephone call; request from the CG, DCG, or 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, USAREUR initiative, 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 Command Group 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 May 02**

**Control # AEACG - 1234**

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

**OPR:** SWO

**ICW:** OCH

**S:** 10 May 02

- 1. REFERENCE:** Memorandum, HQ USAREUR/7A, AEACG, 10 Jan 02, subject: MOI for USAREUR Change-of-Command (COC) Ceremony.
- 2. BACKGROUND:** USAREUR will hold its COC on 11 May 02 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 9 May 02.

VR,  
MAJ Ross  
SACO

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**Figure 5. CG Tasker**

**15. EXECUTIVE SUMMARY**

Executive summaries (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 6 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 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, DCG, or 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 (CG, DCG, and CofS).

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.

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**ODCSOPS MAJ SMITH TASKER #: 1111 6 MAR 02**  
**ICW: DCSENGR, DCSRM, 7ATC, 98th ASG**

**At the 1 Mar CG Update, the DCG 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 03 Revitalization Program. Project was briefed by HQ, 7ATC, on Jun 01 to DA DCSOPS as USAREUR's number 2 priority MCA range for the FY 02-07 POM. USAREUR is awaiting publication of the Army Master Range Plan to see in which FY it will be programmed. On 14 Sep 01, ACSIM requested information about the range and stated it as being a potential FY 04 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 6. Executive Summary (EXSUM)**

## 16. USAREUR INITIATIVE

**a. General.** The USAREUR initiative (URI) is a summary submitted by staff principals in response to requirements initiated by the Command Group. URIs are used to keep the Command Group and staff informed of progress being made on important initiatives, issues, or actions that require continuous visibility until resolved or completed. A URI may include information from other staff offices. The staff will prepare URIs using the format in figure 7 and the following instructions:

(1) On the first line, enter the name of the originating staff office. To the right, enter the date the URI is prepared.

(2) Enter the abbreviated names of the staff offices and commands with which the URI was coordinated. If the URI did not need to be coordinated, enter "NA."

(3) State the task that was issued by the CG, DCG, or CofS, and enter the classification (in parentheses) of the URI at the end of the stated task, as shown in figure 7.

(4) State the purpose or intent of the URI and say why it is important.

(5) Summarize the issue or action, briefly describe its background, and provide its status.

(6) List the actions that are required in the immediate future to continue progress toward the desired result.

(7) Indicate what the action is estimated to cost in dollars or manpower. If the action or issue has no resource implications, enter "None."

(8) Enter the rank (if military), name, telephone number, and e-mail address of the action officer responsible for the URI. If available, provide an Army Secret Internet Protocol Router Network (ASIPRNET) address for the action officer along with the Army Nonsecure Internet Protocol Router Network (ANIPRENT) address.

### **b. Responsibilities.**

**(1) The Staff.** To prepare URIs, the staff--

(a) Will follow the instructions in subparagraph a above.

(b) Will send classified and unclassified URIs to [saco@cmdgrp.hqusareur.army.smil.mil](mailto:saco@cmdgrp.hqusareur.army.smil.mil) using the ASIPRNET or submit them on diskette to the Staff Actions Division by noon on the first and third Fridays of each month. If the Friday is a U.S. Federal holiday or a USAREUR training holiday, the initiatives will be submitted by noon on the Thursday before the holiday.

(c) May update URIs as needed until the issue is closed or the action is completed. (New or changed information in the URI must be highlighted using boldface.)

(d) May close out internally generated URIs (those that they develop; not those that are developed and tasked by the Command Group) after the URI is no longer needed. Before closing out an internally generated URI, the originator should consider whether or not there is a need to continue reporting follow-up events (for example, exercise after-action reports).

**(2) The SGS.** The SGS will post URIs on the OSGS ASIPRNET website (<http://www.sgs.hqusareur.army.smil.mil>) by 1700 on the second and fourth Fridays of each month for the staff to read.

