

U.S. Department of Energy
Office of the Executive Secretariat

Correspondence
Style Guide



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INTRODUCTION

Most of the Department's interaction with the public and Congress is through writing. Effective communication is an important tool that is often underused. The *Executive Secretariat Style Guide* is a tool to help in the preparation of effective, well-written materials.

The *Style Guide* provides easily accessible information to assist you in providing correspondence, memoranda, briefing papers, and other useful information to the Secretary, Deputy Secretary, and Under Secretaries¹ of Energy. It includes an Appendix, **Writing Well**, focused on writing standards, why we need to improve our writing, and some tools to help. The *Style Guide* includes examples of memoranda, correspondence, models of address, grammar guides, and other information, as well.

The information in this *Style Guide* may differ in some instances with the *Government Printing Office (GPO) Style Manual* and the *U.S. Government Correspondence Manual* published by the General Services Administration. These differences reflect the Secretary's preferences. We update this document as guidance changes. In addition, we recognize that written material at the Department varies widely and frequently demands flexibility. The only inflexible rules are:

Be responsive.

Be on time.

When in doubt, ask.

Following is a list of Executive Secretariat staff who work with Program Office clients and their telephone numbers. Call them with your questions. The Executive Secretariat is here to help with whatever problems or questions arise. Keep these telephone numbers handy. You may fax information or inquire to this staff at (202) 586-6879.

Bettie Atcherson	(202) 586-5064
Denny Brisley	(202) 586-5075
Linda Cameron	(202) 586-5089
Karen Deitrick	(202) 586-5084
Paulette Jones	(202) 586-5177
Gwenda Martin	(202) 586-4311
Althea Vanzego	(202) 586-4261

¹For ease of reading, we refer to the Secretary throughout the *Style Guide*. Unless otherwise noted, the guidance applies to written material for the Deputy Secretary and Under Secretaries as well.

I. CORRESPONDENCE CONTROL

A. GENERAL FORMAT

The Executive Secretariat (ES) controls all correspondence addressed to the Secretary, Deputy Secretary and Under Secretaries of Energy, all correspondence from the National Security Council and the White House, as well as all correspondence from Members of Congress and Tribal Leaders addressed to anyone at the Department. If Program Offices receive any of these types of correspondence directly, they are responsible for referring these documents to the Executive Secretariat for proper control and assignment. The Executive Secretariat uses an electronic document management system to control, assign, route, and track executive correspondence throughout the Department.

The Executive Secretariat assigns three levels of correspondence priority:

- Essential Critical
- Important
- Routine

All "Essential" items and some "Important" items are designated "Critical Items." Each evening the Secretary, Deputy Secretary, and Under Secretaries receive copies of "Critical Items" for their information. A list of "Critical Items" is sent via electronic mail to Secretarial Officers daily.

B. DUE DATES

Due dates are computed using **work days** and do not include weekends or holidays. The following is some general guidance for Executive Secretariat-assigned due dates.

	Due Dates
Essential/Critical Correspondence	5 work days
President	
Vice President	
The President's Chief of Staff	
The National Security Advisor	
Senior Advisors to the President	
Senior White House Staff	
Chairmen and Ranking Minority Members of Congress	
Congressional Delegations	
True Congressionals (addressed to S, DS, & US)	
Governors	
Mayors of Major Cities	
Cabinet Members/Deputy Secretaries	
Heads of Native American Tribes	
Heads of Major Corporations	
International Heads of State	

Chairman, Nuclear Regulatory Commission
Chairman, National Coal Council
Chairman, National Petroleum Council
Chairman, Defense Nuclear Facilities Safety Board
Field Managers
Laboratory Directors

Important Correspondence for Signature of S, DS, & US **15 work days**

Federal Independent Agencies (listed in the Federal Yellow Book)

Important Correspondence for Program Signature **15 work days**

True Congressional (addressed to Program Officials)
State Officials
Federal Officials
Whistleblower Correspondence
Boy Scout Eagle Awards/Girl Scout Gold Awards

