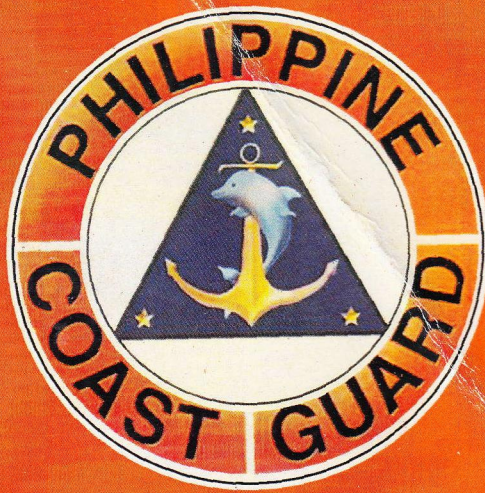


PCGM 08 - 01



Philippine Coast Guard Manual

**PCG
CORRESPONDENCE**

(S-2008)

HEADQUARTERS PHILIPPINE COAST GUARD

2008

CGAO



TANGGAPAN NG KOMANDANTE
(OFFICE OF THE COMMANDANT)
PUNONGHIMPILAN TANOD BAYBAYIN NG PILIPINAS
(Headquarters Philippine Coast Guard)
139 25th Street, Port Area, Manila

SUBJECT: LETTER OF PROMULGATION

TO: ALL CONCERNED

1. The PCG Correspondence Manual (PCGM 08-01) was drafted, evaluated and published through the efforts of the O/CG-1. Same was submitted to the PCG Academic Board for review and approval. This manual shall serve as the primary reference for all internal and external written correspondence used by the PCG.

2. This manual is hereby promulgated for the information and guidance of all concerned effective this date.


DANILO A. ABINOJA
ADMIRAL PCG



Department of Transportation and Communications
PUNONGHIMPILAN TANOD BAYBAYIN NG PILIPINAS
(HEADQUARTERS PHILIPPINE COAST GUARD)
OFFICE OF THE DEPUTY CHIEF OF COAST GUARD STAFF FOR
HUMAN RESOURCE MANAGEMENT, CG-1
139 25th Street, Port Area



FOREWORD

The primary objectives of publishing this manual are to achieve uniformity in all forms of correspondence used and to attain effective written communications within all levels of the PCG organization.

This manual provides guidance on how written correspondence should be made in the PCG. It sets standards and formats for commonly used written communications. Moreover, it provides tips for all Coast Guard writers on the essentials of good writing and report making. It is advised though that all personnel should endeavor to look further for better means to achieve good and effective communication and make suggestions for the betterment of this manual.

The contents of this manual are of standard usage taken from various sources and publications. The manual itself is a compilation of the various forms of correspondence that are currently being used by the PCG so that all personnel can have a ready reference when needed.

The Office of the Deputy Coast Guard Staff for Human Resource Management (O/CG-1) wishes to express greatfull appreciation to all who have taken the time and expertise in reviewing the draft of this manual and to those who in one way or another have contributed to the completion of this manual.

Grateful acknowledgement is also expressed for the PCG leadership led by ADMIRAL DANILO A ABINOJA PCG, Commandant, Philippine Coast Guard for encouraging and allowing the publication of not only this manual but other doctrines as well.

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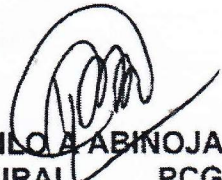
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PREFACE

This Correspondence Manual PCGM 08-01 sets forth the general guidelines for producing effective written communications. It likewise serves as a guide to develop the staff officer's skill and enhance writing technique by providing the necessary steps in outlining ideas through proper organization, sound judgment and use of intelligible words.

This manual is hoped to provide staff offices, a ready source of information concerning the preparation of appropriate correspondences and miscellaneous communications inherent to the Philippine Coast Guard.

As I fully recognize the efforts of the principal proponent for coming up with this correspondence manual, I enjoin everybody to contribute towards its improvement by forwarding comments and recommendations to the Office of the Deputy Chief of Coast Guard Staff for Human Resource Management, CG-1.


DANILO A. ABINOJA
ADMIRAL PCG



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CHAPTER 1: GENERAL

1-1 INTRODUCTION

Coast Guard Officers, in order to think, plan, prepare and do, must be able to express their ideas, plans and procedures in writing. Writing expresses thought, but thought when passed unto paper, often requires that the terms be better arranged and sometimes that they will be illustrated by pictures or examples. The author when he sees his words march across the page may realize that he should recheck his mental facts, assumptions, and conclusions. Action is the test of policies and methods, writing can be the test of thinking. An idea that really that really works in theory must work equally in practice. Words that do not read clearly and convincingly on paper are signals to check the thought processes that created them.

If what you write is not clear, the reader would not know what you want him to do. Likewise, if you are confusing or wordy, the reader wastes time figuring out what you mean or he will have to ask you for clarification. Improving your writing can lead to improving the operations of your organization. It also can enhance your reputation as a thinker and as a leader. Writing is the expression of thinking - practice in writing is also practice in thinking.

1-2 PURPOSE

- To provide, staff officers a general guideline in producing effective written communications;
- To develop the staff officer's skill and enhance writing technique by providing the necessary steps in outlining ideas through proper organization, sound judgment and use of intelligible words.
- To provide staff offices, yeoman and administrators a ready source of information concerning the preparation of appropriate correspondences and miscellaneous communications inherent to the Philippine Coast Guard.

1.3 THE WRITER

A naval organization such as the PCG has traditionally looked upon the yeoman to perform jobs related to written communications. However, with the advent of technology and for the sake of faster preparations of written communications, most officers prefer to write these communications directly themselves. There are however instances that routine and basic communications are still prepared by the yeoman. In any event, the author of the written communications is vested with the responsibility to produce results which may draw praises for the head of office or commanding officer, or through ignorance or negligence, bring embarrassment to his superiors.

Very often, many questions arise as to what forms to use, where to direct the communications, and other questions of mechanics and technicalities. The writer must be ready answer these or more and be able to produce the desired results. He must also know his tools,



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the computer, his grammar and sentence structure, his forms of correspondence and such other valuable information which come into use.

A misplaced comma, a wrong tense, an inadvertently omitted word, a misspelled term and may other pitfalls; will haunt the writer in his job. Any of these mistakes in the correspondence that he makes reflects on the kind of training the writer had, or more seriously, the kind of training the superior (who signed the correspondence) had.

These are the many reasons then that this organization needs writers who are well trained. Well trained in the sense that they can be relied upon to make correspondence with no error whatsoever in grammar, composition and form. It is true that complicated grammatical usages may escape the notice of even the most meticulous proofreader but certainly there is no excuse for glaring errors in simple grammar and sentence structure and therefore the writer has to be careful, meticulous and accurate. It is hoped that the few pointers incorporated in this manual will serve as the beginning of a new desire for improvement in written correspondence. It is also hoped that all writers should not stop here but to look for other handy references available in libraries, or other sources, for the purpose of perfecting our command of this language and its mode of communications. Below are reminders for writers when preparing all forms of written communications:

1. Special assignments of typing or copy work must be proofread with another person and checked carefully before returning to person assigning the work. When official document (not correspondence) is copied, punctuation is a part of it and should be proofread as well as the words. If anything appears illogical, it should be called to the attention of the officer or senior EP in whose direction the communication is made, but the typist must not take the responsibility for making any change.

2. Proofreading must always be done by the copy holder reading from the draft and the proofreader following on the new copy. When proofreading, the mind should be entirely concentrated on finding errors in syntax or punctuation. Neither the reader nor the proofreader should permit himself to be stamped. Speed may be necessary but the accuracy is even important. The reader should read in a low clear voice. The small words are as essential as the big ones. Enunciate plurals distinctly. Do not guess at a word in handwritten copy: look at it closely, and consider the context.

3. In preparing a letter or article in rough draft form, at the direction of an officer or senior EP, a copy should be made and kept by the stenographer or typist. When the correspondence or project is completed, they maybe destroyed.

4. When typing radiograms, designate the precedence whether FLASH, TOP PRIORITY, PRIORITY OR ROUTINE. Use the quickest form of service which will give the results required.

1.4 ESSENTIALS OF GOOD WRITING

The written message is effective in proportion to its clarity. It should be not only clear enough to be understood, but so clear that it cannot be misunderstood. Clarity calls for unity, logic, emphasis and brevity, which are discussed below.



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- a. Unity is attained by sticking to the subject. It requires that a sentence contain only one thought: a paragraph, only one topic. It demands the ruling out of all irrelevant details.
- b. Logic is gained by correct arrangement of ideas. Logic or coherence is the quality that makes all statements hang together and is most important factor in developing meaning. It depends on the way words, phrases and clauses are put together in sentences; the way sentences are put together in paragraphs; and the way paragraphs are put together in larger units. Arrangement is as important to meaning as the order of assembly-line operations is to the finished product. When a message is coherent and logical, the mind of the reader can proceed through it smoothly from beginning to end.
- c. Emphasis requires that ideas be treated in the order of their importance and that the most important ones be stressed. Emphasized thoughts should seldom be placed in subordinated clauses. The reader should not have to hunt for the meat of a message; he depends on the writer to show him what is subsidiary. Emphasis is determined by the arrangement of words and of larger thought units. Ordinarily, a word or idea given early in a sentence or paragraph attracts attention. Closing passages or paragraphs are also used to carry emphasis.
- d. Brevity, an aid to directness, is achieved by cutting out deadwood, giving only the words and thoughts that are essential. The need for brevity does not justify being curt or stingy with words, using telegraphic language, or altering shades of meaning by arbitrary deletion. Normal brevity does not fall for frequent use of choppy one-line paragraphs. It does, however, require the suppression of non-essentials and the breaking-up of excessively long sentences and paragraphs.

1.5 SPECIAL REQUIREMENTS OF COAST GUARD WRITTEN COMMUNICATIONS

Coast Guard written communications follow certain rules and decorum. This was borne out from the organization's rich naval and military tradition and as such it is very important that this will be preserved. Said peculiarity is guided by the following:

- It is especially important that Coast Guard written communications be dignified courteous, direct, and brief.
- Dignity is maintained by an impersonal and slightly formal style. Personal pronouns especially of the first persons are seldom used. Dignity is inherent in the factual, informative content which seldom included personal opinions or reactions. The essence of dignity is simplicity. Pretentiousness robs writing of sincerity and naturalness, and should be avoided.
- Courtesy is achieved by the use of approved and respectful phraseology.
- Directness is gained by using simple, straight-forward language; by avoiding complicated sentences; and by keeping sentences reasonably short. It is closely related to emphasis.



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words preceding the principal noun. If measurement is included, it should usually precede all the other modifiers. The model number should generally be given near the beginning or at the end.

ii. Standard nomenclature. The reversed word order found in the formal nomenclature listed in supply catalogs should never be used in running or in figure captions.

f. Choice of Words

Selection of appropriate words requires judgment, critical analysis and frequent reference to the dictionary. The writer should be careful to use each word in its exact meaning. It is also desirable to employ the word in its commonly used meaning when possible. To avoid needless repetition and to convey shades of meaning, the writer should consider synonyms given in the dictionary.

1.6 GUIDES TO WORD SELECTION

Several ways of improving clarity by careful word selection are given below:

a. Abstract words, such as *proposition*, *consideration*, *situation*, *case* and *instance*, are generally undesirable in technical correspondence and writing. To avoid them may necessitate using a greater number of words to express full and exact meanings.

b. Avoiding general words. General words and expressions, such as *much*, *very*, *somewhat*, *rather*, *normal*, *medium*, *on an average* and *period of years* seldom give the exact information expected in technical correspondence and writing. Actual quantities, figures, dates and the like are preferable. *Proper* is a general word that can often be replaced by *correct*. The word *very* can frequently be dropped from adjective modifiers without detracting from the meaning.

c. Avoiding "omnibus" words. An "Omnibus" is a term sometimes used to designate a word with so many meanings that precise sense is lost. An example is the verb *handles*. Except when it implies use of the hands, this word should be replaced by *act upon*, *direct*, *manage*, *control*, or *deal with*. Another example is *Matter*. Instead of saying that a matter should receive attention, it is better for the writer to state his request—for instance, to ask that an application be signed and returned, or that a word be completed.

d. Avoiding overworked words. Overworked words and expressions are seen in print so frequently that their use is assumed to be correct. Clarity is improved, however, by avoiding them or using them sparingly. The following are examples of overworked words:

- *Herewith*, as an enclosure is returned *herewith* should not be used. It is sufficient to say that the enclosure is returned.
- *Same*, as in *same was received*, should be replaced by *it* or by a noun.



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- Said or subject, as in said bulldozer or subject bulletin should be replaced by the or this.
- Advise should be used only when giving actual advice, not when information in a letter.

e. Examples of Overworked Phrases

- In case. Say if.
- In the event that. Say if.
- Due to the fact that. Say because or since.
- Prior to. Say before.
- In regard to. Say about.
- Inasmuch as. Say as.
- In order to. Say to (unless it changes the meaning).
- With reference to. Say regarding.

1.7 THE BOILED DOWN STATEMENT

Statements have most punch when they are boiled down to say what they mean smoothly and without wasted words. Each of the following pairs of sentences illustrates an ineffective way of presenting the same idea.

- ❖ **Boiled-down and effective** – the success of the process depends on the economical removal of dust during the operation.
- ❖ **Wordy and ineffective** – with regards to the process, the principal difficulty that arises in connection with it is the large amount of dust collected; the success of it therefore is dependent upon whether or not it could not be removed while the operation is in progress without incurring a more-or-less prohibitive expense. Note that phrases removed or shortened include with regard to, which arises, in connection with, whether or not, could or could not be, more or less and is dependent upon. Also note that the preferred version stresses the idea of economy rather than prohibitive expense.
- **Boiled-down and effective** – the pamphlets should contain any cross references useful enough to warrant inclusion.
- **Wordy and ineffective** – the pamphlets should contain such cross references as may be sufficient to warrant inclusion therein.

1.8 CORRECT PLACEMENT OF MODIFIERS

It is important to place modifiers in correct relationship with what they modify. The following examples show how the position of a modifier affects meaning and emphasis.

- Incorrectly placed modifier – Place **a light line aboard the landing craft** with a heavier rope attached to it.



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- Correctly placed modifier – Place **aboard the landing craft a light line** with a heavier rope attached to it.

Note that the incorrect version implies that the rope is to be attached to the craft instead of the light line.

- Meaning changed by location of a single modifier –

These positions will be filled **only** through the Civil Service Commission.

These positions will **only** be filled through the Civil Service Commission.

The modifier only affects the meaning of the word or phrases adjustment to it.

1.9 CORRECT USE OF PARTICIPLES

Participial forms should always be used with care. The following example illustrated the importance of relating a participle to the right noun, to avoid faulty construction known as the dangling participles.

- Correct – Maneuvering rapidly along the coastline, the fast craft apprehended two commercial fishing boats.
- ❖ Incorrect, with participles dangling – Maneuvering rapidly along the coastline two commercial fishing boats were apprehended by the fast craft.
- Correct – In disassembling the rifle, the student must first remove the bolt.
- ❖ Incorrect, with participle dangling – In disassembling the rifle, the bolt must first be removed.

Note that in the two correct versions, the participles related to their proper subjects: the fast craft does the apprehension; the student does the disassembling. Also note that both correct versions are in the active voices.

1.10 USE OF ACTIVE VOICE WHEN POSSIBLE

In Coast Guard correspondence, use of the active voice is preferred when feasible to the passive voice.

Example:

- The Quartermaster School recommends is simpler and more direct than...It is recommended by the Quartermaster School. . . .
- ❖ This office concurs in the comments contained in your memorandum.... is smoother and more forceful thanThe comments contained in subject memorandum are concurred in by this office.



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1.11 USE OF PASSIVE VOICE WHEN NECESSARY

The passive voice is often necessary for special purposes, some of which are explained below.

1. Passive construction is used to give emphasis to that which is acted upon rather than that which does the acting.

Examples:

- ❖ The manuscript of sub-course 10-12, Written Communications I, is approved subject to incorporation of comments.
- ❖ Information is requested as to the probable publication date of the Technical Bulletin.

2. The active voice is not adaptable for use in passages where an active verb would have no definite subject.

Example:

- ❖ These tests should be conducted at carefully chosen sites, and every precaution should be taken.

3. The passive voice is necessary in a sentence whose subject would be too long or too complicated if the verb were in the active voice.

Example:

- ❖ Similar records are kept by organization that turn in unserviceable equipment to the salvage officer.

1.12 PARALLEL CONSTRUCTION

Parallel construction or the use of similar forms to express similar ideas should be used wherever possible. Examples of parallel and non-parallel construction are follows:

Parallel:

The property officer is responsible for keeping records and maintaining of reserve stocks.

Non-parallel:

The property officer is responsible for keeping records and the maintenance of reserve stocks.

Parallel:



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The emplacement is 20 feet wide and 67 feet long.

Non-parallel:

The emplacement is 30 feet wide and has a length of 65 feet.

Parallel:

Enlisted men receive instruction in first aids and the construction of foxholes, and slit trenches.

Non-parallel:

Enlisted men receive instruction in first aids, the construction of foxholes, and slit trenches.

Note that the last incorrect example presents a series of those items that are assumed to be parallel. They are not parallel in thought, however, because the last two pertain to construction and the first does not. The parallel version places the two really parallel elements in prepositional phrases introduced by in.

1.13 PARAGRAPHING

When a document contains only one paragraph the paragraph is not numbered. A paragraph never has just one sub-paragraph (a) must be followed by subparagraph (b), and so on.

1. Breakdown – A document must have a minimum of sub-paragraphing. One-line paragraph should be avoided for the sake of typographic appearance. One-sentence paragraphs should seldom be used.

2. Captions – Paragraphing captions should be used sparingly. The most important rule in captioning is that paragraphs of equal rank are to be captioned in parallel manner. This means, for instance, that if paragraph I, has a caption, all the other main paragraph (b), (c), and the rest within that breakdown must have them. It also means that captions within each group or subgroup must be reasonably parallel in construction and thought.

1.14 PUNCTUATION

Punctuation should be used sparingly. Only a little is needed if sentence are kept short. It should be used when necessary to the meaning, as the presence or absence of a comma may change the sense of a passage.

1.15 COMPOUNDING



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1. Most prefixes and suffixes are not followed by a hyphen but form a solid word with the stem. Examples are noninflammable, semitrailer, and lifelike.
2. A hyphen is used between two or more compound adjective to differ if one modified the next rather than the final noun.

Example:

Front-line division

6-inch diameter log

10 by 15-foot guy line

In the following example, no hyphen is used. The first modifier does not modify the second but both modify the main noun.

Loose mounting bolt

1.16 CAPITALIZATION

Capitals should be used sparingly and mostly for proper names. Mechanical and technical words should not be capitalized nor should commercial names which have become lower cased through long usage. Many commercial words however require capitalization (i.e. Diesel and X-ray). Parts of publications and abbreviations for these parts are not capitalized when mentioned in text. These include appendix, chapter, figure, number page, paragraph, section, and table.

1.17 COMMON MISTAKES

The following types of mistakes, though fairly obvious, are frequently found in technical writing which is otherwise correct. Some of them are based on colloquialisms which are acceptable in everyday but not accurate enough in writing.

a. Errors in mathematical expressions – Expressions of sums and quantities should state exactly what they mean.

1. Multiplication – care should be taken not to write three times more than when three times as much as is meant.

Example:

- three times as much as 25 is 75
- three times more than 25 is 100

2. Percentage – the same care should be taken in expressing increase by percentage.



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Example:

- To say 150 percent more than means that the quantity has become 250 percent of what it was before, because the 150 percent has been added to the original 100 percent.
- To say 150 percent of, however, means the original amount plus a 50 percent increase.

b. Structural Omissions – The following sentences illustrate a type of mistake that sometimes escapes notice because the message appears to express the desired meaning. Actually, however, a part of the sentence is omitted.

- Correct:

These findings correspond with those obtained in earlier investigations.

These findings correspond with the results of earlier investigations.

- Incorrect and incomplete:

These findings correspond with that of earlier investigations.

c. Same idea repeated in different words – Repetition creeps into writing in a number of ways. Sometimes it is intended for emphasis but it adds nothing of value:

Examples:

Correct

Remain
It would seem
Small
Olive drab
Enlarge the room
Widen the road
Until
20 to 5 feet wide
The assignment will be completed

Incorrect and repetitive

continued to remain
apparently it would seem
small in size
olive drab in color
enlarge the size of the room
increase the width of the road
until such time as
from 2 to 5 feet in width
the completion of the assignment will be accomplished

e. Miscellaneous – Correct usage requires:

- data are, not data is
- such . . . as, not such . . . that
- whether . . . or not, not if . . . or not.



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1.18 CHECKLIST OF SENTENCE STRUCTURE

The writer should apply the following checklist to his finished work in order to make sure that the sentences are sound.

- a. Are the sentences too long for the reader to grasp the meaning readily?
- b. Are they close-knit or do they ramble on with too many ands and buts?
- c. Are they complete and not telegraphic?
- d. Do they show clearly the relationship between the ideas expressed?
- e. Are modifiers placed where they leave no doubt as to which words they modify?
- f. Are logically parallel ideas expressed in grammatically parallel construction?

1.19 DOCUMENTING REFERENCES AND SOURCES OF INFORMATION

Writers of research papers, staff studies, thesis, essays, reports and other documents need to properly document their sources of information in order to illustrate a point or support their case or idea. At present, there are numerous systems commonly used to document sources. Among these systems are the following:

1. **Modern Language Association (MLA) system** – recommended in Joseph Gibaldi, *MLA Handbook for Writers of Research Papers*, 6th ed. (New York: MLA, 2003), in Joseph Gibaldi, *MLA Style Manual*, 2nd ed. (New York: MLA, 1998 and on the MLA Web site (<http://www.mla.org>).
2. **The Chicago Manual of Style** – in *The Chicago Manual of Style*, 14th ed. (Chicago: U of Chicago P, 1993). A system in which sources are documented in footnotes or, preferably, endnotes. This system is used widely in the humanities, especially in history, art history literature and the arts.
3. **The Columbia Guide to Online Style** – refer to Janice Walker and Todd Taylor's book *The Columbia Guide to Online Style* (New York: Columbia UP, 1998). This style is used when citing online sources in the humanities or sciences, especially, when a specific style manual is not up-to-date with its recommendations on citing internet sources. CGOS provides full details and regular updates on its website (<http://www.columbia.edu/cu/cup/cgos>).



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CHAPTER 2: COAST GUARD WRITTEN COMMUNICATIONS

2.1 INTRODUCTION

The complexity of staff work demands a great deal of thinking, research, study and then laying them down in a straight, clear and persuasive expression. It is tantamount to saying that the ability to write effective communication must be drawn in accordance with the standards set forth by the Philippine Coast Guard in reference to established practices in other military services to include foreign and civilian organizations.

Every staff officer must enhance their skill in writing down ideas and not to impress but to stimulate through the proper usage of words and further amplify its thoughts while producing a pattern in the reader's mind the real meaning and essence of a communication.

2.2 FORMS OF CORRESPONDENCE

- a. All correspondence within the units of the PCG and to foreign maritime safety and coast guard agencies will be prepared in accepted and prescribed coast guard formats.
- b. All correspondence addressed to civilian entities including the office of the Secretary of Transportation and Communication will be prepared in civilian form.
- c. Correspondence addressed to military entities will be prepared in military form.

2.3 RULES GOVERNING THE USE OF COMMAND LINE

The nearest counterpart in coast guard correspondence for the complimentary close used in civilian practices is the command or authority line. However, it has additional functions. It is related to the concept of command which delegates authority. The following general rules govern the use of command line.

- a. Signature of Individual – when an officer signs for himself, no command line is used.
- b. Phrase - When a letter carried such a statement as "The Chief of Staff Directs" the command or authority line is omitted because it would be duplication.
- c. Signature of Another – When an officer signs for someone else, the command or authority line varies to the nature of the letter and the rank of the commander. To insure accuracy in preparing lines, the writer must be completely familiar with the PCG organization. Examples of command of authority line are:

- (1) For a general officer who has a command function (i.e. the authority to command troops) and addressed to a member of his command.

BY COMMAND OF VICE ADMIRAL CRUZ:

- If not addressed to a member of his command.



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FOR THE COMMANDANT, PCG:

(2) For an officer below the grade of COMMODORE if addressed to a member of his command.

BY ORDER OF CAPTAIN DELA CRUZ:

- If not addressed to a member of his command.

FOR THE COMMANDING OFFICER:

d. Staff Officer – A staff officer may sign under the command line “BY ORDER OF _____” or “BY COMMAND OF _____” only when authorized by his command and when the letter is addressed to an individual or headquarters under the command of the commander.

e. Placement – The command or authority line, if used, begins on the second line below the last paragraph, directly under the first letter of the first word of the preceding major letters of the commander.

2.4 USAGE OF BY DIRECTION

The Coast Guard also uses the “By Direction”, in addition to the Command or Authority Line. Its usage is in line with the premise that staff officers have no command functions and are therefore not authorized to give orders to men other than those directly under them. They shall state the words “By Direction” below their name. The usage of “By Direction” is restricted within the Coast Guard or military organization. The following are the cases for its usage:

a. Case 1 - authority of the Coast Guard Adjutant

Example: From: CPCG
 To: All CG Major/Special Unit Commanders
 Subj: Usage of By Direction

The Coast Guard Adjutant in the performance of his staff function at HPCG has the full authority to use the phrase “By Direction” when issuing memoranda, naval letters, endorsement daily bulletin and courier form radio message addressed to units of the Philippine Navy.

RA FLORES
By Direction

b. Case 2 – A publication issued by a Unit Commander to addressed subordinate units within his command.

Example: From: CGETC



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To: All CGETC Units
Subj: Usage of By Direction

By direction has been used since this publication is addressed only to units within CGETC and not affecting those outside of this Command.

SE PATRIMONIO
BY Direction

c. Case 3 – When a unit within the command has been designated or authorized by the unit commander to possess administrative powers over the personnel within the command. An example of this administrative power is like those of Service Support Units.

Example: From: CO, HSG
To: All Concerned
Subj: Usage of By Direction

This publication is addressed only to personnel assigned with CGSC, CGETC and MTG.