**TASK:** Develop Requirements and Obtain Funding for Upgrading Deployment Facilities at Aviano Airbase (U)

**PURPOSE:** The deployment capability of the USASETAF must be improved to meet future requirements

**DISCUSSION:** Regional Command North (RCN) is developing a NATO Capability Package (CP 2A-0018) for deployment of land forces. Draft is due at SHAPE by 1 Sep 02; target date for final submission is 2 Dec 02. This CP is on the agenda for next week's RCN workshop and will be discussed with the Land Reinforcement Working Group. MTMC Personal Property Office - Europe's Transportation Engineering Agency is helping USAREUR develop U.S. requirements. Regional Command South will retitle CP 3A-0041 to be more in line with the RCN deployment CP. USAREUR proposes programming deployment facilities at Aviano Airbase in that CP to augment deployment of the USASETAF contribution to NATO's AMF(L). During visit to Aviano last week, ODCSENGR representatives were shown the current limited heavy-rigging facility and discussed facility options and the course of action with the 22d ASG representative.

**WAY AHEAD:** Participate in RCN Workshop (11-12 Oct) and review their working draft of CP 2A-0018. As a follow-up to Aviano visit, work with USEUCOM and USAFE to ensure the USASETAF deployment mission is recognized on the Aviano Airbase facilities master plan. As requirements are solidified and host nation is on board, jointly approach AFSOUTH on the use of NATO CP 3A-0041 as a vehicle for funding deployment facilities at Aviano Airbase.

**RESOURCE IMPLICATIONS:** Potential NATO funding for USAREUR power-projection platforms is more than \$70 million.

**POC:** Mr. Smith, DSN 370-1234/5678 or e-mail: smith@dcsengr.hqusareur.army.mil

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**Figure 7. USAREUR Initiative**

**17. READ-AHEAD**

a. Members of the staff who have appointments with the CG, DCG, or CofS (except as noted in subparagraph c below) must provide a read-ahead to the Staff Actions 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 commanding generals.
- (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 United States Commander in Chief, Europe.

(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 and include the information shown in figure 8.

(2) Sent to the Staff Actions 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.

<b>STAFF ACTION SUMMARY</b> (USAREUR Reg 1-10)		<b>Control #:</b>		<b>Suspense:</b>	
				<b>Date:</b> 15 Oct 02	
<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"/> CofS		<input type="checkbox"/> CSM		<input type="checkbox"/> DCG <input checked="" type="checkbox"/> CG	
<b>For:</b> <b>Information</b> <input type="checkbox"/>		<b>Decision</b> <input type="checkbox"/>		<b>Read-Ahead</b> <input type="checkbox"/>	
				<b>Approval</b> <input checked="" type="checkbox"/>	
<b>Signature</b> <input type="checkbox"/>					
<p>1. <b>PURPOSE.</b> State the reason for the meeting, briefing, or office call with the CG, DCG, or CofS. Is it to inform, review, provide and update, or obtain a decision?</p> <p>2. <b>BOTTOM LINE.</b> State the desired outcome of the meeting. What does the staff office or command want to achieve?</p> <p>3. <b>DISCUSSION.</b> Who is the appointment with (CG, DCG, CofS)? Should be the same as those marked in 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>• 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 CG, DCG, or CofS 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 CG, DCG, or CofS 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, DCSLOG					
<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>	

AE FORM 1-10A, SEP 02

All previous editions are obsolete

Figure 8. Read-Ahead SAS

## **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 when an SAS would be inappropriate (for example, for inclusion in conference books). Information papers will be prepared as shown in figure 9.

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.

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. Information will be presented in logical order.

d. 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.

e. 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.

f. Information papers usually are prepared by a subject-matter expert and rarely require coordination. If coordination is required, the guidance in paragraph 8 applies, and a fourth paragraph will be added to the paper as shown in figure 9.

g. 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.

h. Information papers for the Command Group may be sent to the Staff Actions Division as attachments to e-mail messages, as enclosures to read-ahead packets, or as white tabs to SASs.

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 9. 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, DCG, and 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 Command Group through the Staff Actions Division as white tabs to SASs or as enclosures to read-ahead packets.
- c. Figure 10 provides the format for point papers.

POINT PAPER

**USAREUR POSITION:** State the coordinated USAREUR position. Specify whether the position was approved by the 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 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 sub-points, indent 9 spaces, type a sub-point 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.
- The signature block will be that of the originator's staff principal, but may be signed by a designated representative.

XXXX X. XXXXX  
Rank, GS  
Position

---

**Figure 10. Point Paper**

**20. TRIP BOOK**

a. When the CG, DCG, or CofS plans to visit a unit or community, the Secretary of the General Staff (SGS), HQ USAREUR/7A, 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 Command Group informed. This information, however, must apply to the specific issues described in the tasker.

## 21. MESSAGES

**a. Organizational Messages.** Organizational messages for Command Group signature or release will be submitted to the Staff Actions 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 Operations Division, ODCSOPS, for transmission. (USAREUR organizational tasking messages will be sent by the Operations Division, ODCSOPS, 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 Actions 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 (Secret Label for ADP Media), SF 708 (Confidential Label for ADP Media), or SF 710 (Unclassified Label for ADP Media)).

(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 (CG, DCG, or CofS) 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, AEADC, or AEAGX).

(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 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.

(2) Staff offices preparing Eyes Only messages for a member of the Command Group may obtain a file copy by noting on the draft message "FOR SSO USAREUR: Provide copy of approved message to (name of staff principal)."

(3) The Command Group will send approved Eyes Only messages to the Special Security Office (SSO), Special Activities Division, Office of the Deputy Chief of Staff, Intelligence (ODCSINT), HQ USAREUR/7A, for back-channel transmission.

(4) The SSO (DSN 370-7088/8455) will provide instructions on preparing Eyes Only messages.

**c. Classified Messages.** Classified messages will be prepared according to subparagraph a or b above and the following:

(1) The appropriate security classification coversheet will be attached to the cover of the folder.

(2) Action officers will stamp or write the overall classification of the message in black at the top and bottom of the message. Each paragraph of the message will indicate the highest classification of the information in that paragraph.

(3) The last line of a classified message will include declassification instructions (for example, DECL ON (date)).

(4) Classified messages must show the approving official (CG, DCG, or CofS) in the special instructions block.

**d. Personal-For Messages.** GOs and DA civilians of equivalent rank are authorized to send Personal-For messages. Personal-For messages are used when the originator wants to restrict distribution of the message; they will not be used for operational matters. These messages are distributed only to the designated recipients or personnel authorized by the recipient to receive these messages (fig 11). Personal-For messages will be processed and transmitted the same as organizational messages (a above).

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UNCLASSIFIED

01 02  
ADMIN

RR RR UUUU

0061000

CDRVCORPS HEIDELBERG GE//AETV-GCO//  
CDR21STTSC KAISERSLAUTERN GE//AERPO-O//  
CDR5THSIGCMD MANNHEIM GE//AFSE-OP//  
INFO CDRUSAREUR DCSOPS HEIDELBERG GE//AEAGC-O//

UNCLAS PERSONAL FOR

LTG WALLACE, CG V CORPS, MG MORTENSON, CG 21ST TSC, BG QUAGLIOTTI, CG 5TH SIG CMD,  
INFO MG TUCKER, DCSOPS USAREUR, FROM GEN MEIGS  
MSGID/SGS SAD/AEAGS-SA//

SUBJ/PERSONAL-FOR MESSAGE PREPARATION//

RMKS/1. THIS IS AN EXAMPLE OF A PROPERLY FORMATTED, GO PERSONAL-FOR MESSAGE.

2. PERSONAL-FOR MESSAGES ARE THOSE THAT THE ORIGINATOR BELIEVES REQUIRE RESTRICTED DISTRIBUTION.

3. PERSONAL-FOR MESSAGES MAY BE CLASSIFIED OR UNCLASSIFIED. THE MESSAGE WILL BE MARKED "PERSONAL FOR" A PERSON BY NAME (FOR EXAMPLE: UNCLAS PERSONAL FOR MG WILLIAMS), THE NAME OF THE ORIGINATOR MAY ALSO BE INCLUDED.

4. GOS AND DA CIVILIANS OF EQUIVALENT RANK MAY SEND PERSONAL-FOR MESSAGES. THOSE BELOW GENERAL OFFICER RANK OR CIVILIAN EQUIVALENTS MAY DO SO ONLY WHEN AUTHORIZED BY THE CHIEF OF STAFF, U.S. ARMY, OR THE DIRECTOR OF THE ARMY STAFF.