PP CALDERON
BY Direction

d. Case 4 – When a publication is addressed by a Unit CO or a Chief of Office within the confines of his unit/office and does not affect the function or personnel of other units outside of his Command.

Example: From: CO, CGS TAGBILARAN
To: All Concerned
Subj: Usage of By Direction

The use of By Direction will contain policies, regulations, correspondences and other implementing directives affecting personal/administration but not those units outside of this organization.

RC RENALES
By Direction



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By Direction shall be used only on the following documents and correspondence circulating within the PCG:

- (1) Coast Guard Letters
- (2) Coast Guard Endorsement
- (3) Memoranda
- (4) Daily Bulletin
- (5) Courier Form, Radio Message

For other documents and/or correspondence addressed to units or offices outside of the Philippine Coast Guard, it shall at all times contain the APPROPRIATE COMMAND OR AUTHORITY LINE duly signed by the Administrative Office (When given the authority) or Adjutant.

2.5 USAGE OF "BY"

The use of "By" is restrictive in nature and should not be over used. Only the Officers duly authorized to sign-for in behalf in the absence or/in lieu of the signatory person or commander shall indicate the word "By" then sign the document or communication.

Example: From: CO, CGCS
 To: Supply Officer

 Subj: Use of By

In this case, if the Administrative Officer or Supply Officer, NSS has been authorized by the Commanding Officer, NSS to sign this document in his behalf/absence, he shall indicate the word "By" and affix his signature above his name.

RAMON C RENALES
CDR PCG

By:

DEMETRIO C CALDERON
LT PCG
Administrative Officer



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CHAPTER 3: LETTERS

3.1 COAST GUARD LETTERS

a. Definition and Use –

The Coast Guard letter is used by all units within the Philippine Coast Guard and to foreign naval establishments as a formal means of communication.

b. Procedures

(1) Style – the Coast Guard letter is prepared in a semi-block style that is, without indentation. It has three elements: heading, body and closing. Figs. 1 and 2 illustrate the general style of a coast guard letter.

(2) Letterhead – A printed letterhead stationary is also normally used for the first page. However, if printed letterhead stationary is not available, a typed letterhead may be substituted.

Fig. 1 Coast Guard Letter

Department of Transportation and Communications
PUNONGHIMPILAN TANOD BAYBAYIN NG PILIPINAS
(Headquarters Philippine Coast Guard)

139 25th St., Port Area, Manila

ABD/DEF/ghi/6010

O/CGS

Ser:

02 August 2006

From: Commandant, PCG
To: Superintendent, CGS
Via: Commander, CGETC

Subj: Coast Guard Letter

Ref:

1. In a coast guard letter, the office Identifying symbols include the initials of the officer signing the draft, action clerk, typist and telephone number. It shall appear on the right side of the paper in line with the heading's address and two inches from the right side of the paper. The serial number is blocked below the office symbols while the date is blocked below the serial number of the communication.



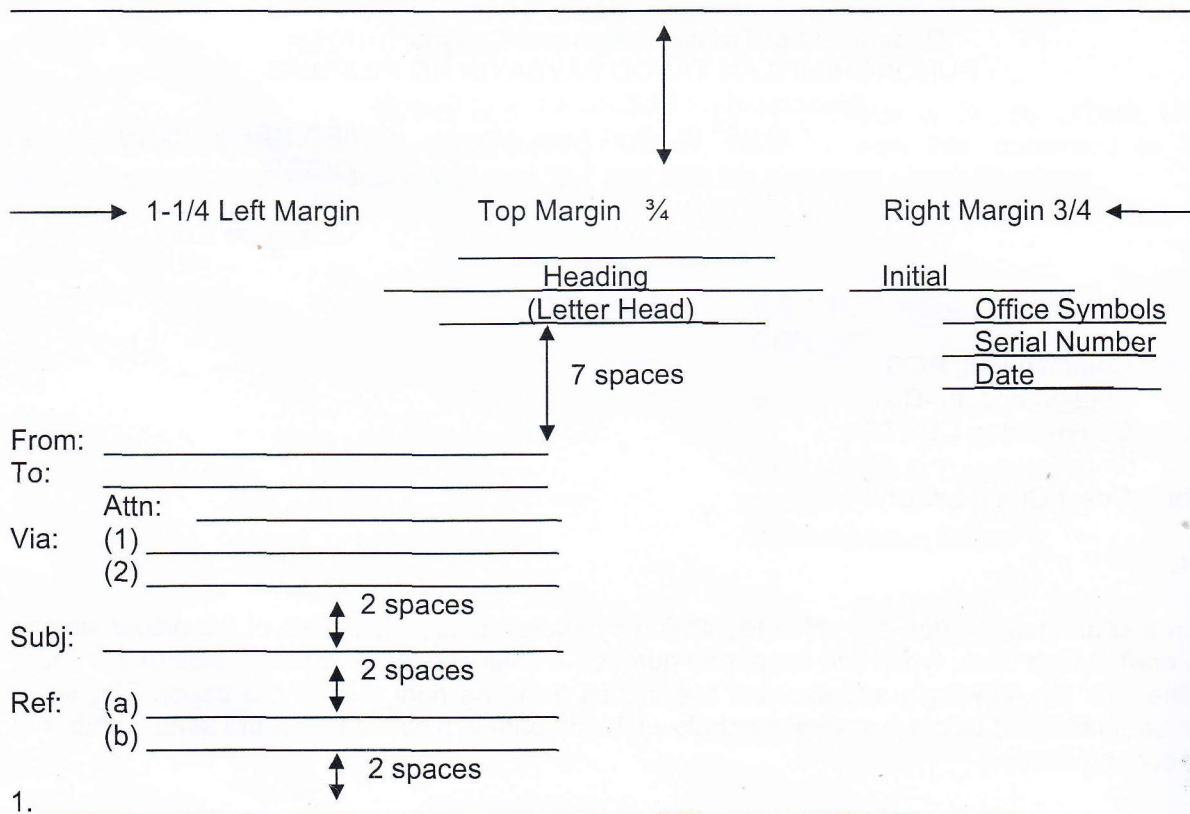
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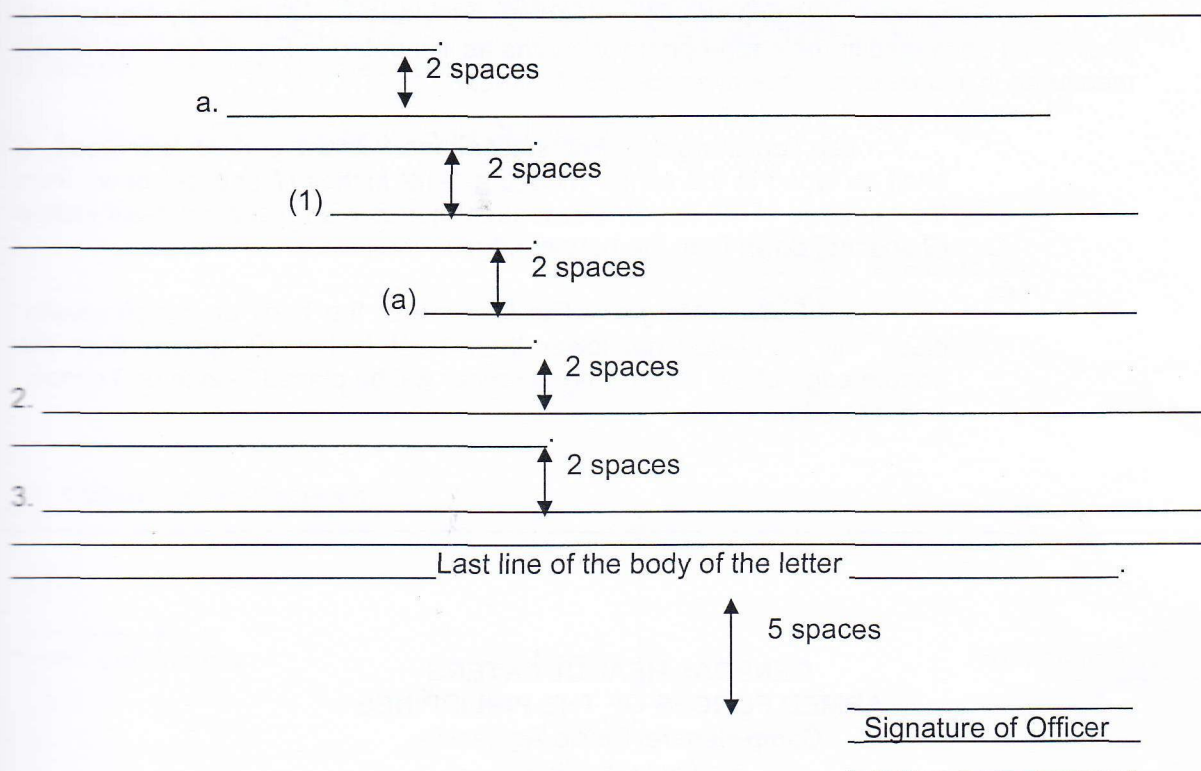
2. Placement of "From" line is typed seven spaces below the last line of the letterhead. "To" line is placed immediately below the word "From". The "Via" addresses, each is numbered with an Arabic Numerals enclosed in parenthesis. The "Subj" line is typed two spaces either the "To" or "Via" as the case may be. The abbreviated "Subj" is used to introduce a topical statement of the subject of the correspondence. The "Ref" line is two spaces below the last line of the "Subj" and is used when previously prepared materials is cited. References are designated in small letters enclosed in parenthesis in chronological order and are fully identified as to origin, type, title and date. "Encl" line is two spaces below the "Ref" line, if any. They are numbered with Arabic Numerals enclosed in parenthesis and are used to introduce a listing of materials that are to be forwarded with the letter.

3. The text of the letter begins two spaces below the last line of the "Encl", "Ref" or "Subj" line, as the case may be. The letter will be single-spaced with a double space between paragraph, sub-paragraph, or subdivision or any further sub-divisions. A letter of less than nine lines may be double-spaced, if neither reply nor further action is anticipated.

FE AYUDANTE
By Direction

Fig. 2 Coast Guard Letter (Placement)





3.2 MILITARY LETTERS

a. Definition and Use

Military letter is used for communication within the different branches of the military and for communications by major branches of the AFP to their General Headquarters. Military letter is typed on paper A4 size and only one side of the sheet is used.

b. Procedure

(1) The military letter follows a fundamental style varying only in their details. Each military letter has the same three elements: heading, body, closing.

(2) Each element of military letter varies in its details depending on the office for which it is written. The general style of a military letter is shown in Fig. 3. The style of military correspondence should be dignified and direct.

c. Style

(1) Letterhead – Printed letterhead stationery is normally used for the first page. If letterhead stationery is not available, use a typed letterhead.



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(2) Placement – Beginning of the heading, body and complimentary clause and paging will be placed in their appropriate locations as illustrated in Fig. 4. Margins will be measured in inches or number of spaces, as follows:

(a) Top Margin – For stationeries without printed letterhead, it shall be typed in the center measure 1-1/2 inches (7 spaces) down from the top edge of the paper. Subsequent pages will be spaced 1-3/4 inches (9 spaces) down from the bottom edge of the paper.

(b) Bottom Margin – The last line of the body or complimentary close will be placed not lower than 1-1/4 inches (9 spaces) from the bottom edge of the paper. Page number will be placed 1/2 inch or 3 spaces from the edge.

Fig. 3 Military Letter

**GENERAL HEADQUARTERS
ARMED FORCES OF THE PHILIPPINES**
Camp Heneral Emilio Aguinaldo
Quezon City

AGM

01 August 2001

SUBJECT: Military Letter

THRU: Channels

To: Chief of Staff, AFP

1. The military letter is used for correspondence with military, naval and air personnel and between activities of major services and other units of the Philippine Coast Guard.

2. Only one side of a sheet of paper is used. The file reference is typed on the upper left corner as shown on this sample and the list of enclosure is typed on the lower left corner beginning on the same line on which the type signature appears.



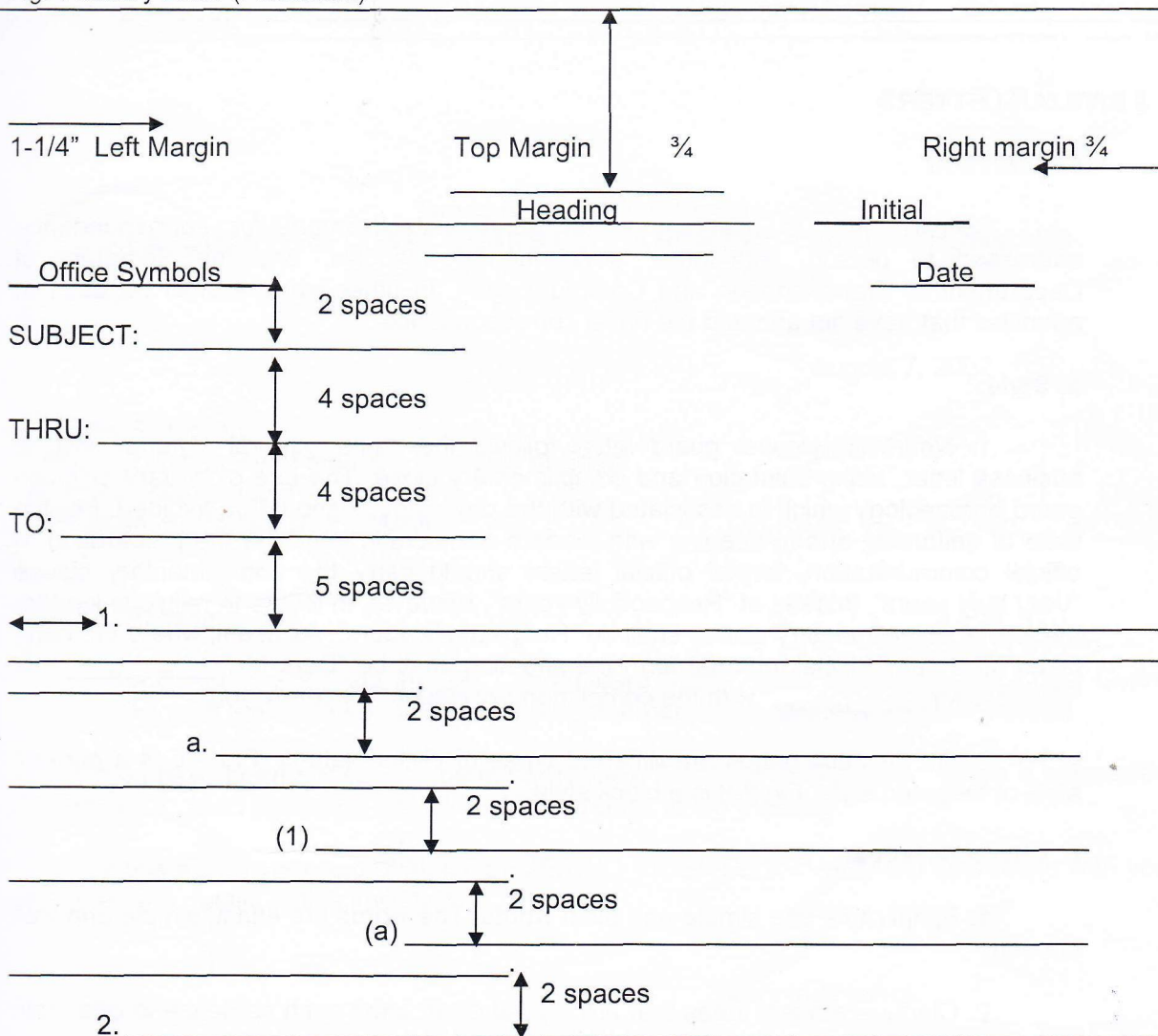
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3. Single spacing with double spacing between paragraphs and sub-paragraphs is the standard practice. If the letter is less than nine lines and neither reply nor further action is anticipated, it may be double spaced.

FOR THE FLAG OFFICER IN COMMAND:

EDWIN M ACOSTA
CAPT PN
The Naval Adjutant

Fig. 4 Military Letter (Placement)





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3. _____ ↑ 2 spaces

_____ Last line of the body of the letter _____

_____ ↑ 2 spaces

BY COMMAND OR AUTHORITY LINE:

_____ ↑ 5 spaces

2 Encls:

1. _____

2. _____

_____ Signature of Officer _____

3.3 CIVILIAN LETTERS

a. Definition

Civilian letter is used by coast guard establishment for correspondence addressed to person, with other governmental agencies, and the Secretary of Department of Transportation and Communication. In other word, it shall be used to agencies that have not adopted the naval correspondence.

b. Style

1. Non-Military/coast guard letter follows the same general style as civilian business letter, using salutation and complimentary close. The use of military or coast guard phraseology which is associated with the organization should be avoided. For the sake of uniformity and in keeping with modern democratic trends in the preparation of official communication, formal official letters should carry the complimentary clause "Very truly yours", instead of "Respectfully yours". However, in letters to religious leaders the formal complimentary clause shall be "Respectfully yours". As usual, where the letter takes on a semi-official informal form the situation shall be "Dear Mr. _____" or "My Dear Mr. _____" with the complimentary clause "Sincerely yours".

2. On the next pages are different types of civilian letters. Fig 2-6 is a general style or indented style. Fig 2-8 is a block style.

c. Characteristics

1. Simplicity – use simple and plain words. The words are exact, simple and well chosen
2. Clarity – present ideas that are crystal clear. Limit each sentence to one main thought.



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3. Conciseness – only essential information is included. Ideas are expressed in the fewest words consistent with clearness. Completeness and courtesy do not make a paragraph when you can say it in sentence.

4. Coherence – treat first things first. To place your ideas in a orderly sequence, isolate the essentials then arrange and proportion them logically and harmoniously.

5. Emphasis – achieve emphasis by careful and thoughtful arrangement of words.

6. Completeness – each piece of correspondence should be as nearly self-explanatory as possible. All necessary information is included. When it is necessary to refer to other sources, summarize briefly the information contained in these references. All questions shall be satisfactorily answered.

Fig. 5 Civilian Letter

Tanod Baybayin Ng Pilipinas
HEADQUARTERS COAST GUARD EDUCATION AND TRAINING COMMAND
Muelle dela Industria, Farola Compound
Binondo, Manila

August 7, 2002

Mr. Rafie S Hassan
Counsellor, Embassy of the Arab Republic of Egypt
13th Floor, PAL Building
Ayala Avenue, Makati, Metro Manila

Dear Mr. Hassan:

The Directing Staff and the 39th Coast Guard Staff Course students of the Coast Guard Staff School wish to invite you again as a resource person on Strategy and Geopolitics.

You have been chosen to speak on "Nuclear Strategy of Gorshkov" which is scheduled on October 8, 1995 from 8:00 o'clock to 12:00 o'clock in the morning.

If this merits your approval, LT SEVERINO VICENTE T. DAVID will coordinate with you to confirm the details of this invitation.

Very truly yours,



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VICTOR S VILLACORTA
CAPT PCG
Superintendent

Fig. 6 Civilian Letter

Tanod Baybayin Ng Pilipinas
HEADQUARTERS COAST GUARD EDUCATION AND TRAINING COMMAND
Muelle dela Industria, Farola Compound
Binondo, Manila

September 18, 2003

The Director
College of Public Administration, U.P.
Padre Faura, Metro Manila

Dear Sir:

The Management portion of the Twenty Six Coast Guard Staff Course is scheduled on the third week of October 1988. This Command plans to undertake this portion jointly with your school as what we done last year to the Twenty Forth Coast Guard Staff Course.

The syllabus this year has similar objectives, scope and duration to that of the Twenty Fourth Coast Guard Staff Course this year..

If this request merits your approval, a representative from the school will coordinate with your regarding this matter.

Best wishes and warm regards.

Very truly yours,

DARYL I BARTOLOME
CAPT PCG (GSC)
Commander, CGETC



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Fig. 7 Civilian Letter

EMBASSY OF THE
UNITED STATES OF AMERICA
DEFENSE ATTACHÉ OFFICE
Manila, Philippines

U-103-78

October 7, 2000

Captain David T Sta. Maria, PCG (GSC)
Commander, CGETC
Muelle dela Industria, Farola Compound
Binondo, Manila

Dear Captain Fajardo:

Your recent request for a lecture was passed to me.

Regrettable we will have to decline your invitation for a U.S. Embassy representative to speak to the students of the Coast Guard Staff Course. Because the subjects are complex, controversial and broad, no individual has the perspective or experience to cover the topics which are properly in the historians' realm today.

As you well know, the task of researching the vast amount of literature on the subjects is a formidable task and the end result would reflect the compliers viewpoint. There is no U.S. government position available.

I wish you success in your endeavors and hope you will appreciate our reasons for having to decline your thoughtful invitation.

Most sincerely,

ROBERT C. STRANCE
CAPT USN
Naval attaché



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3.4 BUSINESS LETTER

The business letter should really be called "the business or personal letter", for besides sending it to businesses, you can also use it for sending thanks, congratulations, or condolence. It can be used "for official correspondence between individuals within the Department of Transportation and Communication when the occasion calls for a personal approach.

You can vary the format of a business letter somewhat so that, say, a letter of condolence isn't encumbered with serial numbers or so the text of a very short letter fits in the middle of the page. The main variations, however, result from the differing uses of a business letter. We'll discuss several particular cases, beginning with what is probably the most common use.

a. GOOD WILL LETTER

You will want to express thanks to a person in or outside the military who has done you a favor. You might be thanking someone for a talk, for a personal favor of some kind (such as an instruction), for hospitality, or for a number of other services.

Whatever the circumstances, be genuine. Avoid form letters in kind of writing and strive especially to express genuine gratitude. The latter takes some care. Sometimes informality will help you write genuinely, the degree of informality depending on your relationship with the correspondent and the particular situation. Recount some of the details of the service rendered or what specific good it did, if you can.

Make sure your letter doesn't appear to have been written just to conform to the rules of service etiquette. To this end avoid the passive voice. Saying "it was appreciated" instead of "we appreciated" will communicate aloofness, not gratitude. Of course, be timely in thanking someone; write quickly so you won't forget to write at least within 48 hours of the occasion.

The following are guidelines in writing thank you letters:

a. Determine if the letter is necessary. Some letters have come up saying essentially, "Thank you for your thank-you letter". Needless to say, they were not sent. If two recipients of letter work at the same activity perhaps a single letter to the head of the activity will suffice.

b. Do:

- Keep it short
- Keep it simple
- Use short declarative sentences
- Use adjectives that accurately describe what are (e.g., the lecture was "informative", not "delightful".)
- Use "Sincerely" as the closing

c. Don't:

- Use "thanks" and "appreciation" over and over, and don't say, "Please accept my thanks". (In most cases I think they will without your having to ask.)



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- Use the phrase "from your busy schedule". We are all busy-having to read the phrase only adds to our workload.
- Use the phrase "I want to take this opportunity:. It's obvious you are taking the opportunity.
- Use the phrase "this is a short note". The recipient can see it's a short note.
- Dwell on the obvious (as in the phrase above).
- Try to be cute. Make your writing simple and sincere.

Here's the text of the letter of thanks written to a Japanese restaurant owner by the officer in charge of small Coast Guard unit. The writer speaks her gratitude warmly and simply.

Fig. 8 Thank you Letter

Dear Mr. Esguerra:

On behalf of the men and women of BRP Batangas, I thank you for your gracious hospitality on Saturday, October 10.

From the moment you met us at the bus station until our departure from your Lovely restaurant, we knew we were in excellent hands. We will never forget the warmth of your reception. As a result of this trip, we are all eager to visit more places in your beautiful city.

Please extend our gratitude to your family, especially your son whom so willingly took us to our destination. The day was truly blessed with good food, and good memories.

Sincerely,

A. B. RAMOS
Commander, Philippine Coast Guard
Commanding Officer, BRP Batangas

b. LETTER TO PARENTS

Parents of coast guard personnel are an interesting audience. Supportive of their children and also very understanding of the scrapes their children get into, parents will usually are very responsible if commanders treat them well. Assume in your writing that your audience is mature, intelligent, and understanding.

Write them often. Welcome them to the unit's family. Praise their young service members on the promotions and awards. These letters will help keep up morale and will establish a friendship between the command and the parents. On more difficult subjects that



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might come up are it is always easier to write to a familiar audience, with whom you have already established intact.

Here are two good examples Figure 2.5 is a letter from the commanding officer of a Coast Guard cutter; it congratulates the parents of a petty officer on his recent promotion to second class.

The letter whose text is shown below is based on one written to serviceman's parents in a difficult period (the 1970s). It does pretty well with a tough subject.

Fig. 9 Letter to Parents

Dear Mr. and Mrs. Nadurata:

I am writing to inform you that your son Juan has petitioned the government for discharge as he is planning to move to a foreign country.

Petitions such as Juan's are handled in a prescribed manner. First, Juan will be interviewed by a chaplain and Coast Guard doctor, preferably a psychiatrist, if available. Then a lengthy, formal hearing will be conducted by an officer, usually a lieutenant commander, to consider the merits of the application. A final determination shall be made by the Commandant, Philippine Coast Guard (Attn: Asst. Chief of Coast Guard Personnel, CG-1).

Until final resolution, Juan will be assigned duties other than those in the Electronics technician rating for which he was trained. These duties will mostly consist of general clean up and maintenance here at the coast guard facility.

I have talked with Juan at some length about the probabilities of success of his petition and about his intention to migrate to another country. In this day, the success rate for this sort of petition is not very high. After reflecting on our conversation, I find Juan extremely responsible and am that looking out for his future would be good for him and his family.

I hope this letter will assist you in understanding the process Juan will be undergoing.

Sincerely,

A. B. RAMOS
LT PCG
Commanding Officer



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Fig. 10 Letter to Parents

COMMANDING OFFICER
BRP TYPHOON (SARV 008)
Post Area, South Harbor, Manila

October 12, 2008

Dear Mr. and Mrs. Esguerra,

I would like to take this opportunity to inform you of your son Ramon's recent advancement to Boatswain's Mate Second Class (E-5). He has demonstrated exceptional initiative and personal effort in reaching this goal on the advancement ladder.

His appointment as Second Class Petty Officer carries with it the obligation of exercising increased responsibility. I have very confidence that he will discharge the duties of his new position with the same dedication to duty he has displayed in the past.

Mark is an outstanding TYPHOON sailor who has set an excellent example for the junior personnel. The Coast Guard needs men of his caliber. I am sure you are as proud of Ramon's achievement as we are. Best wishes to you.

Sincerely,

A. B. RAMOS
Lieutenant, Philippine Coast Guard

c. LETTER OF CONDOLENCE

If a Coast Guard Personnel has died and you must express your sympathy to a spouse, parent, or children, how do you go about it? There are no places for formula here – no form letters any canned phrases. Don't copy an example from a book, including this one. Anything that sounds insincere will be worse than writing nothing at all.

Express sympathy, sadness, or compassion. Say what you can say about the dead; say what you can in the way of sympathy with the living. You might mention the loss shipmates feel. Perhaps the best guide is to search your own feelings and to remember your experience with the person who has died. Reflecting on something you've shared with their loved one or something you know of the family might provide you a subject to speak on.

Be brief. Don't philosophize on the meaning of life and death; quote scripture or poetry only if you know your particular audience will receive it well. Service to country or shipmates might be appropriate subjects or the service member's cheerfulness, dedication, good deeds. Use your best judgment. You might express your willingness to do whatever you can help to



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help. Usually your own sympathy for the bereaved, your shared knowledge of their loved one, and your understanding of their pain are the chief expression that might be of comfort.

Keep your tone familiar. Speak in the first and use first names where appropriate. Show the letters to others, if you have any doubts to see how what have written strikes them. Sometimes chaplains can help with the writing. Pay particular care to the preparation of the letter, whether you type it or write in longhand. Keep the format simple; don't include a serial number or otherwise clutter the letter with bureaucratese.

Besides your letter will probably be an official one from the command discussing funeral arrangement, shipping of personal effects, a command memorial service, and so on. The person who writes the letter will have to pay scrupulous attention to the accuracy of all details and should express sympathy too. But as a commander, leader, or friend, take the extra step of writing a personal letter. Don't mix up your genuine condolence with mere officialdom.

The first example below is a fictional passage from the Flight of the Intruder, in which Lieutenant Emil Ramos expresses his condolence to the wife of Lieutenant (jg) Pedro Olarte.

Fig. 11 Letter of Condolence

Emil began to write. After three drafts he had the semblance of an acceptable letter. It wasn't really acceptable, but it was the best he could manage. Two more drafts in ink gave him a letter he was prepared to sign.

Dear Sharon,

By now you have been informed of Pedro's death in action. He was killed on a night strike on a target in North Vietnam, doing the best he could for his country. The fact will never fill the emptiness that his passing leaves but it will make him shine even brighter in my memory.

I flew with Pedro for over two years. We spent over six hundred hours together in the air. I knew him perhaps as well as any man can know another. We both love flying and that shared love sealed our friendship.

Since I knew him so well, I am aware of the death of his love for you and Bobby realize the magnitude of the tragedy of his passing. You have my deepest and most sincere sympathy.

Emil

The second example is an actual letter to the editor of the United Kingdom's Coast Guard News. More of tribute than a letter of condolence, it praises a Royal Coast Guard officer named "Stuart Honor" who just died. The royal coast guard captain wrote it remarked later, "Perhaps the key factor in writing such letter is to mean what one says. I certainly did. Stuart's selflessness and courage are quite unforgettable.



PCG CORRESPONDENCE MANUAL (PCGM 08-01)

Fig. 12 Letter of Condolence

Dear Editor:

There will many who mourn LCDR Stuart Honor, who died on June 13 after along fight against cancer.

A large number of officers and men, while passing through Haslar, form a brief but memorable acquaintance with him at one time or another during his long spell in that hospital.

I write to pay tribute to a man whom I know only two short weeks, but who made such a profound impression upon me that news of his death struck hard.

Stuart displayed a good humor, resilience and determination that are the hallmarks for the very courageous when faced with immense physical suffering. He has, quite unwittingly the sort of man we would like to be physically tough, uncomplaining, and invariably considerate for those around him.

His many acquaintances will share a peculiar sense of loss. In a service not given to expressing emotion they will nonetheless feel it, but they will also feel privileged to have known Stuart Honor and to be enriched by the experience.

G. M. S. SAYER
Captain RN
Ministry of Defense, London

d. LETTER TO A NEW COMMAND

A type of business letter that often taught in officer indoctrination classes is the letter to a new command. New ensigns will often slave over their first such letters feverishly but later either will not spend much time on them or will fail to send them all. Don't make that mistake; write a letter each time you transfer to a new command and craft each letter with special care.

Such letter is not just a courtesy but serves several distinct purposes. To start with, it alerts ship or other station to the pending arrival of someone's relief. Normally, the command will have already heard through the personnel system of an assignment. But even if they know your name, they will usually won't have much information on your specific qualifications, background or interests nor will they necessarily know anything about your family status, your need for knowledge in the area (for housing, schools, etc.) or your plans for leave and arrival dates.

If you can fill in your future senior shipmates on this kind of information, it may help them fill you into billets, ensure for a contact relief, arrange a sponsor to help you find housing and so on. They might be able to schedule various kinds of helpful temporary duty, if you give them enough information.



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Moreover, by penning such a letter, both officers and enlisted can create positive first impressions. Recently a Coast Guard lieutenant with orders to NDV Staff sent a short letter to the commodore, a letter very well crafted and professional in appearance. The letter impressed the deputy, who sent it to his boss. The commodore responded: "I want to meet this lieutenant when he comes in give this officer an arrival call". This lieutenant's letter set him a fast track.

3.5 ENDORSEMENTS

a. Definition and Use

Endorsement is a method use to transmit or reply to a military or naval communication by typing and/or writing on the communication itself rather than preparing a new communications. An endorsement is concerned with the same subject as the letter to which it pertains. Also the contents of a prior endorsement may be the subject for comment. It is normally phrased in brief form, a simple statement on the subject matter. Endorsement became an integral part of the communication and will not be withdrawn from the basic document with which they are appended.

b. Procedure and Style

(1) Coast Guard Endorsement – used for endorsing communications within the units of the Philippine Coast Guard and to Foreign Coast Guard Units.

Fig. 13 Endorsement (On the same sheet)

FIRST ENDORSEMENT

EGP/LLB/mou-3264
O/N-1
Ser:
02 August 2003

From: COMMANDANT, PCG

To: Commander, CGETC

In making a coast guard form of endorsement in which office symbols are party of that endorsement, the placement will be on the right below the line of the dashes as customarily used. The initial of the officer, action clerk, typist and phone number of the office preparing the endorsement will be placed immediately one space above the placement.

D E RUIZ
By Direction



PCG CORRESPONDENCE MANUAL (PCGM 08-01)

Fig. 14 Endorsement (On a separate sheet)

GIT/NAB/jtc-3616
CGETC
Ser:
08July 2004

FIRST ENDORSEMENT on CHANC ltr dtd 5 Jul 04

From: Commander, HSG
To: Commandant, PCG

Subj: Coast Guard Endorsement

When the endorsement begins on a new page, the place of the office symbols will be approximately 1-1/4 inches from the top of the page. The office symbols will be placed below the line of the initials of the officer, action clerk, typist and phone number in the block.

ALBERTO H DELA CRUZ
CAPT PCG

By:

SANDY Y COSTA
LT PCG
Pers & Admin O, HSG

(2) Civilian Endorsement - used for endorsing communications to DOTC.

Fig. 15 Civilian Endorsement

3rd Endorsement



PCG CORRESPONDENCE MANUAL (PCGM 08-01)

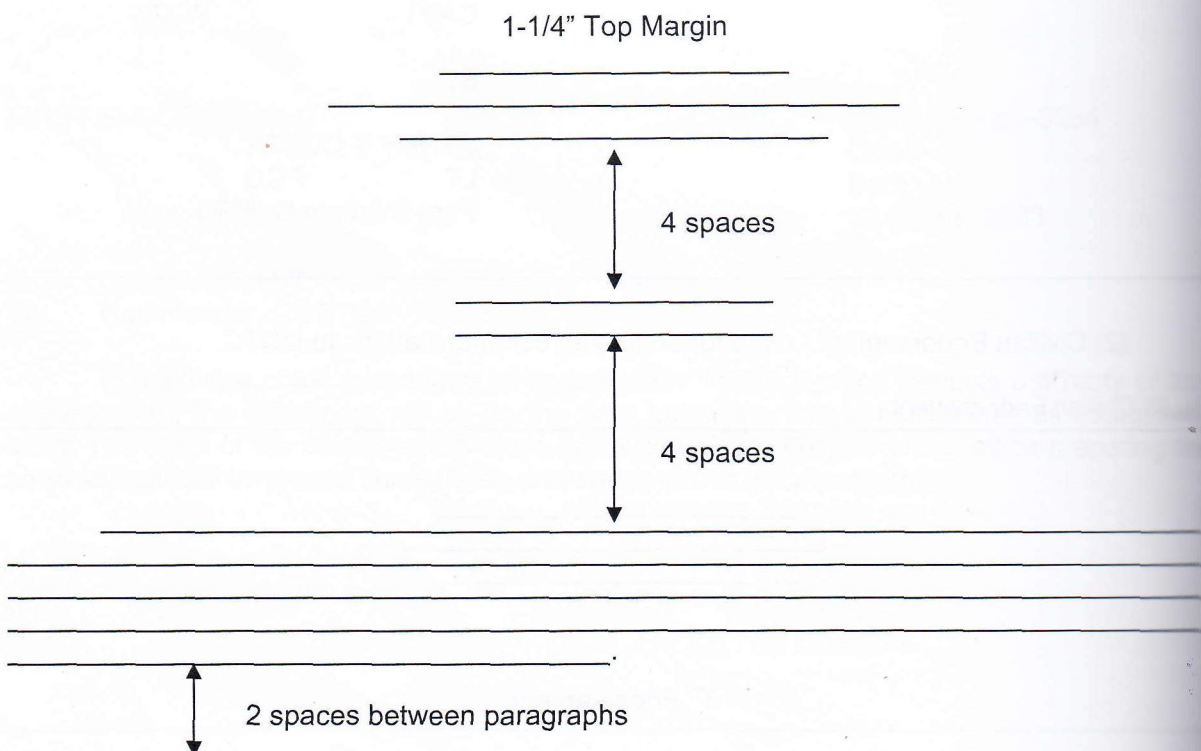
August 5, 1995

Respectfully returned to the Honorable Secretary of Department of Transportation and Communications. This Headquarters is not aware of any provision of laws which authorizes the refund of officers and enlisted men of the expenses they incurred for their defense when they were accused of crime or offenses they alleged committed.

Records in this Headquarters failed to show that the husband of Mrs. Eunice M. Mabait applied for legal assistance in connection with his case. Had he done so, he could have availed of the PCG's legal assistance program wherein he is entitled to receive the amount of P 10,000.00. Though this is quite small, we believe that it could have helped defray some of the costs that they have incurred during the litigation of their case.

TIBURCIO N. TODAS
CDR PCG
Administrative Officer

Fig. 16 Civilian Endorsement (Skeleton Form)





PCG CORRESPONDENCE MANUAL (PCGM 08-01)

4 spaces

1-1/4 Right Margin

3/4" Left Margin



PCG CORRESPONDENCE MANUAL (PCGM 08-01)

CHAPTER 4: ROUTINE ORDERS, DIRECTIVES, MEMORANDA AND OTHER STAFF COMMUNICATIONS

4.1 GENERAL

All written communications discussed in this chapter are routine in nature for the proper administration of the organization, personnel and equipment within the units of the Philippine Coast Guard. It does not include strategic or operational plans involving troop/ship/aircraft movements, equipment, transfer of ammo, e.g. Operation Plan (OPLAN): Operation Order (OPORD): Movement Order, Logistics Plans, etc.

4-2 GENERAL ORDERS

a. Definition

General Orders are directives applying to all or a large part of a command. They are of permanent duration and of such nature as to be readily susceptible to incorporation into established regulations.

b. Uses and Subject

This is the prescribed form/ publication for the promulgation of any of the following activity and shall be used as basis for the subject.

- (1) To announce assumption of command.
- (2) To activate a unit or organization
- (3) To inactivate or dissolve a unit or organization
- (4) To announce the appointment of a Chief of Staff; or Assistant Chief of Staff or the head of a special or technical staff section of headquarters.
- (5) To announce the closing of headquarters and/or opening of a new headquarters.
- (6) To announce the personal staff of a flag officer.
- (7) To announce awards and decorations.
- (8) To cite individual or unit for outstanding performance in combat.

c. Numbering

General Orders are numbered in sequence for each fiscal year. Each order carries separate number. Two or more orders may be issued in one day.

c. Style



PCG CORRESPONDENCE MANUAL (PCGM 08-01)

Because of the nature of a general order, it is written clearly and concisely. Clarity is not sacrificed for brevity and telegraphic style is not used. Abbreviations are not used normally. Punctuation is used whenever necessary.

e. Body

(1) Section – The body of a general order may be sub-divided into sections. All paragraphs pertaining to a particular type of announcement are placed in the same section. Each section is given a title and sections are numbered consecutively using Roman Numerals.

(2) Paragraph –

(a) A numbered paragraph is used for each subject in the body of the order.

(b) Paragraph is numbered consecutively within each section. Sub-paragraph are indicated and indented in the same manner as in correspondence.

f. Authentication

(1) By the Commander – an order announcing assumption of command is by the officer assuming command. No command line is used and the official section is omitted.

(2) Normal Cases – all general orders, other than those signed by the commander are authenticated in the same manner as in the other routine orders.

g. Distribution

Because of the nature of the general order, they are usually given wide distribution throughout the command. A copy is furnished to the next higher headquarters and to such command which may be interested in the order.

h. Extracts

Extracts of a general order are never issued by the headquarters publishing the order. Subordinate headquarters may extract for distribution within the subordinate command the general orders of a higher headquarters.

Fig. 17 General Orders

RESTRICTED

Xx/yy/6120



PCG CORRESPONDENCE MANUAL (PCGM 08-01)

(DATE)

OFFICE SYMBOLS

GENERAL ORDERS

NUMBER

(SUBJECT/S)

I. This paragraph should contain provisions of the first subject.

II. This paragraph should contain provisions of subject No. 2.

BY COMMAND OF (APPROPRIATE COMMAND LINE):

OFFICIAL:

FELIPE Q SIERRA
CAPT PCG
Chief of Staff

MARIO C INDENCIO
CDR PCG
Adjutant

RESTRICTED

Fig. 18 General Orders

RESTRICTED

Department of Transportation and Communications
PUNONGHIMPILAN TANOD BAYBAYIN NG PILIPINAS
(Headquarters Philippine Coast Guard)



PCG CORRESPONDENCE MANUAL (PCGM 08-01)

139 25th St., Port Area
Manila

PED:LVP:JFA:efn:6155

02 August 2003

OCGA

GENERAL ORDERS

NUMBER 195

	<u>Section</u>
TERMINATION OF DESIGNATION	I
ANNOUNCEMENT	II

I. TERMINATION OF DESIGNATION. Designation of LIEUTENANT COMMANDER PRIMITIVO J TOLOCON O-0790 PHILIPPINE COAST GUARD as Acting the Coast Guard Adjutant terminated effective 21 August 2003.

II. ANNOUNCEMENT. LIEUTENANT COMMANDER PREMITIVO J TOLOCON O-0790 PHILIPPINE COAST GUARD is announced as The Coast Guard Adjutant effective 21 August 2003.

BY COMMAND OF VICE ADMIRAL DE CASTRO:

OFFICIAL:

FRANCISCO P CAPATE
CAPT PCG
Chief of Staff PCG

RESTITUTO B CATOY
CDR PCG
Adjutant

4-3 LETTER ORDERS

a. Definition

In place of publishing a directive in Special Orders, the directive may be written as a military letter addressed to the individual concerned through coast guard channels. This letter is known as Letter Orders.

b. Procedure



PCG CORRESPONDENCE MANUAL (PCGM 08-01)

(1) Use – Letter Orders are used primarily in connection with travel. Other uses are:

(a) Appointment of Board of Officers.

(b) Appointment of Investigating Officers

(c) Publishing of classified instructions in place of publication of classified extracts of Special Orders.

(2) Numbering – Letter Order are numbered in sequence during a calendar year.

(3) Form – The form of a letter order is the same as that used in military letter.

(4) Style – Telegraphic English and authorized abbreviations are used in the body in the same manner as that followed in special orders. When the letter is addressed to an individual, the pronoun "YOU" will be used.

For example:

"You are directed"

"You are appointed"

"You are authorized"

(5) Distribution – The issuing office will provide sufficient copies to the addressee(s) for administrative/personal to avoid the necessity of reproduction in the field.

Fig. 19 Letter Orders

RESTRICTED

BBB/ccc/6120

OFFICE SYMBOLS

(Date)

SUBJECT ORDERS

TO: _____

You _____ o/a _____ to carry out instructions of Commander, Coast Guard Education and Training Command. TDN. Shortest tvl route mil or wtr tpn authzd. Upon completion of mission will ret to proper stn.



PCG CORRESPONDENCE MANUAL (PCGM 08-01)

BY COMMAND OF (Appropriate command line).

OFFICIAL:

GRACIA B GARCIA
CAPT PCG
Chief of Staff

ROGELIO R BRAVO
CDR PCG
Coast Guard Adjutant

4-4 LETTER OF INSTRUCTION (LOI)

a. Definition

It is the prescribed publication to document prescribing guidance for operations involving large command and control thereof over a long period of time. It may be distributed to other interested commands for information.

b. Purpose and Use

To convey general policy-guidance in the execution of an operational nature which may not be suited for promulgation for formal OPLAN and OPORD. Normally, it states the concept, mission, command relationships, and are or operations, gives special instructions such as communication requirements, assigns forces, sets forth planning responsibilities, and specific reports which are required.

Fig. 20 Letter of Instruction

CLASSIFICATION

Issuing Headquarters
Place

OFFICE SYMBOLS

(Date)

SUBJECT: Letter of Instruction Nr _____

TO: _____

Reference: Maps, Charts and relevant documents



PCG CORRESPONDENCE MANUAL (PCGM 08-01)

Letter of Instructions generally follow the paragraphing for an operation order, omitting those paragraphs not used, and using broad rather than specific terms. Content of the paragraph is generally:

1. SITUATION: Continuation which exist or such information of the general over-all situation as may be essential for subordinates to understand the current situation.

2. MISSION: A Clear-concise statement of the task which is to be accomplished and the purpose.

3. EXECUTION:

a. Concept of Operation:

(1) General plan for operation which includes objectives and/or phasing.

b. Tasks

(1) List or discuss briefly the immediate tasks assigned by higher authority or derived by the command through which the strategic objective of para 2. (MISSION) will be attained.

(2) This paragraph normally contains the designated unit commanders/CO's concerned tasked to perform or accomplish within the command.

(3) No member of the staff inherent to the command to perform any action shall be entered under the Task portion.

x. Coordination Instructions:

(1) Instructions necessary for the coordination on the general conduct of the operation.

(2) Time or coordination under which plan is to be placed in effect.

(3) The letter "X" preceding Coordinating Instructions signifies the last paragraph under para 3 (Execution).

4. ADMINISTRATION AND LOGISTICS: Instructions concerning administration and logistical arrangement applicable to the plan.

5. COMMAND AND SIGNAL: Information Relating to:

a. Plans for signal communications

b. Recognition instructions

c. Identification instructions



PCG CORRESPONDENCE MANUAL (PCGM 08-01)

d. Code words, names

e. Liaison

Acknowledgment Instructions:

Here the word "acknowledgment" may suffice. The acknowledgement to an operation means that it has been received and understands.

JUSTO N. PERPECTO
Rear Admiral PCG

ADDENDA or ANNEXES: (as desired)

DISTRIBUTION:

CPCG -----	2
CCGOF -----	2
CCGETC -----	2
CANC -----	2
Central Staff O-----	12
File -----	1

AUTHENTICATED: (Authenticating line on the subsequence copies of the LOI following the original, the original copy is kept by the originator while the authentication copies are disseminated to units indicated in the distribution list).

DELA VEGA
CG-3

CLASSIFICATION

4-5 SPECIAL ORDERS

a. Definition

Special Orders are routine directives that pertain to personnel administration which may either be temporary or permanent in effect.

b. Use



PCG CORRESPONDENCE MANUAL (PCGM 08-01)

It is the prescribed publication used for the dissemination of personnel administration e.g. enlistment reenlistment CAD, reversion, leaves, furloughs, promotion, demotion, designation, assumption, relinquishment, transfer, etc.

c. Promotion

(1) Style – telegraphic English is used in all special orders. Telegraphic English means the elimination of extraneous words and phrases such as “a”, “the” and “and”, etc.

(2) Abbreviation – prescribed abbreviations and symbols are used to the maximum possible extent. Authorized abbreviations are used as separate words without interior spacing.

(3) Simplification of Orders – Telegraphic English is used in all special orders, with the elimination of extraneous words and phrases, such as “will report for duty”, “assignment to duty and station”, or “without delay”. These instructions are general in application and are not intended to cover all cases. In special cases, it may be necessary to elaborate for clarity and to prevent misunderstanding.

(4) Components – Special orders usually follow the form which comprises three major components: the heading, body and authentication. These components vary slightly with each type of order, and such variations are considered in connection with each specific type of order.

(a) Date – An order is dated on the date it is issued. Since special order is normally effective on receipt by the individual concerned, to insure proper action, an effective date is usually specified in the order. Antedating of orders is prohibited. Personnel should proceed only after orders are issued either in writing or on verbal order of the commander

(b) Numbering – Special orders are numbered in series for the fiscal year. The order may contain any number of paragraphs. Extracts of a special order may be published on the day when such action is desired. Not more than one order shall be issued in one day.

(c) Paragraphing – Each paragraph is numbered and is not sub-divided.

(d) Authority for Order –

i. When omitted – when the commander in whose name the order is issued has been given the right to act by DOTC or HPCG, Circulars, no authority is entered in the order.

ii. When entered – in all other cases the authority for issuing is stated in the order.



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(e) Authentication – is that part of the order which makes it a directive made up at command line and official sections. Both command line and official sections are omitted when the order is signed by the commander.

i. The Command Line is the phrase which states who is issuing the order. It reads "BY COMMAND OF COMMODORE "and/or "BY ORDER OF COMMANDER".

ii. Normally, the command line is placed two (2) spaces below the last line of the body of the order. It is so placed that the first letter is indented nine spaces from the left margin. The command Line is typed in capital letters.

iii. On a unit where there is no Chief of Staff, the typed signature of the administrative officer is placed in these sections. Under no circumstances is the typed signature of an executive officer placed on an order.

iv. For a unit level, the order is always signed by the Commanding Officer. In this case, the command line and official section of the authentication are not used.

(5) Classified Paragraphs -

(a) Some paragraphs of a special order may contain information which should be classified under the provisions of DOTC. In order to avoid classifying the entire order, classified paragraphs are always published as extracts.

(b) The classification of the paragraph "SECRET" or "CONFIDENTIAL" is stamped at the top and bottom of each page.

(c) In the consolidated orders a classified paragraph is indicated by entering the paragraph number and classification only.

EXAMPLE:

"11. SECRET"
"12. CONFIDENTIAL"

(6) Orders involving Reassignment and Change of Station where no travel is involved, the following elements appear in the order.

- (a) Name, grade, and serial number.
- (b) Designation of the unit to which transferred.
- (c) Effective Date
- (d) Date on which change will be made on MR.
- (e) In cases where authority is necessary.



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(7) Where travel is involved – In the transfer of reassignment of individuals the following elements appear in the orders:

- (a) Name, grade and serial number.
- (b) Designation of unit from which transferred.
- (c) Station of unit (if different from that of Headquarters issuing the order).
- (d) Designation and station of unit to which transferred.
- (e) Effective date (if applicable)
- (f) Data on which change will be made on MR
- (g) Statement that "the travel directed is necessary in the military service".
- (h) Purpose for which travel is being performed should be indicated on orders involving temporary duty.
- (i) Statement "Permanent change of Station" or "PCS" is used in all orders involving permanent change of station.
- (j) Mode of travel directed and/or authorized if other than common carrier.
- (k) Statement should be indicated where an individual or his dependent are authorized to travel by privately owned vehicle or other means of conveyance.

Fig. 21 Special Order

RESTRICTED

PUNONGHIMPILAN TANOD BAYBAYIN NG PILIPINAS
(Philippine Coast Guard)
Headquarters Coast Guard Education and Training Command
Muelle dela Industria, Farola Compound
Binondo, Manila

EGP/BLC/oml-629

ET1

11 January 2004

SPECIAL ORDERS
NUMBER . . . 02

1. Ord/SK granted fol-named Dftees fifteen (15) days Lv plus five (5) days tvl time on incl dates indicated: (Auth: DOTC G, 135-358).

<u>Name</u>	<u>Incl Dates</u>	<u>Home Address</u>
DFT Siogfredo G Carrera	22 Jan-Feb 04	123-B Labo St. La Loma, Quezon City/41 Bonifacio St., Silay City Negros Occidental



PCG CORRESPONDENCE MANUAL (PCGM 08-01)

DFT Reberto S Esmeralda

15-29 Jan 04

Jalandoni Estate
Lapaz, Iloilo
City/Rizal St.,
Isabela, Negros
Occidental

BY COMMAND OF COMMODORE PADRE JR:

OFFICIAL:

BUENAVENTURA L COMPUESTO JR
LT PCG
Academic Secretary

MANUEL C PADUA
ENS PCG
Actg Pers & Admin O, CGETC

RESTRICTED

4-6 DIRECTIVES

Written directives-instructions, notices, orders and bulletins in the Coast Guard are even more vital in the armed services than in other big organizations because personnel transfer from one outfit to another so often. But if directives are too dense, too long or too complicated they will not be read and your people will "fly by the seat of their pants", instead of looking to the directives for guidance.

Unfortunately, a great many Coast Guard directives are verbose and very hard to read. One simple example will illustrate the problems with current directive writing. The following passage, the purpose paragraph from a sample instruction, was taken from a guide on how to write instructions and notices. This paragraph should have been outstanding example of how to start off a directive. Instead, it is an example of how not to begin.

Purpose: To produce forth by which originators may formulate instructions and notices following the provisions of references (A) and (b). This instruction covers the procedures that originators will carry out in writing directives in the Coast Guard Directives System.

What's wrong with this paragraph?