5. PERSONAL-FOR MESSAGES ARE PROCESSED IN THE SAME MANNER AS SPECIAL CATEGORY (SPECAT) EXCLUSIVE MESSAGES (AR 25-11). DISTRIBUTION IS ONLY TO THE DESIGNATED RECIPIENT OR PERSON AUTHORIZED BY THE RECIPIENT TO RECEIVE SUCH MESSAGES. ADDITIONAL DISTRIBUTION MAY BE MADE ONLY AS DIRECTED BY THE RECIPIENT.

JOHN S. RICHARD/AEAGS/4330

PERSONAL FOR

MONTGOMERY C. MEIGS, GEN, AEACG, 4100

UNCLASSIFIED

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(page 1)  
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UNCLASSIFIED

02 02

RR RR UUUU

0061000

6. PERSONAL-FOR MESSAGES WILL NOT BE USED FOR OPERATIONAL MATTERS.

7. PERSONAL-FOR MESSAGES WILL NOT BE READDRESSSED UNLESS THE ORIGINATOR PROVIDES SPECIFIC INSTRUCTIONS FOR READDRESSING THE MESSAGE IN THE TEXT OF THE MESSAGE.

8. IN MANY CASES, PERSONAL-FOR MESSAGES ARE DRAFTED BY OTHER STAFF SECTIONS AND FORWARDED TO THE STAFF ACTIONS DIVISION FOR APPROVAL BY A GO IN THE USAREUR COMMAND GROUP. ONCE APPROVED, THE MESSAGE IS EITHER TRANSMITTED BY THE STAFF ACTIONS DIVISION OR IS RETURNED, IF REQUIRED, TO THE ORIGINATING STAFF OFFICE FOR TRANSMISSION.//

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(page 2)  
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**Figure 11. Personal-For Message**

**SECTION IV  
COMMAND GROUP MEETINGS AND CALENDARS**

**22. MEETINGS**

Table 4 lists Command Group meetings, activities, and functions, and provides criteria for their cancellation.

**23. COMMANDING GENERAL, DEPUTY COMMANDING GENERAL, AND CHIEF OF STAFF CALENDARS**

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

b. When planning meetings involving the CG, DCG, or CofS, 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 CG, DCG, and CofS must send a read-ahead to the office of each GO attending and to the 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 Command Group GO calendars. Otherwise, the SGS will inform the staff by telephone. GO calendars are in the Command Group 4-Way, which is available on the OSGS ASIPRNET website (<http://www.sgs.hqusareur.army.smil.mil>).

<b>Table 4 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 commanders, division and assistant division commanders, and USAREUR 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; CGs of V Corps, 21st TSC, USASETAF, 5th Sig Cmd, and 7ATC; ERM, USAREUR facilitator; OJA representative, and two notetakers	DCSPIM, DCSINT, DCSOPS, DCSLOG, DCSSENGR, DCSRM, 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 CofS and the HQ USAREUR/7A staff an update on actions occurring in staff offices.	CofS, DCG XO, CofS XO, SGS, SACOs, local colonel commanders, and staff principals		Absence of the CofS.
<b>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 XO, CofS XO, SACOs, CSM, staff principals, and V Corps representative		Absence of the CG or DCG.
<b>Semiannual Training Briefing</b>	ODCSOPS	Twice a year for each USAREUR command	To provide the CG an analysis and status of significant training events and troop issues.	CG, ODCSOPS representative, USAREUR commanders, CSMs, and principal staff of V Corps, 21st TSC, USASETAF, and 5th Sig Cmd		Absence of the CG or DCG.