- Both sentences say the same thing
- Extra words abound, even the sentences:
 - "the provisions of "could be omitted in the first sentence without loss



PCG CORRESPONDENCE MANUAL (PCGM 08-01)

- "in the Coast Guard Directives System" could be omitted in the second.
- Big words obscure ideas:
 - "to produce forth a guide" is an awkward way to say "to guide".
 - "formulate" is officials for "write".
- In sum, all four lines could be condensed to eight simple words.

"Purpose: to guide originators in writing directives."

In other ways, too, directives are often poorly written. As a result, either they are not read at all or they are not fully understood. Thus they do not govern action, as they should. But there are ways to improve.

a. The Coast Guard Notice and Bulletin

The Coast Guard notice and CGOF bulletin are distinct among directives in having short-term authority. Coast Guard notices, for example, cannot remain in effect for longer than a year, and most last six months or less. Because of their relative impermanence, they are best used for one-time reports, temporary procedures, or short-term information. Otherwise, they have the same force as Coast Guard instructions and CGOF orders, below is sample Coast Guard Notice that discusses how to write a clear and usable directives.

Fig. 22 Coast Guard Notice

BRP EXAMPLE (PG-1430)
Coast Guard Base Cavite
Sangley Point, Cavite City

EXAMPLENOTE 5215
10 January 1989

BRP EXAMPLE NOTICE 5215

From: Commanding Officer, BRP EXAMPLE

Subj: How to write Directives

Ref: (a) Directives Issuance System
(b) Marine Corps Directives System
(c) Unit Directives System

1. Purpose: To guide writers in composing directives (Coast Guard instructions and notices, CGOF orders and bulletin) that will be read and understood. Writing so they will be read at all is the greatest challenge.

2. Action: Here is a brief guidance.



PCG CORRESPONDENCE MANUAL (PCGM 08-01)

a. Smoother "Motherhood". The reason so many directives or not read carefully is that they take so long to get to the point. Omit most "Background", "Discussion", and "Policy" paragraph.

b. Proceed as Soon as Possible to "Action". Experienced coast guard personnel read a directive in pretty much the same way: first they glance at the "Purpose" paragraph, and they keep to "Action" even if this means skipping several pages of the directives. Condense most of your directives so that "Action" follows as soon after "Purpose" as possible.

c. Designate Responsibilities by Individual. In the "Action" paragraph, itemize exactly what each individual must do. Readers will take notice if they see specific responsibilities assigned to them.

d. Use for Inventive Paragraph Headings. The only two paragraphs required for all directives are those for purpose and action. Standard paragraph headings like "objectives", "Scope" and so on are not necessarily helpful. On the other hand, using more pointed titles (as illustrated here) can sometimes help the reader along.

e. Get Attention by Using Typographic Techniques. Nothing in reference (a), (b), or (c) prohibits you from using modern typographic techniques, especially **bold face** and underlining, but also perhaps, ALL CAPS or italics. Used sparingly, these techniques can also help you get the vital point across.

b. The Coast Guard Instructions and Orders

Differing from notices and bulletins, instructions and orders are relatively long-term. They have continuing action. Since these directives are relatively permanent (more often revised than cancelled or suspended), they govern most major administrative efforts with coast guard commands. If we don't write them well, our units, programs, and communities will suffer.

Again, as in the case of notices and bulletins, drafting a good "Action" paragraph is the central skill. "Discussion" should be brief; Action is the key; and action must be indicated by job title or billet, as a commander pointed out. Learn to draft brief and effective instructions or orders; start by reading the sample Coast Guard instruction below.

Fig. 23 Coast Guard Instruction

BRP EXAMPLE (PG-143)
Coast Guard Base Cavite
Sangley Point, Cavite City

EXAMPLEINST 5215



PCG CORRESPONDENCE MANUAL (PCGM 08-01)

03: REA
10 January 1999

BRP EXAMPLE INSTRUCTION 5215

From: Commanding Officer, BRP EXAMPLE

Subj: Writing the "Action" Paragraph as a "Tasking" device

1. Purpose: To guide instruction writes in composing the "Action" section of the directives: the best course is to allocate each task to a specific thing.

2. Rationale: Specifying detailed assignments to individual in a directive (as in the "Action" paragraph below does several things:

a. It gets the attention of the reader. Who will learn to look for their responsibilities in the "Action" paragraph? A three-page instruction suddenly becomes readable if, in effect, all you have read is the "Purpose" statement and one "Action" paragraph directed specifically at you.

b. It makes a drafter do all the vital spadework. Assigning specific responsibilities, it helps our people to think through and specify in full detail how policies or programs will be made to work.

3. Action: Take action should outline below:

a. The Executive Officer will ensure that all shipboard directives embody "tasking" sections by billet, as appropriate to their content.

b. Department Heads will supervise the training of their junior people in writing directives with good "tasking" paragraphs.

c. The Training Officer will prepare lesson plans on directive writing, to feature "tasking" procedures prominently, and will furnish such materials to those conducting training.

d. All writers of Directives will specify in the "Action" paragraphs of their directives specifically who (by billet title) is responsible for exactly what and, if appropriate, when, where, why, and how.

D. G. FARAON

Distribution:
List 1, Case A

c. On Revising Directives



PCG CORRESPONDENCE MANUAL (PCGM 08-01)

Most of your work will be revising directives; only 25% of the time do you actually write ones. Even if you must draft a completely new directive, you can often find an old one on a similar topic to guide you. As a Marine lieutenant colonel commented, "When you have to put out a new directive, find parallel orders and plagiarize where you can. Someone else probably, similar directive, so find it, changes the names and use it."

While altering an existing document for your purpose-by changing, adding, deleting detail work to revise for readability. Here's what an Executive Writing Course suggest:

1. Shorten the document as much as possible.
2. Write specific subjects. "Request for two Parking Spaces" is more helpful than "Parking Spaces"
3. Put the action up front
4. Use the pronoun you stated or implied, as much as possible, talk directly to your audience. As the staff Writing Manual advises, "Look for opportunities to talk directly to the user", instead of:

"Personnel who are moving this summer are advised to contact the housing office early, say if you are moving this summer, and contact the housing office early."
5. Rely on active verbs on the present tense. Don't rely on the must be, wills and will be of passive and future verbs. Instead of All safes must be checked. Each safe dial will be spun by the duty officer; say you must check all safes. Spin each safe's dial as part of your inspection.
6. Keep lists parallel. The rhythm of parallelism sets up expectations that make reading easy. A common violation of parallelism is switching from active instructions to passive ones. The sentences that begin parts 1-5 of this series would loss their parallelism if, for example, Put the action up front appeared as a passive: action should be placed at the front.

These steps will help ensure the directive you're laboring on will begin to govern action instead of just providing window dressing for an inspection.

4-7 MEMORANDA

a. Definition

It is the prescribed publication pertaining to matters that are directive, advisory or informative in nature, the term of which may either be temporary or permanent in duration. Memoranda are used in lieu of bulletin and circulars. A memorandum is effective for a maximum period of 2 years and with a minimum period of 1 year.

b. Procedure



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(1) Form and Style –

(a) Memorandum may be numbered. If and when it is numbered, it will be numbered serially during a calendar year. More than one memorandum may be issued on any one day.

(b) Paragraphs are numbered in numerical sequence, while subparagraphs by alphabet. In the event that any of the standard paragraphs are omitted, all paragraphs published are, nevertheless numerical in sequence.

(c) Like circulars and SOP's, Memoranda should be written in a clear and direct style. It should be as simple as possible to be understood by the average person.

(d) Fig. 3-8 is a sample illustration and standard sample for a Memorandum.

c. Types of Memoranda

Memoranda range from brief notes to vital policy initiatives. They are mainly for internal use aboard staffs and operational commands but can occasionally be used externally, between commands.

A preprinted form or a plain-paper memorandum is the least formal memo and is often handwritten. A memorandum on ship or station letterhead is about the same in structure but is somewhat more formal and can be sent from one activity to another (routine business only). A special memorandum is a "memo for record", by which your record information that might otherwise be lost. It has wide potential usefulness – and could be used much more than it is. The "memorandum for" is for the most formal of all memoranda and is arguably the most important.

Fig. 24 Memorandum

OFFICE SYMBOLS

Date

MEMORANDUM

To: All Concerned

Subj: Sample Memo Form

1. This paragraph states the reasons for the Memorandum.

XXX/yyy-1234



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2. This and subsequent paragraphs prescribed in detail the action desired.
3. This paragraph indicates whether the publication is informative, advisory or a directive.
4. The rescission close is always indicated in the last paragraph. In case there is none, the preceding paragraph becomes the last paragraph of the Memorandum.

SA SAMBOT
By Direction

One other kind of memorandum, the "briefing memo", is widely used on staffs in briefing folders.

Become familiar with all the formats and uses of memos, specially the common ones. Realize that although the Writing Manual does not so specify, common naval usage in the past was to add a complimentary close to many formal memos. That is, a senior would often close with "Respectfully" or "R" before signing or initialing a memo to a junior or someone of the equivalent rank, and a junior would pen "Very Respectfully" or "VR" before his or her signature writing to a senior. This custom is not as widespread as it once was but still holds force in many circumstances.

d. The Informal Memo

Fig. 25 Informal Memo

10 January 2001

MEMORANDUM

From: Writer's name, title, or code

To: Reader's name, title, or code

Subj: Key Points about Writing an Informal Memo

1. Plan Ahead. Whether using a preprinted form or this plain-paper memorandum, don't write thoughtlessly. Always plan out a memo; at least jot down a few points and then organize them before writing. On complicated matters, write up a full outline. A few seconds spent in planning will help make the writing go quickly and the correspondence be effective.
2. Get to the Point Quickly. Craft the subject line to state the essential matter briefly,



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and elaborate on your main point in the first paragraph. Normally, keep your memo to one page.

3. Remember Your Audience: Watch Tone. Figure out, in light of your audience and purpose, what tone to adopt. Tone can be especially important in informal memos because memos are often very personal.
4. Use Formatting as needed. Formatting helps in memos as in many other kinds of writing.

Examples of such formatting include:

- a. Lists (in a, b, c, order in bullets).
- b. Headings (as in this memo).
- c. Occasional underlining, italics, **boldface** or ALL CAPS.

Remember These Short cuts. Very informal memos can be penned, and you need not to keep a file copy if the matter is insignificant or short-lived. You can sign a memorandum without an authority line.

e. The Memo for Record

Do you want to ensure some key information is recorded, but are you afraid that because of informal circumstances in which it came up, it won't be? Then pen a memorandum for record (or memo for record or MFR).

The formulation might be from a meeting, a telephone conversation, or an informal discussion head of a staff. You can use memo for record to record an agreement among several parties at a distance, or to record a decisions made at decision briefings. The memo for record resembles the minutes of a meeting in some respects- and can be used for minutes- but is more the gist of meeting than a formal set of minutes.

Citizenship in a squadron, or in a field unit, the memo for record can also be effective. Use it to document an informal investigation and its results or an important counseling session conducted with a subordinate along with the factors that led to counseling. Another common use of memos for record is to document information from a phone call or from the informal discussion that an investigator conducts in the process of a Court martial investigation.

Usually you can file a record for future reference, but you can route it to your staff if everyone needs to know the information it contains. Staff officers can forward memos for record up the chain of command to keep seniors informed of what's happening down below.

Whatever you see it for, keep this memo informal, but it is based on MFRs that were used as exhibits in a Court Martial Investigation. It documents a discussion that the investigating officer had with an expert about funds that had been stolen from postal



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safe. Specifically, the officer wanted to know who had been assigned the responsibility for the safe's security.

Fig. 26 Memorandum for Record

11 August 1989

MEMORANDUM FOR RECORD

From: LT E. B. RAMOS, PCG, Investigating Officer

Subj: Responsibility for Change of Postal Staff Combinations on BRP RAINBOW (PG-143)

On August 1989 I discussed this investigation with YMC Gray of the COMNAVFORWEST Postal Assist Team. Specifically, I asked YMC Gray what the responsibility of the postal officer this case would have been. He said that a postal officer must oversee the entire postal operation of the command. Therefore, ENS BROWN did have a duty to make sure safe combinations were changed. However, he also pointed out that ENS BROWN's responsibility was oversight only and that the primary responsibility for changing the combinations remains that of the Custodian of the Postal effects (COPE) aboard BRP RAINBOW, that is, YM2 White.

E. B. RAMOS

4-8 DOTC STANDARD NOMENCLATURE, FORMAT AND CONTENT OF DEPARTMENT ISSUANCES (DOTC DO No. 2003-20)

a. Coverage

These guidelines shall cover all official communications emanating from and submitted to the DOTC.

b. DOTC Memorandum Format

The DOTC Memorandum shall follow the format as described below. The use of professional titles for the addressees and the author shall be maintained. For ease in establishing the hierarchical relationship of the writer/author and the addressee, use TO when the superior is writing to the subordinate; otherwise, use FOR when the subordinate is writing a superior, or when the writer and the addressee are of equal/level rank.



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Fig. 27 DOTC Memorandum Format

MEMORANDUM

For/To : **NAME** (all caps, boldfaced)
Position/Designation

Thru : **POSITION/DESIGNATION ONLY** (all cps, boldfaced)
(when applicable)

From : **POSITION/DESIGNATION ONLY** (all cps, boldfaced)

Subject : XXXXXXXXXXXXXXXXXXXXXXXX

Date : dd Mmmmmm yyyy

Use pure block style for the body or content (flushed left and right margins)

For your information/guidance/consideration/compliance (whichever is applicable to the tone of the memorandum)

NAME



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Fig. 28 Standard Format for a Briefing (Cover) Memorandum for the Secretary

MEMORANDUM FOR THE SECRETARY

Thru : **POSITION/DESIGNATION** (all caps, boldfaced)
(when applicable)

From : **POSITION/DESIGNATION** (all caps, boldfaced)

Subject : XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX

Date : dd Mmmmmm yyyy

Action requested: For the information/consideration/approval/signature of the Secretary
(whichever is applicable to the tone of the memorandum)

Background: Use pure block style for the body or content (flushed left and right
margins)

Attachments (if any): _____

NAME



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4-9 CIRCULARS

a. Definition

A circular is the prescribed publication for directive which is general in nature. It is the medium for the expeditious dissemination of important matters or amplification of established forms of regulations. It has a maximum period of affectivity of 5 years with a minimum of 2 years.

b. Procedure

(1) Form and Style –

(a) It should be prepared in logical sequence and written in a clear and direct style be more easily read and understood by the average person, couched in plain language.

(b) Fig. 3-9 illustrates the appropriate form and standard sequence for circulars. Placement and Heading will be in accordance with para C of Sec. 2-3.

(2) In the event that any of the standard paragraphs are omitted, all paragraphs are, nevertheless numbered in numerical sequence.

(3) Directives over – 700 words are avoided. Longer orders dealing with separate subjects are written as separate orders. Where a long order is necessary, it is broken into paragraphs and sub-paragraphs, each with a proper description heading.

Fig. 29 Coast Guard Circular

	_____ _____ _____	XXX/yyy/1234
OFFICE SYMBOL		_____ (Date)
CIRCULAR		
NUMBER		
TITLE OF SUBJECT		

1. PURPOSE: This paragraph states the objective or general purpose of the order. This also gives a brief outline of the action desired without details.

2. DEFINITION: This paragraph (Optional) states the back ground of the order and policy involved in its issuance. This paragraph is drawn so as to enable subordinates to understand the reasons for the order. This method will enable them to carry out their assigned mission in a more intelligent manner.



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3. SUB-TITLES: This and subsequent paragraphs prescribe the administrative details for carrying out the action desired. The steps to be taken are presented in a logical and chronological sequence. Short sentences with clear and concise language are employed. Limiting dates for action are definitely and conspicuously stated.

4. The last paragraph includes rescission and references to other publication if any.

BY COMMAND OF (Appropriate command line).

OFFICIAL:

EDWIN M MACOPA
CAPT PCG
Chief of Staff

PRIMITIVO A GOPO
CDR PCG
Adjutant

4-10 STANDING OPERATING PROCEDURES

a. Definition

Standing Operating Procedures (SOP) is a set of instructions in giving the procedures to be followed as a matter of routine, like the preparation and submission of reports, in the maintenance of motor vehicles, armaments, etc., and for the performance of those features of operations both tactical and administrative which the commander desires to make routine. They set down the regular procedures to be followed in the absence of instructions to the contrary.

b. Procedure

(1) Heading – The usual heading for the routine is used, appropriately modified to show the type of publication.

(2) Numbering – SOPs are numbered serially during a calendar year.

(3) Form and Style –

a) Like circulars, SOPs should be prepared in logical sequence and written in a clear and direct style to be easily understood by the average person.

(b) Paragraphs are numbered in numerical sequence and sub-paragraphs are arranged in alphabetical sequence for easy identification.



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Fig. 30 Standing Operating Procedure

OFFICE SYMBOL

(Date)

STANDING OPERATING PROCEDURES

NUMBER

TITLE OR SUBJECT

1. This paragraph states the general purpose or objective, scope and applicability of the instruction.

2. DEFINITION: This paragraph states the definition of terms used and/or background of the instructions.

3. SUB-TITLES: This and subsequent paragraphs prescribe the complete procedure in every detail. These steps to be taken are presented in a logical and chronological sequence. Short sentences with clear and concise language are employed but clarity should not be sacrificed for brevity.

4. RESCISSION: The last paragraph includes rescission and reference to other publication if any.

BY COMMAND OF (Appropriate command line):

OFFICIAL:

ARTEMIO A MORES
CAPT PCG
Chief of Staff

FELIPE G PROCOPIO
LT PCG
Adjutant

4-11 DAILY BULLETIN

a. Definition



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A daily Bulletin is an information sheet which usually contains official directives as well as official and unofficial information. Daily Bulletins are published at any post, camp, stations, and installations and also by headquarters up to and including a division or similar unit.

b. Procedure

The Daily Bulletin is published at a specific hour so it can be distributed just before noon. A deadline is established to the hour of publication, after which no notices will be received for inclusion in the day's bulletin.

(1) **Heading** – The usual heading for routine orders is used appropriately modified to show the type of order and number. Special decorative heading are used in some places.

(2) **Numbering** – Daily Bulletin are numbered chronologically for each calendar year. In some cases they are issued on alternate days or even in less frequency.

(3) **Style** – It is written clearly in simple language as that the average reader will have no difficulty in understanding the meaning. Only the most common abbreviations are used.

(4) **Body** – The body of the daily bulletin comprises the OFFICIAL and UNOFFICIAL sections:

(a) Official Section –

1. The matter place in this section may be advisory or directive in nature. Directives are usually of temporary duration.

2. The word "OFFICIAL" may be placed in the head of this section but in usual practice, this is not done.

(b) Unofficial Section –

1. This section is always marked by placing the words "UNOFFICIAL" or "INFORMATION" in capital, centered in the spaces at the top of the section.

2. Items of timely information such as motion picture programs, athletic events, notice of lost or found articles and church services may be placed in this section.

3. Paragraph numbers are not assigned to item in this section.

4. The unofficial section is not authenticated.

(5) **Paragraph** – Each item is placed in separate paragraph. Sub-paragraph such as "A" and "B" are avoided. Each paragraph of the official section is numbered.



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(6) Authentication – Authentication follows the official section in the same manner as in other type of routine orders.

(7) Compilation –

(a) Experiment has shown that the vast majority of items published in daily bulletin are temporarily in nature. At the end of each month or quarter subject matter of daily bulletin should be reviewed and those items of official in nature which are still effect should be republished in a memorandum or circular. The amount of such matters will normally be less than two sides or a single sheet. The daily bulletins are then rescinded.

(b) At the end of the fiscal year, those monthly compilations are again reviewed. Items still in existence are republished in post regulations or other more permanent media. The obsolete memoranda are rescinded.

(c) All rules of daily bulletins, except those for the headquarters record files are destroyed monthly. Current files will then consist of general orders, memoranda for the current year and daily bulletin for the current month.

Fig. 31 For of a Daily Bulletin

	_____	MMM/nnn/123
OFFICIAL SYMBOL		_____
		(Date)
DAILY BULLETIN NUMBER:		
	OFFICIAL	
1. DETAIL FOR MONDAY 7 AUG 95		
SCDO: _____	CDO: _____	
OOD: _____	SCTY OFFR: _____	
JOOD: _____	DPOW: _____	

2. READ YOUR DAILY BULLETIN:

a. The Daily Bulletin is an information sheet. It contains official directives as well as unofficial information. It is a type of routine order whereby the commander transmits his instructions to individuals under his command.

b. Inspection Prohibited Drugs will be conducted at MTG building.

c. T1 & E: 1300H-1400H at CGETC Mess Hall. LCDR MAKASO will preside.

d. Clothing Store: 0900H-100H. Issuance of uniforms and raincoats.



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e. Marriage Counseling: 1500H-1100H at CGETC Mess Hall. Chaplain PIKOT will preside.

CALDERON
By Direction

UNOFFICIAL/INFORMATION

CRUISE: Capones Island Cruise every Saturday and Sunday Tickets/Reservations:
Special Services Officer, JURADO HALL, CGETC
Phone: 3610

ATHLETICS: Golf Tournament at South China Sea Golf: 1200H-1600H

MOVIES: Teen Hut: Brave Heart – 1800H-2100H

4-12 DISPOSITION FORM

a. Uses

The Disposition Form is used for the following purposes:

- (1) To give instructions.
- (2) To transmit orders, policy, advise or information.
- (3) To request action, instructions, policy, opinion, etc.
- (4) To trace action or check or follow-up implementation of order.
- (5) To record comments, coordination, and recommendations, including brief summary when the action recommended is prepared as explained in para e.

b. Scope

The Disposition Form will be employed in informal correspondence:

- (1) Among staff sections of a Headquarters.
- (2) By staff section of a Headquarters with corresponding counterpart staff sections of subordinate units, only when:
 - (a) Gathering data for studies and reports.
 - (b) Exercising staff supervision, such as: interpreting plans and policies; furnishing assistance in implementing command directives; or supervising the execution of command directives.



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c. Comment (s)

Each separate statement or reply on a DF will be known as "Comment". Comments will be numbered consecutively. Comments may be typed written, in long hand or stamped.

(1) Separating Comments – Comments are separated by a horizontal line drawn one space below the last line of the preceding comment. This includes the enclosures.

(2) Additional Comments – Additional Comments follow the format of Comment Nr.1. Succeeding comments follow Comment Nr. 1 or the DF until space is exhausted. Both sides of the form may be used. The heading (To: Form: Date) of the succeeding comments begins immediately below the dividing line.

(3) Interoffice Comments – When it is necessary to obtain interoffice information, a new DF routing slip is initiated for that purpose. Persistent parts of information obtained are incorporated in the reply to the original DF. The interoffice comments become part of the retained file and are never forwarded with the reply.

(4) Stamp Comments – Whenever appropriate or in the interest of economy, stamp comments should be used. A stamp comment consists of the same elements as the typed comments.

(5) Reference to a paragraph of a comment is expressed as follows: ".....para 3 of Comment Nr. 2...."

d. Security Classification

The security classification is marked or stamped (not typed) in the space provided at the top and at the bottom of the form as well as at the top and bottom of each succeeding page.

e. File Number

The file reference is written in the space provided. Determination of file reference is the same as for a military letter.

f. Subject

The subject is entered in the space provided. It is stated in as few words as possible.

g. Addressee



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The addressee is entered after "To". A DF is never addressed to a headquarters or office. It is addressed to the commanding officer or head of an office or unit by his title.

h. Originator

The title of the originator is entered after "From". Authorized abbreviations are used.

i. Date

The date is written in the space provided. A DF prepared for signature of CS, PCG will not be dated until after they are signed. In this case, SCGS will stamp the date before dispatching.

j. Identification of Writer

The grade or title and last name of the writer, the initials of the typist, and the telephone number of the writer and typist must be indicated below the printed word "Comment".

k. Body

The substance of the comment begins on the second line below the last line of the heading. Paragraphs are numbered and indicated like those of a military letter; margins are governed by the printed lines on the form.

l. Signature

Only the last name of the originator is typed printed or stamped, five (5) spaces to the right of the center on the fifth line below the last line. The originator signs above his typed-last name. If another person signs for the originator, the former will legibly sign his own family name, and write the word "For" in front of the typed name.

m. Enclosure

Enclosures are shown at the left margin aligned with the first line of the typed last name of the originator and are listed as in the military letter.

n. Duplicate Copies

Ordinarily two duplicate copies are prepared, one copy accompanies the original, the other kept for file or suspense control.

Exceptions:

(1) When the DF is sent from an office not authorized to keep records the copy for file will be eliminated.



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(2) In "multiple-address" DF, so many copies as the number of addresses plus one copy for file (if the originating office is authorized to keep records) will be made.

(3) An additional "Core-back" copy will be made when the preparing office so desires.

(4) No duplicate copies will be prepared when the originating office does not consider it necessary to keep a record thereof, and no reply to the DF expected. Only CGA is authorized to keep permanent files. All other staff sections will keep those records which they consider important in the performance of their functions, such as precedent and policies, as well as temporary records for suspense control.

o. Preparation of a Brief

(1) Use – A brief will be made in transmitting correspondence prepared for the signature of the CPCG. Correspondence referred to may be in the form of military letter, endorsement, DF, etc. A brief need not be prepared when the basic correspondence clearly states the background and complete action and thus the making of a brief becomes superfluous.

(2) Who should prepare the Brief – As a general rule, the staff section to which a correspondence is referred to for appropriate staff action or who initiates action will prepare the brief as a part of completed staff action.

(3) Format – The preparation of the brief should conform in accordance with para c hereof, except that

(a) The DF is addressed to the Official (CPCG). It is preferred not to address the DF TO or THRU SCGS

(b) The body of the brief generally consists of three numbered sections, namely, SUMMARY, COORDINATION and RECOMMENDATION.

1. Summary – The summary may include a synopsis of the basic request, a statement of the problem, the facts or background of the subject, and/or a concise discussion of action taken to include pertinent laws, regulations or precedents.

2. Coordination – The Coordination will contain a synopsis of the coordination made by paraphrasing the comments of staff section concerned. When no coordination is made (because it is not necessary) this action will be omitted and the RECOMMENDATION becomes the second section.



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3. Recommendation – The recommendation will state clearly and concisely the specific actions recommended. Alternative recommendations are not made.

(c) Concurrence or notation of the staff will be typed or stamped at the lower corner of the brief.

(d) Non-concurrence will be written on a separate DF addressed to the action officer who prepared the brief. If the action office favorably considers the non-concurrence, brief will be revised accordingly and returned to non-concurrence office. If the action office, however, cannot accept the non-concurrence, the DF containing the non-concurrence, together with the original brief and relevant paper, will be sent directly to the Chief of Staff.

p. Preparation of DF

Any staff section to which a correspondence is referred for action will, as far as practicable, make the complete staff action to include the preparation of the necessary reply or endorsement for signature of CPCG.

(1) When the action includes a prepared letter or endorsement to be signed by CPCG, such correspondence will be transmitted to him under a covering brief (in the format described above) to be signed by the C/S. If this brief sufficiently covers the background and action taken that it is also a clear and concise informative summary for the C/S, no other brief will be made.

(2) If the brief format is merely informative and is not accompanied by a correspondence prepared for the signature of the CPCG, the body of the comment will be written in the following sequence.

(a) First paragraph will be the reference to basic request or directive, or the reason or background why the DF is made.

(b) Succeeding paragraphs will contain clear and concise information regarding pertinent action or action taken. In this case, the preparation of a brief for the signing official (C/S) is discretionary on the part of the action section.

q. Use of Personal Contact and Telephone

Whenever practicable the transactions of official business will be expedited by the maximum use of personal contact and local telephone. The gist of oral comments may be included in the typed or handwritten comment. Whenever necessary however, brief memorandum for record will be made covering oral discussions and will be incorporated in the official records.

r. Completed Staff Action



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In the Interest of economy and expeditious action, action offices are enjoined to habitually put into practice of completed staff action. Specifically, papers reaching SCGS for approval and/or signature of the C/S, DPCG or CPCG prepared in sufficient copies and properly arranged.

Fig. 32 Disposition Form

DISPOSITION FORM		(SECURITY CLASSIFICATION) (STAMPED OUT)	
FILE NR. DCS-ODF-0207-010	SUBJECT: Entries in Disposition Form		
TO: CPCG	FROM: CCGS	DATE: 01 Aug 00	COMMENT NR. _____
VIA: VCO		LTJG CALDERON/itm-1234	
VCA			
			_____ DCS-O _____ DCS-RM

SUMMARY:

1. References:

- (a) Relevant references needed in outlining the brief
- (b) Alphabetically arrange if more than one reference is require/cited.

2. A brief summary of the text will be placed in the following paragraphs immediately below the Ref line.

COORDINATION:

3. Coordination Line will be entered if necessary and/or as required.

CONCLUSION:

4. A Concluding line will be entered when the originator so desires or called for in the brief.

RECOMMENDATIONS:

5. Course of action as recommended by the originator.

3 Encls: (Enclosure Line)

---- AGUSTIN ----

NOTE:



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1. (SIMULPATCH) – Abbreviation for Simultaneous Dispatch shall be placed below the last addressee if the requires expeditious comments from addressee. It should always contain a target date, e.g., request TD. Multiple copies shall be attached according to the number of addressees.

2. (IN-TURN) – IN-TURN shall be placed below the last address if the DF requires the comments of the addressee. Comments shall be attached at the last page of the communication subject to study of addressees. A target date (TD) likewise will be indicated. This is a Special Study type of DF.

4-13 PERSONNEL ACTION FORM

a. Definition and Purpose

The Personnel Action Form (AGO Form Nr. 110) will be used to request, recommend, direct, or report any personnel for which no other standard form is required. It may be used between sections of a headquarters as well as between all parts of a command through regular correspondence channels.

b. Transmittal of form no. 110

Will be by brief endorsement (comment) on the form itself. Additional covering letter or other transmitted device will not be used. Addresses should be included only when needed to avoid confusion.

c. Overprinting of form no. 110

May defeat the purpose for which the form was made, and should be done only under unusual conditions.

d. Preparation

All entries on form no. 110 should be brief and to the point. In most routine personnel actions, few items of personnel data together with approvals or disapprovals of the commanding officers concerned are all that are needed to complete the action.

e. How to fill-up PCG AGO Form 110.

(1) File Reference – Indicate file number of correspondence.

(2) Date – State date, month and year form is prepared.

(3) Indicate as to whether the correspondence is a request, recommendation or a direction by putting "X" in appropriate box.

(4) To – Specify official designation of addressee, using authorized abbreviation.



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(5) From – Specify official designation of individual that prepares the form. If correspondence being prepared refers to person preparing it, specify name, rank, serial number.

(6) Item 1 – Name, Grade, SN, Unit and Station – Indicate full name of the correspondence, PCGSN, unit and station.

(7) Item 2 – Nature of Action (and authority, if applicable) give a brief of the nature of the correspondence and specify pertinent reference, basis of authority, if applicable.

(8) Item 3 – Reasons for Action – Give reasons for the request, recommendation, directive, report, etc., briefly but completely. Do not sacrifice for brevity.

(9) Item 4 – Supplemental Data (as required) – Mention important data which are required by rules and regulations and are pertinent to request, recommendation, report, etc.

(10) Item 5 – Enclosures – Enumerate all the enclosures to be attached.

(11) Signature – Indicate name, PCGSN, branch or service under the signature of originator.

(12) Processing Actions – This portion of the form consist of the following:

(a) Number – The first or office not on the form shall enter “1” in this column to indicate their order to actions.

(b) Comment – Specify official designation of person action on the correspondence, official designation of person to whom it is in turn referred to; and indicate date when the action is made. This portion shall contain brief, recommendation, suggestions or action of the endorser such as: “Approved”, “Disapproved”, “Concur”, “Recommends Approval”, “No Objection”, etc. If the endorser is non-committal, no recommendation or suggestion shall be entered. Enclosure added or withdrawn shall be indicated.

(c) Signature – Name, rank, branch or service and official designation of endorser shall be indicated in this column. He signs over his printed name.

f. Copies

Carbon copies normally should be prepared on plain white or colored paper and stamped or otherwise marked “Personnel Action”.

g. Abbreviations

Authorized or commonly know and accepted abbreviations should be used.

h. Personnel Action for which Form No. 110 will be used



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Some personnel actions which Form No. 110 will be used are listed. However, use of Form No. 110 is not limited to those actions listed. Every effort will be made by local commanders to make use of Form No. 110 for other routine actions.

(1) Form No. 110 will be used in accordance with para 1a to make an application (request) or recommendation for any of the following actions.

(a) Claims for RA no. 610 (Death gratuity of P3, 000.00) Sec 699 RAC (Gratuity equivalent to three months salary); RA No. 30 (Death gratuity *equivalent to one year salary but in no case less than P10, 000.00*); and Executive Order s-41 Reimbursement or burial expenses.

(b) Claims for RA no. 610 (Disability Pension)

(c) Claims for RA No. 340 (AFP Retirement Law)

(d) RA NO. 340 (posthumous Retirement)

(e) Discharge of enlisted personnel.

(f) Promotion of enlisted personnel.

(g) Reduction of enlisted personnel.

(h) Resignation of officer

(i) Retirement of officer

(j) Retirement of Enlisted person

(k) Transfer of enlisted person

(l) Transfer, assignment and reassignments of officers.

(2) Form No. 110 will also be used to make an application (request) or recommendation for any of the following actions controlled by local directives:

(a) Advance Pay

(b) Assignment to post schools

(c) Board Action

(d) Entries or correction in personnel records

(e) Change of MOS

(f) Disciplinary action



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- (g) Delinquency report
- (h) Efficiency report
- (i) Examination of my type
- (j) Immunization
- (k) Separate rations
- (l) Orders or amendments to orders
- (m) Transportation
- (n) Weapons qualification

(3) Form No. 110 may be used to order any personnel action when no other type of order is specially required. For example: To release an unsentenced prisoner from confinement, to transfer a person between units of the same parent organization when no travel is involved, to make a duty assignment, etc.

(4) Elimination of Local Forms – As many local forms and letters as possible will be eliminated through maximum use of form no. 110.

Fig. 33 Personnel Action Form

File Ref.		PERSONNEL ACTION FORM		Date: 05 Aug 00	
☐ Request	☐ Recommendation	☐ Directive	☐ Transmittal		
To: Commander, CGETC Attn: T-1 VIA: Superintendent, CG School		From: DEMETRIO S CALDERON LTJG PCG			
1. Name, Grade, PCGSN, Unit/ Section DEMETRIO S CALDERON 0-123456 PCG Coast Guard Education and Training Command Muelle dela Industria, Farola Compound Binondo, Manila		2. Nature of Nature (and authority if applicable) Fifteen (15) Days Vacation Leave, Request for eff 15 – 30 Sep 00			
3. Reason for Action a. To settle family problem		4. Supplemental Data (As required) Address while on leave:			



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b. For favorable consideration

Sangley Pt., Cavite City

5. Enclosure

LTJG DEMETRIO S CALDERON PCG
(Signature of Originator/Typed Name)

PROCESSING ACTION

NO:	COMMENT	AUTHENTICATION

PCG AGO FORM 110

4-14 STAFF RADIO MESSAGE

a. Purpose

To prescribe the procedure of preparing staff radio messages sent in the name of the CPGC or Commanders of subordinate units.

b. Procedure

(1) Outgoing Dispatch – Fill up the blank spaces with the following information opposite the different items.

(a) From – The official designation of the originator. However, if the message is addressed to an individual or agency outside the PCG establishment, the full title of the originator must be used.

(b) To – The official designation of the action addressee. Messages should be addressed to Unit Commander and not to staff section.

(c) Info – The official designation of information addressee(s). Info addressee is not required to take action on the message.

(d) Approved By – The typewritten name and written signature or initial of the approving officer (head of the unit/office/section drafting the message).



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(e) Drafted By – The typewritten name and written signature or initial of the person who actually prepared the message.

(f) Released By – The typewritten name and written signature or initial of the duly designated officer to release messages for the unit/office/section other than the approving officer.

(g) Security Classification – The degree of security afforded (Top Secret, Secret, Confidential, or Restricted) the message within the definition set forth in prescribed regulations. Those bearing no classification should be marked Unclassified.

(h) Precedence – The relative order in which the message should be handled with respect to time. Precedence designation is discussed in para e below.

c. Reference Data

For Identifying the originating office, quick reference and easy accounting of messages, radiogram sent in the name of the commander shall bear a reference data placed at the beginning of the text immediately after the first long break BT. Reference data will consist of the word CITE, office control symbol, and two groups of numbers separated by a dash sign to indicate the current responsible for assigning and maintaining consecutive numbers of radiograms emanating from that office. Assignment of office control symbols for HPCG staff is covered by appropriate HPCG Circular.

Example: 28th radiogram originated DCS-O on the month of August 2007 drafted by Operations Section addressed to CO, AE-891 should read:

From: Commandant, PCG
To: AE-891

BT CITE DCS-O-0807-2X PRCD IMTLY AREA JULIET X
REPT KING MIDAS . . . BT

d. Drafting the Text

(1) Staff preparing the message must observe:

(a) Clarity – must be written in easily understood words to convey what the drafter wants. It must be interpreted as having only one meaning to avoid misunderstanding.

(b) Brevity – must be brief, consistent, and with charity. Eliminate all unnecessary words like commonly used conjunctions, prepositions and articles



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such as AND, FOR, BUT, IN, ON AND THE, unless essential to the meaning of the message. Authorized abbreviations in appropriated service publications should be used ensuring that no uncertainty will result.

(c) Completeness – must answer all the essential facts. Incomplete information will result to follow-up messages asking for additional details.

(d) Punctuation – it shall not be employed unless necessary to the sense of the message. When it is considered essential, the abbreviations as listed below shall be used:

PERIODS - - - - -PD	PARENTHESIS - - - - - PAREN
COMMA - - - - -CMA	QUESTION MARK - - - - - QUERY
COLON - - - - - CLN	DECIMAL POINT - - - - - PT
SEMI-COLON - -SMCLM	PARAGRAPH - - - - - PARA

(e) Numbers – Arabic numerals appearing in the message shall be transmitted and recorded in Arabic characters. Spelled out numerals shall be transmitted and recorded in plain words (spelled out). In general, numerals in the text whether Arabic character or spelled in nature will be transmitted and recorded as they originally appear in the text of a message.

(f) Repetition – words may be repeated to prevent errors. It shall not however, be reported solely for the purpose of emphasis.

(2) Reference normally consist of YOUR, MY, or the abbreviated title of a third party, followed by the reference date or date-time group of the message or serial number of a correspondence in addition to serial number. It is often advisable, especially, when it is not a recent issue or when subject can not readily be identified from the content of the message.

(3) When making reference to a message which does not contain any originator's reference date, the CITE No. will be used.

(4) When reference is made to a reference date or date time group other than the current month or year, additional information on the month or year of the referred message should be included.

(5) The following abbreviated forms for reference are authorized

MYRAD	(My radiogram)	URAD	(your radiogram)
MYMSG	(My message)	URMSG	(Your message)
MY LTR	(my letter)	URLTR	(Your letter)
REMY	(Ref my)	REUR	(Ref Your)



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e. Precedence Classification

(1) Responsibility – The assignment of precedence to a message is the responsibility of the originator and is determined by the subject. It does not indicate the action to be taken by the addressee or the precedence designation to be assigned to the reply. Such instruction if necessary should be included in the text or in other special orders.

(2) Significance – Precedence designation is employed to indicate the relative order in which message is handled with respect to all other message. It indicates:

(a) To the Originator – The required speed of delivery to the addressee

(b) To the communication Personnel - The relatives order of handling or delivery.

(c) To the Addressee – The relative order in which he should take action on the message

(3) Assignment – It is important that a message should not be assigned a precedence designation higher that what is required to ensure that it will reach all addressees (a) on time – Appropriate use of the various precedence designations is determined by careful consideration of the following:

(a) Flash (Z) – This precedence I reserved for initial enemy contact reports or special emergency operational combat traffic. This traffic must short reports for special emergency situation of vital importance.

(b) Emergency (Y) – Reserved for amplifying reports of initial enemy contact or for message required in current implementation of tactical actions, and in situations which gravely affect the national security or concerning distress which demands immediate delivery to the addressee

(c) Operational Immediate (O) – Reserved for important tactical messages pertaining to the operations in progress or for important administrative messages having an immediate bearing on tactical operations and when necessary, these messages concern the immediate of ships, aircraft or ground forces.

(d) Priority (P) – Reserved for important messages which must have precedence over routine traffic. This is the highest administrative precedence in nature.

(e) Routine (R) – To be employed for all types of messages which justify transmission by rapids means but which will admit delay necessary for transmission of message of higher precedence.



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4-15 RADIO MESSAGES BY COURIER DISPATCH

a. Purpose

(1) Radio messages by courier dispatch from shall be used to facilitate transmission of information/directives to units whose location are not distant from originator and to expedite dissemination of message which requires immediate action.

(2) Courier Dispatch shall be used only when requiring immediate action.

(3) Safe handling of classified information to ensure that the message has been received and acknowledged by the addressee.

b. Uses

It shall be used only to subordinate units inherent to the command and shall contain information which are directive in nature and requiring immediate action.

(1) Readiness Condition e.g., Typhoon Alert, Red Alert, and White Alert.

(2) Changes in details (Daily Bulletin)

(3) Reminder to suspended/pending requirements e.g., submission of report and requiring reports

(4) Unexpected activities e.g., VIP visits, conferences and meetings, etc.

c. Instructions in accomplishing a Courier Dispatch

(1) DTG – A group consisting of the date, time and year the message has been drafted.

(2) FROM – Abbreviated designation of the originator.

(3) TO – Addressee(s) of the message normally in abbreviated form.

(4) INFO – Information addressee(s) in abbreviated form.

(5) CLASSIFICATION – Appropriate security classification of the message. Designation and handling will be in accordance with prescribed regulations.

(6) BT – Long Break, to indicate the beginning and the ending text of the message.

(7) SCTY CLASS – As appropriate, the type of security classification shall follow after BT.

(8) CITE – A group of letter symbols and numbers signifying the file/control number of message that has been transmitted within the month of the current year.



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SAMPLE: CGWCEISS-090-003

Office Symbol (CGWCEISS)
Month of September
Year: 2000
Msg number or the third
Msg sent in September 2000

(9) BY DIRECTION – To be used in accordance with Sec. 1-6, Chapter 1.

Fig. 34 Courier Dispatch

COURIERDISPATCH

DTG: _____

From: CCGETC To : CO, CG School Info: CO, TSG Classification: CONFID
CO, WEIECS

BT . . . CONFID X CITE T1-0980-123 X THIS COURIER DISPATCH SHALL BE
ACCOMPLISHED IN ACCORDANCE WITH THE PRESCRIBED
PROCEDURES SET HEREIN X BE GUIDED ACCORDINGLY. . . BT

A B Caluyag
By Direction

4.16 ROUTING SLIP

a. Purpose and Use

(1) The principal purpose of a routing slip is to transmit papers from office to office within a headquarters or from section to section within an office. It is never to forward papers to an agency outside of the headquarters. The routing slip is used to speed up transmittal or correspondence direct to action section, without using a DF or a



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formal endorsement. However, when it is faster to stamp a comment on the DF or basic paper and the comment is intended to form a part of the record, the routing slip will not be used. This is usually applicable in transmitting to CGAO signed papers for dispatch or records for file. Routing slip is accomplished in handwriting.

(2) Routing slip is used for interoffice routing for the purposes indicated by the remarks printed on the form. It may contain informal comments which are not intended to be forwarded beyond the addressee on the slip. Since the routing slip is ordinarily not filed, it will never be used for approvals, disapprovals, concurrences, nonoccurrence, or other important actions or documents, even though brief. This type of action is placed either on the basic paper itself or on a DF.

b. Procedure

(1) Fill up longhand. Use abbreviations to the maximum.

(2) The second person using the same slip will fill up the "To, From, Date, and Sender's last name" on line 2, cancel the first check and then re-check the new appropriate remark of comment, as required.

(3) Priority Cases – Ordinarily, plain white routing slip will be used. But a pink routing slip will be used in transmitting communications demanding immediate action. A pink routing slip will thus indicate that the paper to which it is attached must be given priority.

(4) Time stamps will not be placed on the routing slip but on the papers to which it is attached.



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CHAPTER 5: TECHNICAL PAPERS

5-1 TECHNICAL PAPERS

Among the routine tasks a staff has to perform is the preparation of technical papers. Technical papers involve considerable knowledge, skill and judgment in preparation and organization in order to provide the commander or head of office, practical use of a voluminous paper out of the brief submitted by you. However, they should not be limited to a brief summary alone but should contain pertinent data needed by the decision-makers, like findings, discussions, recommendations to include alternative solution as well.

This chapter discusses some general guidelines in the preparation of technical papers which will provide staff officers the broad knowledge and techniques in preparing technical papers where deviation from standards format or set of rules has to be applied for production of viable reports and/or documents as a ready means for decision/referral.

5-2 BRIEFS

Senior commanders and executives cannot take the time to read page after page of a document or material. They more likely would appreciate accurate summaries that are phrased in clear and readable form.

You may be asked to prepare such a summary or brief. If so, the following suggestion will help. These suggestions will also help you brief materials for own use.

a. Seven (7) Steps to Expedite a Brief.

(1) Read the entire report to determine the scope and the point of view. If the material is difficult, study it until you are sure of the main ideas.

(2) Underline important sentences or phrases in each paragraph. The underline material should tell what the paragraph is about. Avoid asides and extras but retain all major thoughts.

(3) Write the underline sentences or phrases in the order in which they appear. As far as possible, keep the author's emphasis and his original plan of organization. (In a resume, subtract, or paraphrase, to summarize in your own words and therefore often change the order. In a brief, you follow the author's order of presentation).

(4) Condense by eliminating unessential words and phrases by substituting one sense to do the work of two or three, by discarding illustrations and anecdotes and by making generalization to cover such data as statistic.

(5) Put the authors material in own words, if this help the condensation. Use easy words and simple sentence structure. Do not put too many ideas into too tight a package. A style that is too clipped makes for hard reading. Make your sentence complete, and do not leave out the verbs.



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(6) Show relationship of ideas by transition. Tie the materials together so that the reader can progress easily from one idea to the next. A series of short unrelated statements makes stumbling reading.

(7) Judge the length of your summary by the needs of the user. You may have to write and rewrite in order to satisfy him and still show the authors intent.

b. Example of Briefing an article

(1) The following illustrate the 3 phases of briefing an article.

- (a) Underline key sentence
- (b) Combine underlines sentences
- (c) Prepare finished summary

(2) Here are 3 hints to make the process easier and more effective.

- (a) Read the entire article, letter, or report before starting to underline sentences. Get the whole picture first; and think to yourself; what do we need from this materials? What interest us? What do we want to know?
- (b) If you have a yeoman or secretary, let him or her type the underline sentences. (This is mechanical job you can delegate).
- (c) Do not be afraid to smooth out and reward the summary. Make sure to include what your superior needs to know, but do not slant your words as that the article obviously says something different from what the author intended.

(3) The accompanying article is from a Coast Guard Training Bulletin. Examining it, you see that it appears to be written with several purposes in mind: to report a conference, to show how careful the preparations, to indicate the importance of the event, to improve that the personnel involved were competent and representative of the navy and to promise that appropriate result would be forthcoming.

Fig. 35 Briefing an article

During October, a conference was held . . . for the purpose of reviewing Group IX Aviation ratings . . .

Representative from 14 commands were present in addition to the Coast Guard Personnel and the Coast Guard Examining Center.

The mission was five fold:

- (1) To establish validity of the equals requirements for aviation ratings;



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- (2) To evaluate . . . bibliography . . .
- (3) To review . . . Coast Guard Peers Training Courses
- (4) To evaluate the rating requirements . . . for the development of advancement examinations . . .
- (5) To provide coordination . . .

The most qualified senior petty officers available in their ratings field were assembled. There was one panel for each the 15 group IX ratings. Each panel consisted of senior petty officers from the Coast Guard Examining Center, the Coast Guard Training Publications Center, the Coast Guard Aviation Group Technical Training Command and the Fleet.

Prior to the conference, each participating activity . . . convened local conferences . . . This procedure insured that conference would be well informed . . . and better prepared to discuss . . . recommendations at the general . . . conference.

Rating panel advisory groups composed of selected officers and civilians assisted the rating panels . . . evaluated the rating panel proposals . . . and advised them as to adherence to guidelines.

The reviewing committee . . . including the officer and civilian representatives from all participating commands . . . to provide guidance to the panels, to review submitted recommendations for proper composition . . . The reviewing committee did not approve disapproved the rating panel recommendations . . . they served as adviser and counselors . .

Crux of the conference center on the Manual of Qualifications for Advancement in Rating . . . Questions which the panelist asked . . . were: Does the scope of the rating adequately describe the fields in which he rates operates? Should anything be added or deleted? Should wording be change? Should the qualifications be divided or combine? Is the pay grade appropriate? Are the qualifications assigned to the proper series?

The conference also provided a means of associating the rating requirements to the jobs actually performed . . . its recommendation should add validity to advancement examinations and should help ensure that these examinations select the most qualified personnel for advancement.

Now, you smooth what the experts said into a neat summary that tells the average officer what he needs to know about the conference and that signals to the specialist that an article is available on the subject of aviation ratings, advancement qualifications and examinations and rating conference.

Your finished summary might appear as follows:

AVIATION QUALIFICATIONS AND TRAINING CONFERENCE

In October 1957 Navy wide representation was provided at a conference sought to-

- (a) Establish validity of aviation qualifications.
- (b) Evaluate bibliographies.
- (c) Review Coast Guard Training Courses.



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(d) Provide coordination of all pertinent efforts.

The conference used three levels of panels or groups. A panel of qualified petty officer was established for each of the 14 Aviation Ratings. These panels were backstopped, guided, and helped by rating advisory groups and by a reviewing committee, consisted of officer and civilian representatives.

Crux of conference was the Manual of Qualifications for Advancement in Rating. The committee analyzed the rating to see whether they adequately describe the work of the rates. They checked the wording, appropriateness of pay grades, and correctness of the qualifications.

The conference developed recommendations, which when approved and implemented, should result in general improvement in the aviation training, inclusion of requirements and relation requirements to jobs actually performed. The recommendations should also see the validity of advancement examinations and help ensure that the examinations select the best qualified men for advancement.

5-3 REPORTS

There are many kinds of reports. They come in long form, short form, letter form, memo form, spoken form and the staff study. The list includes information reports, research reports, long form reports, scientific papers, public information reports and accounting reports.

The purposes of the different forms of reports may vary as such from a one-page tabulation of figures to a 100-page report on engineering capabilities. The discussions here are confined to some general statements applicable to most reports including the staff study.

a. Report Approach

A common error in report writing is to write from the standpoint of what you, the author, wants to say on the subject. The results of such an approach can range from a rambling inquisition leaving the reader still hoping for an answer.

The reader thinks of questions such as: How are we doing? How much offer should we expand? What courses of action are available? How much will the proposal cost? Where can we get help? What do groups A, B, and C think of the matter? Are we ahead or behind in comparison to last year? A report should be written from the reader's standpoint: What does he need or want to know about a subject? Viewed in the light (i.e., a report giving information to a person who asked for it), modern practice puts the conclusions and recommendations at the beginning.

A reader who expects an article will be bored by a report. A reader asking for a simple report will be frustrated by a thesis or article. In some instances, the reader already knows a lot on the subject and is looking only for the figures or for a list of procedures. He may also want to know how the conclusion or recommendations were reached. If so, then a word about method and sources should appear near the beginning of the report.



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Many officers find difficulty in organizing a report focused on the conclusion and recommendations. They feel that the reader should first be prepared by all the facts and discussion before the answers are sprung on him or they insist that the reader sees how the answers were achieved. However, most readers of reports have learned to turn directly to the recommendations whether at the beginning or at the end of the report. Usually the man who asked for the report make sure that the method of approach and compilation of information is appropriate to the subject.

b. Short Form of Reports

(1) The guiding principle on report writing is:

Cast your final draft in a form that immediately shows the reader the information he is seeking. Do not be afraid to put your conclusions and recommendations by themselves on a page at the beginning. If the readers want to know more, they can go further into the body of your report.

(2) A report may be in one of the following forms, as well as any number of variations of the four.

(1)

Introduction
Findings
Discussions
Details

(2)

Introduction
Summary
Procedures
Result

(3)

Introduction
Recommendations
Discussions
Appendix

(4)

Introduction
Abstract (may come first)
Conclusions
Recommendation

(3) Note that the same terms appear in different positions in different reports. Two considerations govern the positioning of these terms in a report:

(a) The reason for the report.