**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 CofS on its recommendation for a formal response. Only a member of the 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 Command Group.
- b. Inquiries requiring Command Group involvement will not be sent to subordinate commands without Command Group approval.
- c. Only the CG, DCG, or 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, HQ USAREUR/7A, is responsible for conferences and briefings held in the Keyes Building Conference Room (KBCR) that are approved by the CofS and attended by any of the following:

- (1) CG.
  - (2) DCG.
  - (3) CofS.
  - (4) Distinguished visitors as designated by the CofS.
- b. ADCSs or staff XOs will request CofS approval before conducting conferences or briefings--
- (1) Attended by the CG, DCG, or CofS.
  - (2) Held in the KBCR.
  - (3) Not held in the KBCR, but requiring other staff offices or USAREUR commands to be tasked.
  - (4) Attended by higher or lateral commanders or commanders of USAREUR commands.

### **27. PROCEDURES**

When arranging conferences and briefings that require 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, DCG, or 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 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 CofS approves the conference or briefing, the office responsible for the meeting will arrange for a prebriefing if the CG or DCG 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 ahead of the meeting or conference time if the CG or DCG 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 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, 7ATC (Patton Barracks, building 105, 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 instruction 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 B-1 provides the format for the standard USAREUR slide. The staff will follow this format when making presentations and briefings to the Command Group and to HQ USAREUR/7A visitors, at conferences, and at other occasions when representing USAREUR.

(1) Classified and For Official Use Only (FOUO) slides will be marked appropriately (top and bottom for classified; bottom only for FOUO). 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, rather than merely repeat what the briefer is saying.

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

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

(5) When using pie charts or bar charts, colors must be chosen carefully. Colors that contrast with the background are preferred. Pie segments or bars should be limited to four or five for each slide.

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 24 hours before the briefing.

(2) Must coordinate with the Executive Services Division (DSN 377-4521) if they want to submit their presentation less than 24 hours before the briefing.

(3) 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.



# **STANDARD USAREUR SLIDE**



## **CG Briefing**

- Title will be uppercased and centered between the USAREUR & 7th Army patches and the U.S. flag; font is Arial, 32-point, bold, black.
- Subtitle will be title-cased and centered; font is Arial, 28-point, bold, black.
- Main bullets will be upper- and lowercased and set off by a black, round bullet; font is Arial, 24-point, bold, black.
  - Sub-bullets will be set off by a black dash; font is Arial, 18-point, bold, black.
  - The USAREUR & 7th Army patches are in the upper-left corner with the motto centered below the patches. The U.S. flag is in the upper-right corner. The outer edges of the graphics mark the left and right margins.
  - Slide numbers will be in the lower-right corner (do not number slide 1).

**POC name and phone number**

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Figure A-1. Standard USAREUR Slide

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

Table B-1 provides information on conference facilities at HQ USAREUR/7A. The glossary explains abbreviations used in the table.

<b>Table B-1</b>				
<b>HQ USAREUR/7A Conference Facilities</b>				
<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 ASIPRNET and ANIPRNET 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>ODCSPIIM</b>				
Building 16 Room 105	35	Secret	Single-screen, front-projection system; CD projection system; television with ½-inch VCR.	370-9624/9621
<b>ODCSINT</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>ODCSOPS</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>ODCSLOG</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.	ADCSLOG Office 370-8407/9047
<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>ODCSR</b>				
Building 13 Room 208	45	None	Single-screen, computer-generated, front-projection system with VCR capability.	Executive Office 370-8133/8973
<b>ODCSIM</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>NOTE:</b> Requesters must make special arrangements to permit discussion of material of higher classification than shown.				