(b) The type of report-fact-finding, inquiry, technical, non-technical, and with recommendations, and the like.

(4) The core of your report, located in position right after the brief introduction, should contain the key information that was requested. If your superior asks for recommendations. (e.g., How can we improve parking facilities on the base?), you would make that the first topic after the introduction. If your superior want findings to confirm on ideas of his (for example, "Is there a parking problem on the base"). You would put that in the beginning. Other materials can be placed after the key item – e.g. How you went



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about finding the answers. Include appendixes of information if necessary. As we said earlier, the final form of a report should be what is most serviceable to the reader.

(5) The basic though process or working approach by the writer in preparing a report is:

- (a) State the purpose
- (b) Obtain information
- (c) Analyze the information
- (d) Make conclusions and recommendations

c. Long Form of Reports

Coast Guard officers rarely are called on to prepare a long form report in detail as shown in the accompanying example. Many of the steps listed are required in report writing, though they may not appear under formal labels in the final report. Also, many officers, on occasions, recommend approval or disapproval of reports prepared by civilian organizations. The sample outline for long-form reports can be the guide for any long reports required of you, or a checklist of reports prepared by others.

When you write a report, remember that the...

- (a) Form use by the organization should be followed.
- (b) Report should be oriented to the reader or the man who asked for it. Answer his problem not yours.
- (c) Purpose of the report is to present the recommendations or summary information to the man who can use them – not to show what a deep scholar or clever writer you are. Do not tell your troubles, problems, or desires.

5-4 REPORTS OF INVESTIGATION

a. General

(1) A complete record – A report of investigation, to be complete, must recite the authority for making the investigation and contain all the testimony and all the documentary and physical evidences (If appropriate) upon which its conclusions and recommendations are based. Testimony and evidence are included in their entirety for the appointing authority. The investigating officer may be inclined to edit his record by excluding certain documentary evidence or the testimony of certain witnesses, as not being valid. This is not strictly a part of his mission, for his functions do not include ruling in the admissibility or validity of the evidence. Should he undertake to suppress any portion of it, he may deprive the reviewing authority of some item vital to their appraisal of the case. However, evidence which is completely irrelevant should not be included in the report.



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(2) Importance –

(a) The investigating officer must realize that the report of investigation is an important document which requires great care in its preparation. The report is important because it usually affects the future of the person under investigation or it may result in a change of policy. This alone demands that it be impartial and complete. When it affects a policy, it must be accurate and dependable. In any event it must present the facts to the commander so that he can take whatever action may be necessary.

(b) An investigation, does not necessarily sustain the charges or allegations upon which it was based. Frequently, such charges and allegations are untrue. In such cases, the obligation to prove them is when they are true. The report on investigation must reflect all ascertainable facts and must be accurate, reliable and impartial.

(c) The requirements of report investigation, in addition to those set forth above are –

1. It must be intelligible;
2. The subject matter must be systematically arranged;
3. The statements and reference must be correct.

(3) Types of written reports –

There are two (2) types of written reports – single allegation or a number of related allegations.

(a) The multiple type report normally is used when there are numerous allegations or when the subject matter of the allegations is complex. The form of report has been defined as a “report within a report” since each allegation is considered and treated as separate matter within the body of the entire report.

(b) Each report is a formula, written document with sworn testimony and necessary exhibits appended.

b. The Report

(1) Form of the Report –

The report consists of seven main subdivisions as follows:

- I. AUTHORITY
- II. MATTERS INVESTIGATED
- III. BACKGROUND



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- IV. EVIDENCE
- V. DISCUSSION
- VI. CONCLUSION
- VII. RECOMMENDATIONS

Each paragraph of the report is numbered consecutively proceeding in numerical order from the first paragraph under Authority to the final paragraph under Recommendation.

(2) Reason for Arrangement – The use of the standard forms greatly facilitates the appraisal and utilization of reports by the reviewing authority. The recital of the evidence at the outset of the report presents the subject matter to the reviewer and prepares him for the discussion and conclusions. Further it assists the investigating officer in reaching sound conclusions and appropriate recommendations. The investigating officer assembles and records the evidence as an essential preliminary to writing the report. He is then in excellent position to draw valid conclusions and to make satisfactory recommendations.

(3) Authority – The initial section of the report cites the authority for the investigation. This section also states concisely when and where the authority (directive) for the investigation was made. This section refers to the authority (directive) for the investigation and normally is attached to the report as "Exhibit A".

(4) Matters Investigated – This section contains the subject matter of the investigation. Each allegation is stated separately.

(a) Where names of persons are given, whether service complainants or subject, it is important to recite the full name, service number, rank and title, as for instance, "Alleged improper conduct on the part of LCDR Juan P. Blanco, O-6028 PCG, Coast Guard Operating Forces, Coast Guard Base Farola, Muela Dela Industria, Binondo, Manila". Thereafter, he may be referred to in the "Conclusions" or "Recommendations" of the report, the full name, service number, rank and title are again stated.

(b) If the investigation is a continuation of a previous investigation, this section contains a resumé of the former investigation (together with its results) and states events leading to the current investigation.

(c) In referring to the matters under investigation, the word "Alleged" should be part of LCDR Juan P. Blanco PCG, etc.

(5) Background – In some cases it may be necessary or desirable to present a brief resumé of current or past conditions or events to permit a clear understanding of the matters covered in the report. In such cases, a "background" section may be included following the section on matters investigated.

(6) Evidence – This section is one of the most important sections of the entire report.



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(a) This section should contain summaries of all pertinent testimony and other evidence. This is not the place for statements of the investigating officer setting forth all the evidence, for and against, which he considers in reaching his conclusions.

(b) Generally, the evidence should be set forth in the same order as the allegations. However, it may be understood as a reviewer to follow a chronological development of the facts. Sometimes chronological order may not be the best if two or more locations or allegations are involved. It may be better to present the facts chronologically for each location or allegation.

(c) Descriptions of objects or areas visually observed by the investigating officer, identified as such, are also properly summarized here. Descriptions of objects or areas are more valuable when measurements are included and even more valuable are photographs of the objects or areas included in the exhibits.

(d) Every statement of evidence must be supported by the record. This is reflected by reference, in parenthesis immediately following the statements, to the particular exhibit upon which the statement is based.

(7) Discussion – This section is the means by which the investigating officer weighs the evidence, introduces his own judgments and observations, and arrived at his conclusions. It is a narrative in which the investigating officer gives the reviewer certain corollary information to assist in evaluating the applicability of the conclusions.

(a) In the discussion section, mitigating, extenuating or explanatory circumstances are set forth with comments. In addition the views of the investigating officer concerning the credibility of individual witnesses are presented here. For example, if Jose Santos, who has given strong evidence adverse to some individuals, is reported to the investigating officer as untrustworthy by a responsible person, this knowledge may be conveyed to the reviewing authority. The reluctance of a witness to testify may be reported. The failure of the Commanding Officer or other person to assist in carrying out the mission may be mentioned. Other similar irregularities should be included in this section.

(b) Where the determination of a conclusion has been difficult, the inspector general should state the reason which promoted his determination, especially where the evidence has been in conflict.

(c) When the conclusions are obvious, no discussion is necessary.

(8) Conclusion – This section contains the conclusion which the investigating officer has formulated after considering all the evidences, and must be consistent with the discussions.

(a) For example, an investigation into the alleged poor morale within a station which resulted from an letter to the CPCG from a member of the station revealed that 62 personnel thought the morale was high and 8 personnel, one of



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whom was the complainant, with disciplinary records thought the morale was poor but could not state the reasons for their opinions. Such a situation would warrant the punishment upon the complainant.

(b) The investigating officer must make sure that his conclusions are complete and all essential statements are set forth to enable evaluation of the recommendations that follow. One or more conclusions are made to each allegation investigated.

(c) In formulating his conclusion, the investigating officer will not merely repeat evidence in different words. Since the reviewer has already read the evidence and discussion, he should understand the conclusions.

(9) Recommendations – This section contains the specific recommendations for the action to be taken by appointing authority or subsequent action by others. The recommendations must be consistent with the conclusions; they are directly dependent on the credible evidence. The investigating officer uses this section to effect a complete disposition of the case, including all allegations, whether proved or disapproved by the evidence. He recommends only that appropriate actions be taken in punitive cases. In other cases, recommendations may vary from minor administrative action to the formulation of change of policy. He must avoid a recommendation which, if approved by the commander, would constitute prejudging a matter which can properly be adjudicated only by prescribed court or board procedure.

(10) Index of Exhibits – Having completed the report, the investigating officer prepares an index of all exhibits identifying each exhibit by an appropriate letter symbol. Normally, the directive for the investigation with its allied papers is labeled "Exhibit A, the testimony is designated as "Exhibit B", and the other exhibits are marked alphabetically beginning with "Exhibit C".

(11) Index of Witnesses – An index of witnesses, giving full name, rank, organization and service number, or in the case of civilians, title and employing organization and address of each witness, followed by the page numbers on which his testimony appears immediately precede the transcript of testimony (Exhibit B).

(12) Submitting the Report – The investigating officer must review his report and make necessary corrections after it has been prescribed, assembled, and the exhibits tabbed. In the absence of instructions from higher authority, the number of copies to be prepared is left to the discretion of the investigating officer. An original and four copies are usually sufficient. When finally completed, the investigating officer signs and submit the report for approval by the directing authority.

(13) Validity of the Report – The completed report must contain the evidence accurately portrayed together with the investigating officer's conclusions and recommendations. The reviewing authority may both concur in either the conclusion or the recommendations but this action need not be a reflection on the investigating officer handwork. Non concurrence by the reviewing authority is a separate action, No reviewing or other authority should compromise the independence of the investigating



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officer by suggesting what conclusions or recommendations should appear in the report and thus derogate the objectivity of the investigation.

Fig. 36. Format of an Investigation Report

FORMAT OF INVESTIGATION REPORT H E A D I N G

(Date)

From:

To:

Subj:

I. AUTHORITY:

1.

II. MATTERS INVESTIGATED:

2.

III. BACKGROUND:

3.

IV. EVIDENCES:

4.

5.

V. DISCUSSION:

6.

VI. CONCLUSION:

7.

VII. RECOMMENDATIONS:

9.

(Investigation Officer)



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5-5 MULTIPLE REPORTS

a. Purpose

The multiple reports is used for the purpose of clarity. In an investigation of allegation that are complex, unrelated, or numerous, it is preferable to use the multiple report. In such investigations, the enumerating of all allegations under the heading "Matters Investigated" and the presentation of the evidence relating to the allegation under the heading Evidence as in ordinary report, result in considerable repetition and difficult reading.

b. Form

(1) In the multiple reports, the "Authority" and background sections are similar to those described in the preceding paragraphs. The allegations are set forth in summary form only under the heading "Matters Investigated" but are stated in full under the special heading "Specific Allegations", evidence, "discussion (if appropriate), and conclusions. Under this heading each allegation is dealt within separate numbered paragraph containing the Sub-paragraphs shown below.

(2) Having disposed of each allegation to include any appropriate discussion, the investigating officer may deem it advisable to include a general discussion of the allegations as a whole. This may be done under the heading "Discussion" as in the ordinary report.

(3) If containing conclusions that are common to all or several allegations, normally they will be shown under section IV, "General Conclusion" rather than reported in the conclusion paragraphs of Section IV of the report. In addition, all conclusions upon which a recommendation is based will be shown under "General Conclusions".

(4) The recommendations section in this report is similar to that described in paragraph VI.

(5) Paragraph should be numbered consecutively throughout the report.

Fig. 37 Format for the multiple reports

- I. AUTHORITY
 - 1.
- II. MATTERS INVESTIGATED
 - 2.
- III. BACKGROUND (If appropriate)



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3.

IV. SPECIAL ALLEGATION, EVIDENCE, DISCUSSION (If appropriate) and CONCLUSIONS

4.
 - a. Allegation
 - b. Evidence
 - c. Discussion (If appropriate)
 - d. Conclusion

5.
 - a. Allegation
 - b. Evidence
 - c. Discussion (If appropriate)
 - d. Conclusion

V. GENERAL CONCLUSION

VI. RECOMMENDATIONS

c. Classification of Report

If the report of investigation contains confidential information, it must be classified in accordance with the provisions of prescribe regulations. A report of investigation that does not contain confidential information should be marked "For Official Use Only" because it is official and is an internal management tool of authority directing the investigation.

d. Action Relating to Reports of Investigation

(1) By Investigating Officer –

(a) The investigating officer has not completed his duties with the preparation and assembly of the report of investigation. The principle of completed staff action applies as much to Inspector General's report of investigation as it does to any other staff paper. Therefore, the investigating officer presents his commander with a document or series of documents which will require only the approval of the commander to carry out the action recommended. For example, the report might contain a recommendation that appropriate action be taken to correct a condition in the command or in a subordinate command. The completed case, when forwarded to the commander for approval, contains not only this recommendation but also a draft of the subordinate commander or staff officer with a further approval for dispatch. By approving the report the commander of investigation was made sets in motion all necessary action.

(b) The report of investigation is transmitted to the commander with a covering document containing a brief summary without a lengthy report of



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investigation. This document varies in form, dependent upon staff procedures adopted a particular headquarters.

(c) The investigating officer, having made an exhaustive study of an incident or condition in the process of his investigation, is the staff officer best qualified to advise the commander as to the adequacy or propriety of the corrective action taken. For this reason, the Inspector General should monitor the action directed as result of the investigation. This can be accomplished by directive requiring that reports of action taken, pursuant to the recommendations, be submitted to the commander approving the report attention: Inspector General. A case is not closed until reports of adequacy and decision made by the commander are reported and that no further action is necessary.

(d) When the report has been approved and appropriate implementing action taken, the investigation is closed. All pertinent documents are assembled in logical order in one file. Papers not necessary for this file but of explanatory or amplifying interest, may be okayed up a subsidiary "chit" file to be destroyed when no further need for them is foreseen. While the closing procedures may vary in each headquarters, the ultimate purpose is to file a complete history of the case and to destroy unnecessary or superfluous documents. Persons participating in an investigation should search their files when a case is closed to make sure they retained nothing pertaining to the case.

(2) By Senior Inspector General – In submitting the report of investigation to the directing authority the Senior Inspector General of the headquarters concerned will indicate his concurrence in the investigating officer conclusions and recommendations to his recommendations for charge.

(3) By Directing Authority – The directing authority reviews the report of investigation and approves, modifies or disapproves the recommendations. He directs the action to be taken. He forwards the report of investigation to another command when the case involves that command or to higher authority if it appears to be of interest to, or has been directed by higher authority.

e. Arrangement of Investigation Report and Exhibits to be appended

(1) After the investigating officer has finished writing his investigation report, all documentary evidence or exhibits shall be arranged in a definite pattern for the purpose of uniformity before forwarding same to the directing authority.

(2) They will be arranged as follows:

(a) Cover Page – The first page on top of the investigating report.

(b) Investigation report – This follows the cover.

(c) List of exhibits and index to witnesses.



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(3) Immediately following the last page of the investigation report or the page containing the Investigating Officers signature are the list of exhibits and index to witnesses. Since there are three types of exhibits which are marked as "A", "B", and "C", the list has to start from exhibit "A"-1, "A"-2 etc., then followed by "B"-1, "B"-2 etc., and then "C"-1, "C"-2 etc. but type has to be arranged consecutively and the nature of each exhibit stated briefly. As to the index of witnesses, the following have to be stated separately: Names of Witnesses, Exhibit Number and Question Number.

Fig. 38 List of Exhibits

Exhibit A-1 – Letter of -----	These are all its directives for investigation
Exhibit A-2 – Letter of -----	
Exhibit B-1 – Testimony of ----	Testimonies
Exhibit B-2 – Testimony of ----	
Exhibit B-3 – Testimony of ----	
Exhibit C-1 –	Other appendages to the report
Exhibit C-2 –	such as medical certification, letter of complaint, reports, etc.

INDEX TO WITNESSES

NAME	EXH. NR	PAGE NR	QUESTION NR
JOHN A	B-1	1-3	1-30
JOHN B	B-2	4-6	31-50
JOHN C	B-3	7-9	51-70
JOHN D	B-4	10-12	71-80

f. Arrangement of Exhibits

Under the list of exhibits and Index to witnesses, they should appear in that order as in the list of exhibits – meaning arrangement of witnesses should be according to the list of exhibit sequence.

g. Marking Pages

Each and every page (top and bottom of the report including the cover and all exhibits) should be marked CONFIDENTIAL before the report is sent to the directing authority.

h. Questioning of Witnesses



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(1) The logical first witness to be examined, if possible is the complainant or the individual known to have committed or submitted the allegation. Second to this are the contributory witnesses- the witnesses who are either the complainant nor the one to whom the charges have been made. The last witness to be called should be the accused or the person complained of.

(2) After the reading and explanation of the rights of the witnesses, the witness is sworn in, substantially as follows:

"Do you solemnly swear that in the testimony you are about to give, you will tell the truth, the whole truth and nothing but the truth, SO HELP ME GOD"

Fig. 39 Form for Appearance of Witnesses (PCG Personnel)

_____ (Date)

From: _____

To: _____

Subj: Appearance of Witness

1. Request that _____ be directed to appear before the undersigned to testify in the case re _____.

2. The appearance of subject _____ is required at place & date.

_____ (Investigating Officer)

Fig. 40 Form of Appearance of Witnesses (Civilian)

_____ (Date)

Dear _____



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I beg to inform you have been cited as one of the witnesses in a _____
In view of this, your presence is earnestly requested. Please see the undersigned at (time, date & place).

Your cooperation in the matter will be highly appreciated.

Yours truly,

Fig. 41 Form of a Sworn Statement (From a Witness)

SWORN STATEMENT OF JUAN DE LA CRUZ xxxxxxxx PCG taken by PO3 xxxxx in the presence of xxxxx at Fort San Felipe, Cavity City on July 20, 1999.

Preliminary – The witness is advised of the nature of this investigation and further informed him/her rights under AW____ advising him/her right not to answer any question that will tend to incriminate him/her or to make him/her the one liable nor to answer any question not material to the issue.

1. Q – After being informed of your rights stated above, are willing to give a free and voluntary statement?

A – Yes, Sir

2. Q – Do you swear to tell the truth, the whole truth and nothing but the truth so help you God?

A - Yes, Sir

3. Q –

A –

4. Q –

A –

5. Q – Are you willing to sign your statement consisting of _____ paper without being forced, coerced or intimidated?

A – Yes, Sir



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SN1 JUAN DE LA CRUZ

Affiant

SIGNED IN THE PRESENCE OF:

XXXXXXXXXXXXXXXXXXXXXXX

Witness

XXXXXXXXXXXXXXXXXXXXXXX

Witness

SUBSCRIBED AND SWORN to before me this _____ day of ____ at
_____.

Administering Officer

IMPORTANT:

1. If the testimony was to be made by the accused, his right "to remain silent and for counsel" shall be waived.

2. If the witness refuses to sign the statement, the following remark will be typed in addition to read: "We the undersigned, present while this statement as being conducted of the (responded) at _____ on _____ certify that the respondent refused to sign this statement which he willingly gave".



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CHAPTER 6: STAFF WRITING

6-1 THE PURPOSE AND NATURE OF STAFF WRITING

Commanders are called upon to solve a wide range of problems, demanding more time than is available to a single individual. One of the functions of his staff is to assist the commander in selecting and executing effective solutions to these problems. In order to obtain an accurate picture of a problem, the commander ("directing" authority) assigns it to one of his staff officers. Such an assignment is called a staff study. It requires the staff officer (the action officer) to research the problem area in detail in order to identify the key problem and to recommend effective action based upon all the relevant facts and an informed discussion of alternative solutions. In most instances, the completed study is submitted by the action officer to his superior in the form of a written report. Separate staff studies are sometimes conducted on component aspects of a larger problem. A staff study may sometimes be initiated and conducted by a staff officer who is particularly interested in a problem. In any event, the staff study is essentially an internal staff process, although the final report may later be widely circulated and used as a basis for subsequent planning and decision making.

In some instances, the staff study assignment shall come to you in the form of a clearly stated problem. More commonly, it will come in the form of a generalized description of a problem. In order to ensure that the study will be appropriate in direction and scope, a statement of the problem is submitted to the commander for his approval, the next job is to seek solutions based upon relevant facts. After the action officer studies the problem, it will become clear that there is rarely ever one obviously best solution. Thus, he must consider all the reasonable alternatives and select the one that, based upon his judgment of all the available facts, seems to be superior. Since his decision will always involve intuition and judgment, he must be prepared to defend them with documented facts and, when necessary, valid assumptions.

Usually, he will be required to solicit opinions from other staff members. Individuals who do not agree with his conclusions or with any aspect of his study are thus provided an opportunity to specify their non-concurrence. When this happens, he must either attach a section to the report in which the non-concurrence is rebutted or, if the criticism cannot be rebutted, he may have to revise the entire study. The prudent procedure, then, is to anticipate non-concurrence. This is accomplished by determining possible sources of disagreement as he conducts the study and by providing a firm factual basis for his conclusions.

6-2 FORMAT

a. A staff study consists of two parts: the summary sheet and supporting annexes. The summary sheet has the following format:

<u>Paragraph</u>	<u>Title</u>
1. Problem	
• Task	
• Purpose	



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2. Assumption
3. Facts Bearing on the problem
4. Discussion
5. Conclusion(s)
6. Action Recommended

b. The primary sheet must contain enough information to allow the command to arrive at a sensible decision; yet it generally should not exceed two or three pages.

c. Annexes include the supporting documents attached to the staff so that the commander can rapidly obtain more information on some point in the summary sheet. He should find only information pertinent to the study in the annexes. The annexes are an integral part of the complete study and should be clearly labeled and arranged for easy identification.

Fig. 42 Form of Staff Study

CLASSIFICATION

Date and Time

File Reference:

SUBJECT: (Sufficient for file identification)

Classification appears at the top and bottom of each page. (Omit any paragraph that is not applicable).

1. **PROBLEM:** Concise statement of the problem in the form of a mission. If the problem is complex, indicate a scope. Sub-paragraphing may be used.

2. **ASSUMPTIONS:** Any assumption necessary for a logical discussion of the problem. Assumptions are used in the absence of factual data to constitute a basis for the study and to broaden or to limit the problem. The assumption, while not a fact, must have a basis or foundation of facts.

3. **FACTS BEARING ON THE PROBLEM:** Paragraph 3 contains statements of desirable facts having influence on the problem or its solutions. Care is exercised to exclude unnecessary facts because they confuse the issue being discussed. Some facts may be uncovered during research, while others are inherent in the directive assigning the problem.



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4. DISCUSSION: Paragraph 4 includes the detailed analysis of all the relevant factors, including the advantages and disadvantages of possible solution to the problem. In this paragraph, the author sets down in a clear and concise manner his analysis of the data secured during his research. In a lengthy or a complicated staff study, this paragraph may be only a summary, with the details included in a Discussion Annex. The author must exercise the same care on setting down his discussion as he used in analyzing his data to ensure that each item is placed in proper perspective.

5. CONCLUSIONS: Paragraph 5 presents the conclusion drawn from the analysis of all relevant facts, all possible solutions to the problem, and all factors affect these solutions. No new materials should be introduced in the conclusions.

6. ACTION RECOMMENDED: Paragraph 6 must be in consonance with the conclusions. The staff action must be complete. If it is recommended, for example, that a letter be signed by the commander, the actual Letter should be attached to the study as an Annex.

Initiating Staff Officer
Committee Chairman, or
Head of Staff Agency

ANNEXES (as required)

- CONCURRENCES/NONCONCURRENCES: Each officer concerned shows his concurrences/non-concurrences by his initials, followed by his rank, name, position title, and telephone number. The reason for any non-concurrence should be briefly stated here or on a separate page that that will become an additional Annex to the Staff study.

- CONSIDERATION OF NONCONCURRENCES: The author of the staff study states the result of his consideration of any non-concurrence. This may be briefly stated here or attached as additional annexes. If his consideration shows that the non-concurrence cannot be supported, the author states the reason therefore. The author will sign or initial this consideration of non-concurrence.

- ANNEXES ADDED: (List the annexes, if any, containing non-concurrences and considerations of non-concurrences).

- ACTION BY APPROVING AUTHORITY: (Heading not necessary) Approved (Disapproved), including (Excluding) exceptions.

Signature



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CLASSIFICATION

- Signature should include position, title and telephone number.

6-3 PHASES OF STAFF WRITING

Among the crucial functions a staff officer must perform the preparation of a staff study. It is indeed a great challenge to the action officer since such project calls for collection of information and data-analysis followed by drawing out and a clear picture of the problem with all the possible alternatives and solutions. The desired output of the action officer is always a demand by the commander, not only for his convenience, but to expedite the problem-solving process of major studies within a command level thru a viable report.