## GLOSSARY

### SECTION I ABBREVIATIONS

21st TSC	21st Theater Support Command
5th Sig Cmd	5th Signal Command
7ATC	Seventh Army Training Command
ADCS	assistant deputy chief of staff
ADCSLOG	Assistant Deputy Chief of Staff, Logistics, USAREUR
AR	Army regulation
ANIPRNET	Army Nonsecure Internet Protocol Router Network
ASIPRNET	Army Secret Internet Protocol Router Network
BARCO	bar code reader
BOD	Board of Directors
CD	computer diskette
CG	Commanding General, USAREUR/7A
CIG	Commanding General's Initiatives Group
CofS	Chief of Staff, HQ USAREUR/7A
CSM	Command Sergeant Major, USAREUR/7A
DA	Department of the Army
DCG	Deputy Commanding General, USAREUR/7A
DCSENGR	Deputy Chief of Staff, Engineer, USAREUR
DCSINT	Deputy Chief of Staff, Intelligence, USAREUR
DCSLOG	Deputy Chief of Staff, Logistics, USAREUR
DCSOPS	Deputy Chief of Staff, Operations, USAREUR
DCSPIM	Deputy Chief of Staff, Personnel and Installation Management, USAREUR
DCSRM	Deputy Chief of Staff, Resource Management, USAREUR
DECL ON	declassify on
DMS	Defense Messaging System
DOD	Department of Defense
DVD	digital versatile disk
e-mail	electronic mail
ERMC	United States Army Europe Regional Medical Command
FOUO	For Official Use Only
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
JWICS	Joint Worldwide Intelligence Communications System
KBCR	Keyes Building Conference Room
mm	millimeter
NA	not applicable
NATO	North Atlantic Treaty Organization
O&I	operations and intelligence
OCH	Office of the Chaplain, HQ USAREUR/7A
ODCSENGR	Office of the Deputy Chief of Staff, Engineer, HQ USAREUR/7A
ODCSIM	Office of the Deputy Chief of Staff, Information Management, HQ USAREUR/7A
ODCSINT	Office of the Deputy Chief of Staff, Intelligence, HQ USAREUR/7A
ODCSLOG	Office of the Deputy Chief of Staff, Logistics, HQ USAREUR/7A
ODCSOPS	Office of the Deputy Chief of Staff, Operations, HQ USAREUR/7A
ODCSPIM	Office of the Deputy Chief of Staff, Personnel and Installation

	Management, HQ USAREUR/7A
ODCSR	Office of the Deputy Chief of Staff, Resource Management, HQ USAREUR/7A
OIG	Office of the Inspector General, HQ USAREUR/7A
OJA	Office of the Judge Advocate, USAREUR
OPR	office of primary responsibility
OSGS	Office of the Secretary of the General Staff, HQ USAREUR/7A
PC	personal computer
PDF	Adobe Acrobat Portable Document Format
POC	point of contact
SACO	staff action control officer
SAS	staff action summary
SCI	sensitive compartmented information
SF	standard form
SGS	Secretary of the General Staff, HQ USAREUR/7A
SPECAT	special category
SSO	Special Security Office, Special Activities Division, Office of the Deputy Chief of Staff, Intelligence, HQ USAREUR/7A
TS/SCI	Top Secret/Sensitive Compartmented Information
UR	USAREUR regulation
URI	USAREUR initiative
U.S.	United States
USAREUR	United States Army, Europe
USASETAF	United States Army Southern European Task Force
USEUCOM	United States European Command
VCR	videocassette recorder
VHS	video home system
VTC	video teleconferencing
XO	executive officer

## SECTION II TERMS

### Command Group

The CG, USAREUR/7A; DCG, USAREUR/7A; Chief of Staff, HQ USAREUR/7A; and Command Sergeant Major, USAREUR/7A.

### Command Group 4-Way

A calendar showing the appointments of the CG, USAREUR/7A; DCG, USAREUR/7A; Chief of Staff, HQ USAREUR/7A; and Command Sergeant Major, USAREUR/7A.

### HQ USAREUR/7A staff principals

The following members of the HQ USAREUR/7A staff:

- Secretary of the General Staff, HQ USAREUR/7A
- Deputy Chief of Staff, Personnel and Installation Management, USAREUR
- Deputy Chief of Staff, Intelligence, USAREUR
- Deputy Chief of Staff, Operations, USAREUR
- Deputy Chief of Staff, Logistics, USAREUR

- Deputy Chief of Staff, Engineer, USAREUR
- Deputy Chief of Staff, Resource Management, USAREUR
- Deputy Chief of Staff Information Management, 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

**Keys 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 Actions Division, Office of the Secretary of the General, HQ USAREUR/7A, responsible for tracking Command Group suspenses and staff actions involving the Command Group.

**USAREUR publication**

Administrative command publications signed by or authenticated for the CG, USAREUR/7A. USAREUR publications are the only authorized media for publishing USAREUR policy. UR 25-35 prescribes the types of USAREUR publications available to the command and the procedures for preparing them.