Contained in this section are few phases of a staff study process to assist the action officer in his approach to Identification of the Problem; Research and Data Collection; Interpretation of Data; Evaluation of Alternative Solutions; and Preparation of the Staff Study Report.

a. PHASE I: Identification and Statement of the Problem

a. The crucial first step in the conduct of a staff study is the identification of the specific problem implied by the assignment from the commander. Most often, the assignment will describe a general problem area and will not present the action officer with a properly phrased statement of the problem. Frequently, the commander may not be certain what the specific or root problem is and wants you, as a first step, to determine that problem. By means of preliminary investigation, you should be able to define the key problem and establish the proper scope of the study.

b. The action officer must, during the initial phase of his research, determine the time available for the study, since this will directly affect the scope of his problem. If a problem is assigned with a precedence or urgency or priority, the scope of the problem must be limited severely. Urgency is defined as "within 24 hours" and priority means "given precedence over routine work".

c. When the action officer has completed his preliminary research, he should then draft a statement of the problem and obtain the directing authorities approval of this statement before proceeding on further research. The statement of the problem, which expresses the issue facing the directing authority, contains descriptions of the task and the purpose of the staff study. The Task, stated as an infinite phrase, is the immediate aim of the study, precisely what is to be determined or accomplished. The Purpose, which begins with the phrase "in order to" is the broader rationale behind the task. The purpose usually specifies the scope or the time frame of the problems at hand.

d. The following problem statement might represent an action officer initial effort to define a problem, "To establish the optimum location for a Coast Guard detachment in the Sarangani Islands in order to support the Department of Tourism and Municipal Government



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Initiatives". This statement, while acceptable is quite broad in scope and could entail a major study involving one officer. The statement could be narrowed considerably by specifying a time frame at the end of the purpose statement: e.g., "within the next year". Notice that this problem as stated embodies a physical restriction which in practice may be unwise to use, namely: "In the Sarangani Islands". Will the establishment of the CG detachment in the area for tourism purposes be applicable to other areas? Should the study also consider the comparative merits of some other location not only in Sarangani Islands? And how would a possible change in the tourism potential of the other nearby areas in the next few years affect the choice of location of the detachment? These are vital considerations which may not have occurred to the directing authority but which the action officer should investigate in defining the problem.

e. Whatever the case, the action officer clearly needs to obtain approval of any problem statement which he intends to use as a basis of his study. This is so because the wording of the statement of the problem might easily include, exclude, or assume considerations which directing authority does not find appropriate. A final acceptable statement of the problem may be produced by the addition of definite phrases which specify and constrain the original problem. For example, "to establish the optimum location for an Coast Guard detachment in the Sarangani Islands in order to support DOT and Municipal Government initiatives at the current level of operations and readiness through 2005".

b. PHASE II: Research and Data Collection

a. Having identified an appropriate problem and received his superior's approval of the Statement of the Problem, the action officer begins the search for its solution.

b. If a staff officer employs only the most obvious ideas and approaches or habitually relies on what is familiar, his work will probably be of little value. Any problem deserving thorough investigation deserves original and certain creative analysis to find the best possible solution.

c. "Brainstorming" is a most effective method of applying imagination to a problem. It is undertaken before intensive research so that factual data do not inhibit the free flow of creative hunches and potentially useful but novel solutions. The officer should try to visualize as many possible solutions to the problem as it occur to him without regard to their practicability. To enhance the effectiveness of this process whenever possible, brainstorming should represent a group action, a collective mental stimulation. As ideas are offered, they may be combined, improved or altered but never rejected by the group.

d. The action officer should complete his brainstorming by listing all the possible solutions produced. Having done so, he begins intensive research to collect all the relevant facts that relate to the problem.

e. The primary source of information for the study will be official documents containing high confidence data. This include technical reports, operating manuals, previous staff studies, etc. Access for this information may be gained for example, from technical libraries, available bibliographies and abstracts, electronic databases, websites and the like. From these sources, the action officer should compile a bibliography of all those sources which he expects to consult during his research.



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f. The second basic source of information is original data. If time permits, and if it seems appropriate, the action officer may supplement high confidence data by collecting such data from persons intimately connected with the problem. Included in this category are:

- (1) Experienced local colleagues
- (2) Subject matter experts
- (3) Operational personnel who have first-hand knowledge of the problem

g. The methods considered for collection of original data include:

- (1) Interviews either by telephone or personal visits
- (2) Letter requests for specific information
- (3) Administration of questionnaires to operational personnel

c. PHASE III: Interpretation of Data

a. The action officer, upon completing the bulk of his research, drafts all additional potential solutions derived from his study, thereby supplementing his brainstorming list.

b. Toward the end of his collection of data, the action officer begins to pare down his lists of potential solutions. He first rejects all solutions that based upon the data, seem unsuitable to solve the problem. A solution is not suitable if it is not capable of solving the problem or accomplishing the mission.

c. Before completing the research, he formally seeks out sources of potential disagreement with this suitable solutions and tentative facts bearing on the problem. These non-concurrences are solicited early in the process in order to guide further research and avoid major revision of the staff study at a later stage.

d. Another guide to further research is provided by considering whether each suitable solution is feasible and acceptable solutions are worth the cost or risk involved in their implementation.

e. This decision suggests facts necessary for complete evaluation of alternative solutions. Sometimes, relevant information is unobtainable. If information crucial to evaluating solutions cannot be documented, then it must be replaced by a tentative assumption. An assumption is "a supposition". All missing facts should be considered tentative assumptions until data collection is completed.

f. The application of the criteria of Suitability, Feasibility, and Acceptability thus helps direct further research in three ways:

- (1) By screening out unsatisfactory solutions.
- (2) By identifying solutions that should be checked for non-concurrences, and



(3) By calling attentions to facts needed for evaluating alternative solutions.

g. Further research is thus directed toward facts needed to:

(1) Evaluate non-concurrences, and

(2) Replace tentative assumptions.

d. PHASE IV: Evaluation of Alternative Solutions

a. After extensive research, the action officer must select the superior solution to the problem. He begins by screening out obviously unfeasible or unacceptable solutions. The remaining alternative must then be weighed against each singly and perhaps, in various combinations. The superior solution is the one that best fulfills the criteria of suitability, feasibility and acceptability. The solution chosen must measure up to all three.

b. If possible, the superior solution should rest upon documented facts. Upon completion of research, if crucial fact is still not available, the action officer must substitute a valid assumption for the missing fact. A valid assumption substitutes for a fact that bears directly upon the problem.

c. Valid assumptions describe conditions that must be fulfilled before the conclusions can be accepted without reservation. Thus assumptions are avoided if possible. However, if a valid assumption is crucial to the action officer's decision, it must be stated.

d. In order to organize his reasoning, it is useful for the section officer to put it on paper. This permits him, as well as outside critics, to evaluate his logic and point out any weaknesses that may exist before submission of a final report.

e. PHASE V: Preparation of the Staff Study Report

a. Staff Study reports, while varying in format requirement from one command to another, generally follow the format described in Fig. 41. The Staff Study Format:

(1) Statement of the Problem

(2) Valid assumptions (if any)

(3) Facts Bearing on the Problem

(4) Discussion

(5) Conclusions

(6) Recommendations (if any)

b. Other elements of the report may include:



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- (a) to evaluate non-concurrences, and
- (b) to replace their tentative assumptions.

d. Evaluation of Alternative Solutions

Step 19: From the list of suitable solutions delete single solutions or combinations of solutions that are so clearly infeasible or unacceptable that they don't deserve inclusion in the formal report.

Step 20: Construct lists of ASSUMPTIONS, FACTS THAT BEAR DIRECTLY UPON THE PROBLEM, and ALTERNATIVE SOLUTIONS REMAINING TO BE CONSIDERED. Select the superior solution: the one that best measures up to the three criteria and involves the smallest number of valid assumptions. It may be a blend of two or more from your original list.

Step 21: Draft the Discussion comparing the alternative solutions considered.

Step 22: Compare the facts mentioned in the Discussion with the list of FACTS BEARING DIRECTLY ON THE PROBLEM. If the facts in the lists are not discussed, either revise Discussion, save the facts for an enclosure, or reject the fact as not relevant. If facts not in the list are introduced in the Discussion, consider adding them to the list or, if space is not available, placing them in an enclosure.

Step 23: Compare the list of assumptions with assumptions mentioned in the Discussion. If assumption is discussed, delete them if they are not valid, discuss them if they are valid. If assumptions not in the list are implied or stated in the Discussion, either add them to the list or modify the Discussion.

Step 24: Construct an outline of the Discussion to check its organization.

Step 25: Revise Discussion as necessary.

Step 26: Inspect: Problem Statement, Assumptions, Facts Bearing on the Problem (including definitions of important terms that may not be perfectly understood), and Discussion.

Ask yourself the following questions:

1. Are the assumptions valid? Have you assumed away the problem?
2. Are all facts relevant? Do they adequately summarize the detailed list of facts to be listed in enclosure?
3. Considering your audience, density terms that are unclear (require definition under facts that bear on the problem).
4. Can technical jargon be replaced by clearer terms.



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5. Does the discussion fairly acknowledge any weakness in the chosen solution?

6. Is the conclusion based upon any implicit assumptions that should be stated?

7. Have you anticipated likely factual and or interpretative non-concurrences?

8. Does the superior solution fulfill the criteria of suitability, feasibility and acceptability?

Step 27: Modify those elements that require it.

Step 28: Hand the paper to a colleague and ask him to review it and answer question 1-6 in step 26.

Step 29: If possible, repeat Step 28 with another outside critic.

e. Preparation of the Staff Writing

Step 30: Attend to criticism as appropriate, including returning to data sources if necessary.

Step 31: Write Conclusion(s).

Step 32: Write Recommendation(s) if required.

Step 33: Verify that the body of the report concisely summarizes material in enclosures. If it is longer than three single-spaced pages, select details for placement in enclosures.

Step 34: Draft and revise enclosures being sure to include documents necessary for execution of your recommendations.

Step 35: Edit all sections of the report for format and mechanical errors.

Step 36: Type in finished form and submit.

Step 37: If required solicit concurrences.

Step 38: If interpretative non-concurrences arise, obtain any additional data necessary to evaluate them objectively and decide either to rebut them or to modify your conclusions.

6-5 GENERAL GUIDANCE ON STAFF WORK

a. The Staff Member New to a Staff



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Many service member reporting to a staff for the first time express frustration with their new duties. Often they come to the staff from one or more operation tours-indeed, many Coast guard Officers first report to staff as Lieutenant Junior Grade, Lieutenants and Lt Commanders. What ever their ranks, most have had little preparation for the kind of writing they have to do and many have difficult time getting up to speed.

One reason for this "staffers shock" is the greater formality that may be required, especially on higher headquarters staff. For example, although the Coast Guard has many standard formats for written documents, these formats are sometimes ignored in the field. Informal procedures often take over-a-few notes appended to a letter sent forward for signature, or brief phone call that takes place of writing. At major staffs, however, you can't succeed with informality.

For example, when a LCDR first reported to HPCG, he found that, hard as he tried, he couldn't get anyone to pay attention to the content of what he wrote until he got the format right-the format of a point paper, a position paper, a brief memo and so on. Since he had never run into a need for a briefing paper before, he found this situation highly frustrating.

Other has similar experiences. Some officers have long operated by finding an old document of a kind they now have to write and copying that. Yet such an approach is hardly optimal and does nothing to give a person the larger picture of good staff work.

For many staffers, the greatest difficulty is the writing it self. Indeed, if you're going to get anything accomplished on a staff, you'll have to do it at least in part by written word. To many, this requirement will seem a major dilemma. One senior HPCG staffer commented on this sure-fire way of writing any up start staff officer. When someone new on the staff come to him (as new people invariably did) with the standard suggestion on how to completely turn procedures upside down to "improve" them, he would simply mumble, "Sounds good, just put it in writing, and we'll take a look at it". Through long experience, he knew he would hear nothing further about the suggestion.

Besides the writing, some new people have been puzzled by mysterious process of "chopping" or coordinating staff work. Others (especially O-5s and O-6s) are upset when they realized that they would be doing things juniors had done for them in their previous commands. At HPCG, such factors as small offices, few subordinate staffs and even small desk irritate many newly assigned officers.

So the situation is frustrating for many a new staffer. Just as frustrating is trying to understand the circumstances of the person for whom the new staffer will be working.

b. The Situation of the Boss

On a staff there may be many audiences but most important are the audiences empowered to make decision. Of course, there are many decision makers, even several layers of them. They are typically highly knowledgeable but also very busy individuals, people capable of absorbing facts and making decision quickly.

Clearly any staff writer must work to be brief and concise so that important information will immediately be presented to aid these senior officers in their decision making.



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c. The Basic Purpose of Staff Work

When discussing purpose, you should remember the dictum, "Staff exists to serve command". But how does the idea relate to writing? What should the end result of the action officer's work? Purely and simply on the most staffs, and specially shore staffs, the major result must be good "staff actions", that is, effective directive, correspondence, plans and other written documents that are signed out by the top level of the Command.

Let's take HPCG as an example. According to senior action officer's there, the ultimate aim of all HPCG work is policy formulation, budget legislation and support of the Coast Guard Operating units in the area. Consequently, what counts the most there is what comes out the top, that is, what documents are signed by the Commandant or the Vice Commandants or the Chief of Coast Guard Staff. Almost everything an action officer does (phone calls, staff legwork, briefings prepared or attended, briefing package put together and paper work revised and proofed) should contribute to this primary end, to what decision makers sign off or otherwise effects. Otherwise, all your painstaking work has no real impact.

The situation on the area command/ district staff differs somewhat. There are goals are much more oriented towards operational requirements than policy and legislation. Clearly area command/ district staff members must often focus much of their time or liaison, or on helping to keep the ships or aircraft or other equipment in their command operational. Naturally, in all the liaison work, messages are the written documents that predominate.

Liaison, of course, it also important in shore staffs, through more often conducted by phone, memo, or letter than the message. Such liaison can be way of helping the boss even if it does not prepare the way for or help implement written decision.

Still, liaison effort is almost always secondary to the primary need to support the boss's decision making. The priorities become more and evident as you climb the ladder of staffs in the chain of command. The higher you go and the larger the staffs, the more balance shifts away from operations and toward policy, and the more staffers must concentrate on the research, coordination, and especially the paperwork that can get that policy effected.

Indeed, one can argue that the larger impact even of all support staff work is always going to lie in the written decision that one's work has helped the boss to make. Staff must make arguments with a shipyard or support commands to correct many of a ship's problems. Some problems require brief command actions in the form of simple letters and messages. Others, including such vital staff action as changing operational tactics to altering ship or aircraft configurations, require complex written staff actions.

Clearly, the difference in the staff size and the staff nature will determine the degree to which staffers must direct attention to such policy-making documentation. But most cases and especially on large shore staffs, wise staffers will focus their attention on the documents that come out at the end of the paper work chain. The packages are pure or complete staff products, having been so well researched, argued and considered and reviewed-in other words, so well filtered with good minds doing good thinking -they are clearly and evidently the very best answer to the problems at hand. If staffers have done this work well, all that commanders have to do is to sign the documents for their decisions to be come realities.



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Yes, prior research, paperwork, briefings and oral arguments have prepared the way for decisive documents of this sort. And after the fact, the staffers must often put together directives, circulars, SOP's or briefings to implement decisions. Both in formulating arguments leading to a decision and providing means to carry out, the staff officer has much more to do than just writing the position paper, letter, memorandum-for, or other critical documents at the heart of the staff package. Still, such documents as these are the end results and goals of all primary staff work.

d. Do Thorough Research

A Memo or an oral command often initiates staff research. Several hours, days, or even months of work may follow, either in your part alone or in a team effort. Clearly, spending this time well is important. Start by focusing your research.

First consider the problem. Analyze it and restate if necessary so that it is clear and its scope is well defined. Much of the difficulty in doing focused research is determining exact what the problem is. Sometimes your tasking will be incomplete and vague. Check widely with authorities and good thinkers to make sure you have the larger picture clear before putting out a Herculean effort. And don't hesitate to redefine your original statement of the problem if you find your first description doesn't fit the facts.

Especially make sure you know exactly what your boss wants. As former staffers commented, "How many times have the staff officer busted these bumps on a package", only to have the boss say, "That's not what I asked you to find out"? Ask the boss as many questions as he or she can tolerate when you're given the tasking.

The limit of your scope so you don't spend weeks on a problem you can't affect anyway. And make sure the effort you expend is worthwhile. If your problem is ship stability in the northern Luzon, don't spend much time on the free surface effect in the ship's toilet bowls and coffee pots.

Follow this additional advice:

(a) Develop criteria for solutions. Sometimes the tasking memo or other order that has initiated your staff work will give for criteria for solutions; sometimes they will be obvious. But if you take care to formulate them in writing you will be sure to focus on the particular cruxes of the problem-the meaty, difficult parts.

(b) Gather data, and seek additional data, as necessary, following-up leads your first research has suggested. Use all your wits as well the collective experience of your co-makers to define the best sources for data.

(c) Interpret the data, with an eye to solutions. Work out the implications of the information you've researched. Organize the information into possible solutions to your problems.

(d) Make whatever assumptions you need to fill in for unattainable facts. Often you won't know all the conditions that might affect the subject of your research in the



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future. Especially if you're writing contingency plans, but also when doing other research, you'll have to make some assumptions about the future. Find out as much as you can, so you can reduce the need for assumptions to the bare minimum.

e. Identify and evaluate the alternatives.

Use the criteria you've developed in your evaluation. Remember these classic test of any proposed answer to a staff problem:

- **Suitability:** "Will it in fact solve the problem?" Scores of planners have stumbled because, having designed a weapons platform, discovered a new tactics, or worked out a new system of personnel motivation, they find that doesn't solve the problem they faced originally (and they should have known that shortcutting beforehand).
- **Feasibility:** "Can't actually be done?" A brilliant concept is one thing; working it out in practice is another. Do all the spadework to see if the great idea is practicable.
- **Acceptability:** "In the overall picture, it is worth the cost?" Many solutions may meet the first two tests, but the question may become one of the costs. Cost can be measured in terms of money, equipment (including ships, tanks, or aircraft), lives or troop morale and energy; it can be measured in morale, social, or political terms as well).

Many a solution will pass one two of the tests outlined above, but only a solution that definitely possesses all three is likely to be rock solid.

Realized that sometimes the answer you come up with will meet all the criteria but won't mesh with the way your boss thinks. At another times, your boss will like it, but his or her superiors won't it isn't "what they want to hear", as they saying goes. You can't always give superiors answers they will be comfortable with. You should however, get a feel for political climate before making recommendations and try to measure the cost of fighting for any particular solution.

Once you evaluate the alternatives, decided on you recommendation. Here, you should consider some classic advice on "complete staff work" written by an anonymous university administrator. It suggests the importance of a staffers using resourcefulness and daring to come up with forceful recommendations.

In summary, your task is to give your boss the best advice you can, and to formulate as best you can clear and simple recommendation based on your research. That's brief discussion of the basic process of staff research. Listen to colleagues or old hands for good advice that outlined above if you haven't done any staff research before.

f. Write Up the First Draft and Have It Review for Substance

Having thoroughly researched the problem and determine the best solutions, you should write up a complete draft or report. Whatever the format and whatever stipulated length, the best way to start is by writing up the report thoroughly, recording the problem, assumptions, criteria, and evaluation of alternatives, recommendations as mentioned above. Then you assess



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your thought processes and look for hole in both data logic (often called a "Logic check") before put that logic up for review.

When you have your thoughts in a more or less presentable form, have some your colleagues review what you've put down. This step is especially important for new staffers. Nut even old hands who are experience author of GHQ staff work, proceeding articles, and speeches for senior officials depend on review by knowledgeable colleagues for feedback. Often such review will prompt you to more reflection and even more research. If that extra work results in a better product, it's usually worth it.

It may be useful on an especially long or complex project to have periodic reviews at early stages, so later effort isn't wasted. In any case, on the basis of all reviews, rethink your concept and reformulate it as needed.

g. Now Draft Good Memo, Paper, or Report

Logical as your though process and extensive as your research may be, you document must go now through another stage. Once you've all of your research, decide on the best course of action to recommend, and written up the whole process in logical order and through detailed, you must then write the brief memo, letter, or point paper that will get that put into effect.

In other words, having the perfect solution even laying it out in perfect clarity and detailed isn't enough-you must convene your boss to adopt it. At this point in staff work the editing discussed in chapter. I come to heavy play. That is, instead of that ten-page research report that you originally wrote, you need to condense that report into one page briefing memo, why so short? Again; consider the predicament of the boss for whom you write. As General Starry commented, "To work the problems of the central battle within the restrictions of realities, I need less information. But every piece of the less has to be sure. You need to synthesize, condense, strip out, boil down. . . like a good newspaper editor".

How do you boil it down? Condensing your idea can be difficult, but good editing skill can help greatly. Summarized below are some of the pertinent editing techniques for staff work.

h. Craft a Good Subject Line

To get the reader's attention from the start, make the subject line as detailed in a few words (just one line, if possible). Write "Eliminating Restriction in Fort Magsaysay Training area" rather than just "Training Area", or Coast Guard Participation in Mt. Pinatubo Reconstruction Program" rather than "Aid for Mt. Pinatubo".

i. Start Out With Your Main Point

Except in circumstances in which you want to talk a reader into an idea (as in the point-paper format, below) start out with your main point, as advised throughout this handouts. As the CO of a patrol ship commented, "make your bottom line your top line; put your main point up front. Flag officers don't have time to read anything but the very key points". Then put supporting points in descending order of importance.



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j. Use Heading

Headings help the reader skim. The longer more Dense the Document, the more Important is the Heading. Note that putting the main point first is not as important on one-page as on longer documents if headings guide the reader quick to all the key information.

k. Remember the advice on Writing Abstract or Executive Summaries

Found in chapter six (6), these classic summarizing techniques can be especially useful in highlighting the key results of experiment, surveys investigation, and other research projects.

l. Make use of the Tabs and Annexes

Tabs and Annexes organized essential materials that won't fit on the one-page briefing memo. Highlight important passages within that extra material.

m. Use Concise Sentence and Short Paragraphs

Follow the advice on Coast Guard Writing Standard in the Staff Writing Manual (briefly recapitulated in chapter 1 of this book]: suspect wordiness in everything that you write. Write in active voice, and avoid rambling qualifiers, legalese, superfluous and pretentious words and other prose expanding habits.

Of course you'll make sure that you selected the best format and adhered to it. This chapter later describes and exemplifies most of the major format for the staff work.

n. Put a correspondence Folder Together

Having written the brief memo, letter, point paper, or other document that the particular problem require, you must assemble the correspondence package. Gather together all the paperwork pertinent to any staff action: the document to be signed or approved, the briefing memo, and all necessary explanatory material.

The sized of this package will depend in part of the amount or your research. Remember to preface a big package with one-page briefing memo (referencing many tabs and appendixes). That's better than requiring your reader to plow through page after page before getting to main point.

Figure 3.2 shows the Headquarters, Philippine Coast Guard standard folder. It resembles the format used on many major staffs. Lower echelon commands will not need quite as elaborate a folder. However, a local staff- briefing memo could take a different appearance from any of these documents. The HPCG sample folder is useful as a comprehensive guide, but should still become thoroughly familiar with the briefing used on your own staff.



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o. Coordinate: Learn How to Get Paperwork through the Top

Finally, there is an art to routing and a package through a major staff. No matter how good the research is, how pointed and cogent the writing has been, and how technically correct your correspondence, package is, you will accomplish nothing if you don't send the package to the right people, in the right order, for the right kind of comments or reviews.

Realized that in large commands, the boss will look for the coordination signatures, before signing. Without the right signatures, the substance will be meaningless, the package will be returned to you, unsigned. On the other hand, if all the proper coordination are done, the package may be signed and sent on immediately.

6-6 Security Markings of Staff Study and Enclosures

a. Overall Classification_– The staff study as a whole must be classified according to the material it contains. This classification shall appear conspicuously at the top and bottom of the first page or the title page, and on the outside of the front and back covers, if any. In addition, each attachment and enclosure will be assigned a classification on the basis of its contents which shall be placed at the top and bottom of its page.

b. Classification of Pages – Each page of a staff study except those pages on which the overall classification is marked, must be marked as to the classification of the material on that page. This notification is placed on the upper left-hand and lower right-hand corners of the page.

c. Classification of Title_– The title or subject of a classified staff study, as well as the title or subject or any classified attachment, shall be marked as to its own classification by enclosing the abbreviated marking in parenthesis at the end of the title e.g. (U), (C), (S) or (TS). Whenever practicable, title should be worded as to be unclassified.

d. Classification of Paragraph – In a classified staff study or classified attachment, each paragraph must be marked as to the classification of the material it contains. The classification of paragraph is indicated by placing the abbreviated classification in parenthesis immediately following the numerical designation or the preceding the first word if the paragraph is unnumbered.

e. Automatic Downgrading and Declassification Marking – The appropriate downgrading/declassification marking shall be placed in a conspicuous place on the cover or on the title page of the classified staff study and on the first page in its classified attachment. Each classified Annex, Appendix, or Tab to an implementing memorandum shall be treated as a separate document for the purpose of downgrading and classification.

6-7 Additional Instructions or Recommendations

a. Order of Recommendation.

The order of presentation of recommendation is as follows:

- (1) Recommendation pertaining to implementing attachments.



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(2) Recommendations pertaining to conclusion (to be included only if conclusions are not reflected by implementing attachments.

(3) Recommendation pertaining to distribution of the paper to commanders external to the originating command.

(4) Recommendation pertaining to distribution of reference within the paper to commanders external to the originating command (to be included at the author's discretion).

b. Recommendations Pertaining to Implementing Attachments.

A specific recommendation shall be made for each action to be taken, and each recommendation of action the appropriate implementing attachment shall be provided. Enclosures and special instructions pertaining to implementing attachments must be identified in the recommendations.

Example:

"a. That the memorandum in Annex A, together with its Appendix, which reflects the above conclusions, be forwarded on a Special Handling basis to Commandant, PCG".

c. Recommendation Pertaining to Conclusions.

In general it is unnecessary to recommend that the directing authority approve the conclusions, since he does so in dispatching the implementing attachment based on the conclusions. However, if there are conclusions which are not reflected in an implementing attachment but which the author desires to have approved, it is also proper to omit the Recommendations paragraph if no implementing action are necessary and no conclusions need be approved. Example:

"b. That copies of his paper are forwarded to (Specify commander by short title: e.g. CPCG, CMSLEC, CCGETC etc)".

"b. That this paper or NOT be forwarded to commanders of unified and specified commands".

If the author considers that outside commanders be furnished a copy of one or more of the source references in his study; he may make a recommendation for distribution of that reference as follows:

"c. That LOI 14A be forwarded to CGETC.



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APPENDIX A. EXAMPLES OF SIMPLER WORDS AND PHRASES

INSTEAD	TRY	INSTEAD	TRY
Accompany	Go with	Afford an opportunity	Allow, let
Accomplish	Carry out, do	Aircraft	Plane
Accorded	Given	Allocate	Divide, give
Accordingly	So	Anticipate	Expect
Accrue	Add, gain	A number of	Some
Accurate	Correct, exact, right	Apparent	Clear, plain
Additional	Added, more, other	Appreciable	Many
Address	Discuss	Appropriate	(omit), proper, right
*addresses	You	Approximately	About
Addressed as requested	(omit), please	Arrive onboard	Arrive
Adjacent to	Next to	As a means of	To
Advantageous	Helpful	Ascertain	Find out, learn
Adversely impact on	Hurt, set back	As prescribed	In, under
Advise	Recommend, tell	*assist, assistance	Aid, help
Attain	Meet	Establish	Set up, prove, show
Attempt	Try	Evidenced	Showed
At the present time	At present, now	Evident	Clear
		Exhibit	Show
Be advised	(omit)	Expedite	Hasten, speed up
Benefit	Help	Expeditious	Fast, quick
By means of	By, with	Expend	Spend
Capability	Ability	Expertise	Ability, skill
Caveat	Warning	Expiration	End
Close proximity	Near		
Combat environment	Combat	Facilitate	Ease, help
Combined	Joint	Failed to	Didn't
*commence	Begin, start	Feasible	Can be done, workable
Comply with	Follow	Females	Women
Component	Part	Finalize	Complete, finish
Comprise	Form, include, make up	For a period of	for
Concerning	About, on	Forfeit	Give up, lose
Consequently	So	For the purpose of	For, to
Consolidate	Combine, join, merge	Forfeit	Send
Constitutes	Is, forms, makes up	Frequently	Often
Contains	Has	Function	Act, role, work
Convene	Meet	Furnish	Give, send
Currently	(omit), now		
		Has a requirement for	Needs
Deem	Believe, consider, think	Hereby	(omit)



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Delete	Cut, drop	Herein	Here
Demonstrate	Prove, show	Heretofore	Until now
Depart	Leave	Herewith	Below, here
Designate	Appoint, choose, name	However	But
Desire	Want, wish		
Determine	Decide, figure, find	Identical	Same
Disclose	Show	Identify	Find, name, show
Discontinue	Drop, stop	Immediately	At once
Disseminate	Give, issue, pass, send	Impacted	Affected, changed
Due to the fact that	Due to, since	*implemented	Carried out, started
During the period	During	*in accordance with	By, following, per, under
		In addition	Also, besides, too
Effect modifications	Make changes	In an effort to	To
Elect	Choose, pick	Inasmuch as	Since
Eliminate	Cut, drop, end	In a timely manner	On time, promptly
Employ	Use	Inception	Start
Encounter	Meet	Incumbent upon	Must
Endeavor	Try	Indicate	Say, show. Write
Ensure	Make sure	Indication	Sign
Enumerate	Count	Inform	Tell
Equipments	Equipment	Initial	First
Equitable	Fair	Initiate	Start
In lieu of		Optimum	Best, greatest, most
In order that	For, so	Option	Choice, way
*in order to	To		
In regard to	About, concerning, on	Parameters	Limits
Inter alia	(omit)	Participate	Take part
Interface with	Meet, work with	Perform	Do
Interpose no objection	Don't object	Permit	Let
*in the amount of	For	Pertaining to	About, of, on
*in the event of	If	Point in time	Point, time
In the near future	Shortly, soon	Portion	Part
In the process of	(omit)	Possess	Have, own
In view of	Since	Practicable	Practical
In view of the above	So	Preclude	Prevent
Is applicable to	Applies to	Previous	Earlier, past
Is authorizes to	May	Previously	Before
Is in consonance with	Agrees with, follows	Prioritize	Rank
Is responsible for	(omit), handles	Prior to	Before
It appears	Seems	Proceed	Do, go ahead, try
*it is	(omit)	Procure	Buy
It is essential	Must, need to	Proficiency	Skill
It is requested	Please, we request, I request	*promulgate	Issue, publish



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		Provide	Give, offer, say
Liaison	Discussion	Provided that	If
Limited number	Few	Provides guidance for	Guides
Limitations	Limits	Purchase	Buy
		Pursuant to	By, following, per, under
Magnitude	Size		
Maintain	Keep, support	Reflect	Say, show
Majority of	Most	Regarding	About, of on
Maximum	Greatest, largest, most	Relative to	About, on
Methodology	Method	Relocate	Move
Minimize	Decrease, lessen, reduce	Remain	Stay
Minimum	Least, smallest	Remainder	Rest
Modify	Change	Remuneration	Pay, payment
Monitor	Check, watch	Render	Give, make
		Represents	Is
Necessitate	Cause, need	Requests	Asks
Notify	Let know, tell	Require	Must, need
Not later than 10 May	By 10 May, before 11 May	Requirement	Need
Not later than 1600	By 1600	Reside	Live
Notwithstanding	In spite of, still	Retain	Keep
Numerous	Many		
		Said, same, such	The, this, that
Objective	Aim, Goal	Selection	Choice
Obligate	Blind, compel	Set forth in	in
Observe	See	Similar to	Like
On a ____ basis	(omit)	Solicit	Ask for, request
Operate	Run, use, work	State-of-the-art	Latest
Subject	The, this, your	Time period	(either one)
Submit	Give, send	Transmit	Send
Subsequent	Later, next	*type	(omit)
Subsequently	After, later, then		
Substantial	Large, much	Under the provision of	Under
Successfully complete	Complete, pass	Until such time as	Until
Sufficient	Enough	*utilize, utilization	Use
Take action to	(omit)	Viable	Practical, workable
Task	Ask	Vice	Instead of, versus
Terminate	End, stop		
The month of	(omit)	Warrant	Call for, permit
There are	(omit), exist	Whereas	Because, since
Therefore	So	With reference to	About
Therein	There	With the exception of	Except for
There is	(omit), exists	Witnessed	Saw
Thereof	Its, their		



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The undersigned	I	Y and/or z	Y or z or both
The use of	(omit)	Your office	You
*this activity, command	Us, we	/	And/or
Timely	Prompt		



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APPENDIX B. MODELS OF ADDRESSES

ADDRESSE	ADDRESSE ON LETTER and ENVELOPE	SALUTATION
	Abbreviated Grade (as shown below), Name, (PCG or their service designation) Title Address of Organization & Station 00000- 0000	Sincerely,

A. Navy and Coast Guard Officers

Admiral	ADM	Dear Admiral (surname):
Vice Admiral	VADM	"
Rear Admiral	RADM	"
Commodore	COMMO	Dear Commodore (Surname)
Captain	CAPT	Dear Captain (surname):
Commander	CDR	Dear Commander (surname):
Lieutenant Commander	LCDR	"
Lieutenant	LT	Dear Lieutenant (surname):
Lieutenant (Junior Grade) LTJG		"
Ensign	ENS	Dear Ensign (surname):

B. Marine Corps, Air Force, and Army Officers

	Marines	Air Force	Army	
General	Gen	Gen	GEN	Dear General (surname):
Lieutenant General	Lt. Gen	LTGen	LTG	"
Major General	MajGen	MajGen	MG	"
Brigadier General	Bgen	Bgen	BG	"
Colonel	Col	Col	COL	Dear Colonel (surname):
Lieutenant Colonel	LtCol	Lt Col	LTC	"
Major	Maj	Maj	MAJ	Dear Major (surname):
Captain	Capt	Capt	CPT	Dear Captain (surname):
First Lieutenant	1 st Lt	1 st Lt	1LT	Dear Lieutenant (surname):
Second Lieutenant	2 nd Lt	2 nd Lt	2LT	"

C. Navy and Coast Guard Enlisted

First Master Chief Petty Officer of the Navy	MCPON	Dear Master Chief (surname):
First Master Chief Petty Officer of the CG	MCPOCG	"
Master Chief Petty Officer	MCPO	"



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ADDRESSE	ADDRESSE ON LETTER and ENVELOPE	SALUTATION
Senior Chief Petty Officer	SCPO	Dear Senior Chief (surname):
Chief Petty Officer	CPO	Dear Chief (surname):
Petty Officer First Class	PO1	Dear Petty Officer (surname):
Petty Officer Second Class	PO2	"
Petty Officer Third Class	PO3	"
Seaman (includes Apprentice)	SN or SA	Dear Seaman (surname):
Fireman (includes Apprentice)	FN or FA	Dear Fireman (surname):
D. Marine Corps Enlisted		
Sergeant Major of the Marines	SgtMaj	Dear Sergeant Major (surname):
Chief Master Sergeant	CMSgt	Dear Chief (surname):
Senior Master Sergeant	SrMSgt	Dear Sergeant (surname):
Master Sergeant	MSgt	"
First/Technical Sergeant	GySgt	"
Staff Sergeant	SSgt	"
Sergeant	Sgt	"
Corporal	Cpl	Dear Corporal (surname):
Private First Class	PFC	Dear Private (surname):
Private	Pvt	"
E. Army Enlisted		
Sergeant Major of the Army	SMA	Dear Sergeant Major (surname):
Command Sergeant Major	CSM	"
Sergeant Major	SGM	"
First Sergeant	1SG	Dear First Sergeant (surname):
Master Sergeant	MSG	Dear Sergeant (surname):
Technical Sergeant	TSG	"
Staff Sergeant	SSG	"
Sergeant	SGT	"
Corporal	CPL	Dear Corporal (surname):
Private First Class	PFC	Dear Private (surname):
Private	Pvt	"
F. Air Force Enlisted		
Chief Master Sergeant of the A. F.	CMSAF	Dear Chief (surname):
Chief Master Sergeant	CMSgt	Dear Chief (Surname):



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ADDRESSE	ADDRESSE ON LETTER and ENVELOPE	SALUTATION
Senior Master Sergeant	SMSGgt	Dear Sergeant (surname):
Master Sergeant	MSgt	"
Technical Sergeant	TSgt	"
Staff Sergeant	SSgt	"
Sergeant	Sgt	"
Airman First Class	A1C	Dear Airman (surname):
Airman Second Class	A2C	"
Airman	Amm	"

THE PRESIDENT

President	The President Malacanang Palace JP Laurel St. San Miguel, Manila, NCR 1005	Dear Mr. President Respectfully,
Spouse of the President	Mrs. (full name) Malacanang Palace JP Laurel St. San Miguel, Manila, NCR 1005	Dear Mrs. (surname): Sincerely,
Executive Secretary	The Honorable (full name) Executive Secretary Malacanang Palace JP Laurel St. San Miguel, Manila, NCR 1005	Dear Mr. (surname): Sincerely,
Former President	The Honorable (full name) (local address) 00000	Dear Mrs. (surname): Sincerely,

THE VICE PRESIDENT

The Vice President (formal address)	The Vice President The Vice President of the Philippines (local address) 00000	Dear Mr. Vice President Sincerely,
The Vice President (informal address)	The Honorable (full name) The Vice President of the Philippines (local address) 00000	Dear Mr. Vice President Sincerely,
Former Vice President	The Honorable (full name) (local address) 000000	Dear Mr. Vice President Sincerely,



PCGM CORRESPONDENCE MANUAL (PCGM 08-01)

ADDRESSE	ADDRESSE ON LETTER and ENVELOPE	SALUTATION
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THE JUDICIARY

The Chief Justice	The Chief Justice of the Supreme Court The Supreme Court of the Philippines Padre Faura St., Ermita, 1000 Manila Philippines	Dear Mr. Chief Justice: Sincerely,
Associate Justice	Mr. Justice (surname)s The Supreme Court of the Philippines Padre Faura St., Ermita, 1000 Manila Philippines	Dear Mr. Justice: Sincerely,
Former Justice	The Honorable (full name) (local address) 0000	Dear Mr. Justice: Sincerely,
Presiding Justice	The Honorable (full name) Presiding Justice	Dear Ms. Justice: Sincerely,

Dear Judge (surname):
Sincerely,

Dear Mrs. (surname):
Sincerely,

Dear Mr. (surname):
Sincerely,

Sincerely,

Sincerely,

Sincerely,

E. Army

Sergeant Major of
Command Sergeant
Sergeant Major

First Sergeant
Master Sergeant
Technical Sergeant
Staff Sergeant

Sergeant

Corporal

Private First Class
Private

F. Air Force Enlisted

Chief Master Sergeant of the A. F.	CMSAF
Chief Master Sergeant	CMSgt



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Pasay City

ADDRESSE	ADDRESSE ON LETTER and ENVELOPE	SALUTATION
Senator-elect	The Honorable (full name) Senator-elect Senate of the Philippines GSIS Complex, Roxas Blvd., Pasay City	Dear Mr. (surname): Sincerely,
Former Senator:	The Honorable (full name) (no title) (local address) 00000	Dear Senator (surname): Sincerely,
Majority Leader or Minority Leader	The Honorable (full name) Majority (or Minority) Leader Republic of the Philippines Senate GSIS Complex, Roxas Blvd., Pasay City	Dear Senator (surname): Sincerely,
Committee Chairman	The Honorable (full name) Chairman, Committee on (name) Republic of the Philippines Senate GSIS Complex, Roxas Blvd., Pasay City	Dear Mr. Chairman: Sincerely,
Chairman of a Joint Committee	The Honorable (full name) Chairman Joint Committee on (name) GSIS Complex, Roxas Blvd., Pasay City	Dear Mr. Chairman: Sincerely,
Subcommittee Chairman ¹	The Honorable (full name) Chairman, Subcommittee on (name) (name of parent committee) Republic of the Philippines Senate GSIS Complex, Roxas Blvd., Pasay City	Dear Mr. Chairman: Sincerely,
Secretary/Administrative Assistant to a Senator	Mr. (full name) Secretary/Administrative Assistant to the Honorable (full name) GSIS Complex, Roxas Blvd., Pasay City	Dear Mr. (surname):

HOUSE OF REPRESENTATIVES

Speaker of the House of Representatives	The Honorable (full name) Speaker of the House of Representatives Batasan Rd., Bragy. Batasan Hills, Quezon City	Dear Mr. Speaker: Sincerely,
Philippine Representative	The Honorable (full name) House of Representatives	Dear Representative (surname): Sincerely,



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Batasan Rd., Bragy. Batasan Hills,
Quezon City

ADDRESSE	ADDRESSE ON LETTER and ENVELOPE	SALUTATION
Representative-elect	The Honorable (full name) Representative-elect House of Representatives Batasan Rd., Brgy. Batasan Hills, Quezon City	Dear Mr. (surname): Sincerely,
Former Representative	The Honorable (full name) (local Address) 00000	Dear Representative (surname): Sincerely,
Majority Leader or Minority Leader	The Honorable (full name) Majority (or Minority) Leader House of Representatives Batasan Rd., Brgy. Batasan Hills, Quezon City	Dear Representative (surname): Sincerely,
Committee Chairman	The Honorable (full name) Chairman, Committee on (name) House of Representatives Batasan Rd., Brgy. Batasan Hills, Quezon City	Dear Mr. Chairman: Sincerely,
Subcommittee Chairman ²	The Honorable (full name) Chairman, Subcommittee on (name) (name of parent committee) House of Representatives Batasan Rd., Brgy. Batasan Hills, Quezon City	Dear Mr. Chairman: Sincerely,

EXECUTIVE DEPARTMENTS

Member of the Cabinet (addressed as Secretary)	The Honorable (full Name) Secretary of (name of Department) ⁶ (local address) 00000	Dear Mrs. Secretary: Sincerely,
Under Secretary of a Department	The Honorable (full Name) Under Secretary for (name of Department) (local address) 00000	Dear Mrs. (surname): Sincerely,
Assistant Secretary of a Department	The Honorable (full Name) Assistant Secretary for (name of office) (local address) 00000	Dear Mr. (surname): Sincerely,

OTHER AGENCIES

Head of a Major Organization Within an Agency (if the	The Honorable (full name) (title)	Dear Mr. (surname): Sincerely,
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Official is appointed by the
President)

(name of organization)
(name of agency)

ADDRESSE

ADDRESSE ON LETTER and ENVELOPE

SALUTATION

	(local address) 00000	
President of a Commission	The Honorable (full name) President (name of Commission) (local address) 00000	Dear Mr. (surname): Sincerely,
Chairman of a Commission	The Honorable (full name) Chairman (name of Commission) (local address) 00000	Dear Mr. Chairman: Sincerely,
Chairman of a Board	The Honorable (full name) Chairman (name of Board) (local address) 00000	Dear Mr. Chairman: Sincerely,

PHILIPPINE MISSIONS

Philippine Ambassador	The Honorable (full name) Philippine Ambassador (city), (country)	Sir (Madam): (formal) Very truly yours, Dear Mr. (Mrs.) Ambassador: (informal) Sincerely,
Philippine Ambassador (with military rank)	The Honorable (full name) Philippine Ambassador (city), (country)	Sir (Madam): (formal) Very truly yours, Dear Mr. Ambassador: Or Dear (rank) (surname): (informal) Sincerely,
Former Philippine Ambassador	The Honorable (full name) (city), (country)	Sir (Madam): (formal) Very truly yours,
Philippine Consul General or Philippine Consul	(full rank) (full name) Philippine Consul General (or Philippine Consul) (city), (country)	Sir (Madam): (formal) Very truly yours,

MISSIONS TO THE PHILIPPINES

Foreign Ambassador in the Philippines	His (Her) Excellency (full name) Ambassador of (country) (local address) 000000	Excellency: (formal) Very truly yours, Dear Mr. Ambassador: (informal) Sincerely,
Foreign Minister in the Philippines	The Honorable (full name) Minister of (country) (local address), 00000	Sir (Madam): (formal) Very truly yours,



PCG CORRESPONDENCE MANUAL (PCGM 08-01)

Foreign Charge d'Affaires
In the Philippines

Mr. (full name)
Charge d'Affaires
(local address) 0000

Sir (Madam): (formal)
Very truly yours,

Dear Mr. Charge d'Affaires:
(informal)
Sincerely,

UNITED NATIONS

Secretary General of the
United Nations

His (Her) Excellency
(full name)
Secretary General of the United Nations
New York, NY 10017

Excellency: (formal)
Very truly yours,
Or
Dear Mr. Secretary General:
(informal)
Sincerely,

Philippine Representative
to the United Nations

The Honorable (full name)
Philippine Representative to the United
Nations
New York, NY 10017

Sir (Madam): (formal)
Very truly yours,
Dear Mrs. (surname): (informal)
Sincerely,

PROVINCIAL AND LOCAL GOVERNMENT

Governor

The Honorable (full name)
Governor of (name of province)
(Local address) 00000

Dear Governor (surname):
Sincerely,

Acting Governor

The Honorable (full name)
Acting Governor of (name of province)
(Local address) 00000

Dear Mr. (surname):
Sincerely,

Vice Governor

The Honorable (full name)
Vice Governor of (name of state)
(Local address) 00000

Dear Mrs. (surname):
Sincerely,

Mayor

The Honorable (full name)
Mayor of (name of City)
(Local address) 00000

Dear Mr. (surname):
Sincerely,

ECCLESIASTICAL ORGANIZATIONS Roman Catholic Church

The Pope

His Holiness the Pope
Vatican City
Italy

Your Holiness: (formal)
Sincerely,

Most Holy Father: (usual)
Sincerely,



PCG CORRESPONDENCE MANUAL (PCGM 08-01)

ADDRESSE	ADDRESSE ON LETTER and ENVELOPE	SALUTATION
Cardinal	His Eminence (Christian Name) Cardinal (surname) Archbishop of (province) (local address) 00000	Your Eminence: (formal) Sincerely, Dear Cardinal (surname): (informal) Sincerely,
Archbishop	The Most Reverend (full name) Archbishop of (province) (local address) 00000	Your Excellency: (formal) Sincerely, Dear Archbishop (surname): (informal) Sincerely,
Bishop	The Most Reverend (full name) Bishop of (province) (local address) 0000	Your Excellency: (formal) Sincerely, Dear Bishop (surname): (informal) Sincerely,
Monsignor ⁸	The Right Reverend Monsignor (full name) (local address) 00000	Right Reverend Monsignor: (formal) Sincerely, Dear Monsignor (surname): (informal) Sincerely,
Monsignor	The Very Reverend Monsignor (full name) (local address) 00000	Very Reverend Monsignor: (formal) Sincerely, Dear Monsignor (surname): (informal) Sincerely,
Priest	The Reverend (full name) (add initials of order, if any) (local address) 0000	Reverend Sir: (formal) Sincerely, Dear Father (surname): (informal) Sincerely,
Superior of a Sisterhood	The Reverend Mother Superior (name of institution) (local address) 0000	Dear Reverend Mother: (formal) Sincerely, Dear Mother (name): (informal) Sincerely,
Sister	Sister (full name) (name of institution) (local address) 0000	Dear Sister (full name): Sincerely,



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ADDRESSE	ADDRESSE ON LETTER and ENVELOPE	SALUTATION
Superior of a Brotherhood	Brother (name) Superior, (name of institution) (local address) 0000	Dear Brother: Sincerely,
Member of a Brotherhood	Brother (name) (name of institution) (local address) 0000	Dear Brother (full name): Sincerely,

Protestant Episcopal Church

Bishop	The Right Reverend (full name) Bishop of (province) (local address) 0000	Right Reverend Sir: (formal) Sincerely, Dear Bishop (surname): (informal) Sincerely,
Archdeacon	The Venerable (full name) Archdeacon of (name) (local address) 0000	Venerable Sir: (formal) Sincerely, My Dear Archdeacon (surname): (informal) Sincerely,
Dean	The Very Reverend (full name) Dean of (church) (local address) 0000	Very Reverend Sir: (Madam):(formal) Sincerely, Dear Dean (surname): (informal) Sincerely,
Canon	The Reverend (full name) Canon of (church) (local address) 0000	Reverend Sir: (formal) Sincerely, My Dear Canon (surname):(informal) Sincerely,
Rector	The Reverend (full name) Rector of (name) (local address) 0000	Reverend Madam: (formal) Sincerely, Dear Father (surname): (informal) Sincerely,
Priest	The Reverend (full name) (local address) 0000	Reverend Sir: (formal) Sincerely, Dear Father (surname): (informal) Sincerely,

Clergy of Other Denominations

Methodist Bishop	The Reverend (full name) Methodist Bishop (local address) 00000	Reverend Sir: (formal) Sincerely,
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ADDRESSE	ADDRESSE ON LETTER and ENVELOPE	SALUTATION
Presbyterian Moderator	The Moderator of (name) (local address) 0000 Or The Reverend (full name) Moderator of (name) (local address) 00000	My Dear Mr. Moderator: (formal) Sincerely, Dear (Dr. or Mrs.) (surname): (informal) Sincerely,
Rabbi (with doctoral degree)	Rabbi (full name) (local address) 0000	Dear Dr. (surname): or Dear Rabbi (surname): Sincerely,
(without doctoral degree)	Rabbi (full name) (local address) 00000	Dear Rabbi (surname): Sincerely,
Mormon President	The President Church of Jesus Christ of Latter Day Saints (local address) 00000	My Dear President: (formal) Sincerely, Dear President (surname): Sincerely,
Mormon Bishop	Bishop (full name) Church of Jesus Christ of Latter Day Saints (local address) 00000	Sir: (formal) Sincerely, Dear Bishop (surname)Ⓢinformal) Sincerely,
Mormon Elder	Elder (or Brother) (full name) Church of Jesus Christ of Latter Day Saints (local address) 00000	Dear Elder: (formal) Sincerely,
Seventh-Day Adventist ¹¹ President	The President General Conference of Seventh-Day Adventists (local address) 00000	My dear Mr. President: (formal) Sincerely, Dear President (surname): (informal) Sincerely
Seventh-Day Adventist Elder	Elder (full name) General Conference of Seventh-day Adventists] (local address) 00000	My Elder (surname): Sincerely,
Minister, Pastor or Rector (with doctoral degree)	The Reverend (full name) (title), (name of church) (local address) 00000	Dear Dr. (surname): Sincerely,
(without doctoral degree)	The Reverend (full name) (title), (name of church) (local address) 00000	Dear Mr. (Mrs.) (surname): Sincerely,
Chaplain (military services)	Chaplain (full name) (rank, service designation) Post office address of organization and station (local address) 00000	Dear Chaplain (surname): Sincerely,



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ADDRESSE	ADDRESSE ON LETTER and ENVELOPE	SALUTATION
EDUCATIONAL INSTITUTIONS		
President of a University or College (with a doctoral degree)	Dr. (full name) President, (name of institution) (local address) 00000	Dear Dr. (surname): Sincerely,
President of a University or College (without a doctoral degree)	Mr. (full name) President, (name of institution) (local address) 00000	Dear Mr. (surname): Sincerely,
President of a Theological Seminary	The Very Reverend (full name) President, (name of institution) (local address) 00000	Dear President (surname): Sincerely,
President of a Religious School (Protestant)	The President of (name of institution) (local address) 0000 Or The Reverend (full name) President, (name of institution) (local address) 00000	My Dear Sir (madam): (formal) Sincerely, Dear Sir (Madam): (informal) Sincerely, My Dear President (surname): (formal) Sincerely, Dear Dr. (surname): (informal) Sincerely,
Dean of a University or College (with doctoral degree)	Dr. (full name) Dean, School of (name) (name of institution) (local address) 00000	Dear Dr. (surname): Sincerely,
(without doctoral degree)	Dr. (or Professor) (full name) School of (name) (name of institution) (local address) 00000	Dear Dr. (surname): Sincerely,
Professor (with doctoral degree)	Dr. (or Professor) (full name) Department of (name) (name of institution) (local address) 00000	Dear Dr. (surname): or Dear Professor (surname): Sincerely,
(without doctoral degree)	Professor (full name) Department of (name) (name of institution) (local address) 0000	Dear Professor (surname): Sincerely,
Professor in a Theological Seminary	The Reverend Professor (full name) (name of institution) (local address) 00000	Dear Professor (surname): or Dear Dr. (surname): Sincerely,



PCG CORRESPONDENCE MANUAL (PCGM 08-01)

ADDRESSE	ADDRESSE ON LETTER and ENVELOPE	SALUTATION
OTHER ADDRESSES		
Single		
A man	Mr. (full name) (local address)	Dear Sir: Sincerely, Or Dear Mr. (surname) Sincerely,
An Unmarried Woman	Ms. (full name) (local address) 0000	Dear Ms. (surname): Sincerely,
An Married Woman Or	Mrs. (husband's full name) (local address) 0000	Dear Mrs. (surname): Sincerely,
Widow	Ms. (given name and surname) (local address) 0000	Dear Ms. (surname): Sincerely,
Multiple		
Two or More Men	Messrs. (surname and surname) (local address) 00000 Or Mr. (full name) and Mr. (full name) (local address) 00000	Gentlemen: Sincerely, Dear Mr. (surname) and Mr. (surname): Sincerely,
Two or More Men of the Same Name	Messrs. (given name) and (given name) (surname) (local address) 000000 Or The Messrs. (surname) (local address) 0000	Dear Messrs. (surname): Sincerely, Or Gentlemen: Sincerely,
Two or More Unmarried Women	Mses. (surname) and (surname) (local address) 00000 Or Miss. (full name) and (full name) (local address) 00000	Ladies (or Mesdames): Sincerely, Or Dear Misses. (surname) and (surname): Sincerely,