Routine Correspondence

Citizen Mail, including mail received electronically **20 work days**
White House Bulk **25 work days**
Write In Campaigns **30 work days**

Urgent Handling Correspondence

The following designations receive special handling in the Executive Secretariat correspondence process and are assigned due dates according to established guidelines:

Meeting Requests
Speaking Engagements
Social Invitations
Equal Opportunity Complaints
Federal Express
Certified Mail
Lobby Pickups
Personal Correspondence to the Principals

If the incoming correspondence requests information by a certain date, due dates are assigned accordingly.

C. REASSIGN POLICY

If the Executive Secretariat (ES) incorrectly assigns mail to a Program Office, the Program Office must return the correspondence within three work days to ES. Because many policies and program issues within the Department are crosscutting, ES would welcome suggestions on the correct assignment of this mail.

If a letter is returned after three work days, the program must identify a "willing home" for the letter.

D. SIGNATURE LEVELS

General guidance for Executive Secretariat-assigned signature levels are as follows:

<u>Incoming letter from:</u>	<u>Response signed by:</u>
The President	Secretary
Vice President	Secretary
Cabinet Members	Secretary
Senior White House Staff	Secretary
Agency Heads	Secretary
Governors	Secretary
Congress	Secretary (unless addressed to someone else)
Foreign Ambassadors	Secretary
Foreign Cabinet Member	Secretary
Heads of major corporations	Secretary
Heads of major interest groups	Secretary
Personal friends and colleagues	Secretary
Laboratory Directors	Secretarial Officer
M&O Contractor Heads	Secretarial Officer
General Public Mail	Program Office

There are exceptions to these rules. Sometimes the subject of incoming correspondence will necessitate a different signature level. Occasionally, the Executive Secretariat fails to recognize someone who requires a secretarial response. Secretarial Officers should suggest signature level changes when appropriate.

II. INTERNAL DOCUMENTS

A. ACTION MEMORANDUM

An Action Memorandum is the decision-making tool used to obtain the Secretary's determination on a departmental recommendation. The recommendation can be as general as requesting the Secretary's appearance at a brown bag lunch to changing the direction of a major Department program.

An Action Memorandum should provide background information and should recommend action. When preparing Action Memoranda, be brief and concise; state pertinent facts or assumptions; discuss courses of action in terms of specific pros and cons; **include concerns and sensitivities** as expressed by the public, interested private entities, and other Government agencies, as well as those internal to the Department of Energy. **Please note if the recommended action alters established Department policy.** Ensure the ES control number is on top and concurring offices (with names and dates) on bottom of memo.

State clearly why the Secretary is involved. A one- or two-page Action Memorandum is all that is usually required. However, if a lengthy discussion of these issues is required, a more extensive background paper can be attached.

Focus on what the Department is doing and why. The "why" is the rationale that explains the public benefit of Department actions. The need for including "why" you are recommending the Secretary do something cannot be over emphasized.

- C Avoid the use of acronyms not commonly used by the public.
- C Produce memoranda on Department of Energy letterhead.

Ensure that packages are properly coordinated. More information on coordination is found in *section II, F*, and *section III, H*.

Secretarial Officers reporting to the Deputy or Under Secretaries should use a THROUGH: addressee line naming the Deputy or Under Secretary.

If there are several possible options, number and describe them. Listing the pros and cons is one way of describing options. Then recommend one of the options and justify your recommendations. Provide an APPROVE or DISAPPROVE block for the Secretary to indicate the option chosen. For example:

- OPTIONS:
1. The Secretary sign the certificates for the participants.
 2. The Secretary authorize the Assistant Secretary to sign the certificates for the participants.
 3. The Secretary authorize his signature to be printed onto the certificates.

RECOMMENDATION: The Secretary select option 1 because...

Approve: Option 1 _____ Option 2 _____ Option 3 _____

Disapprove: _____

Date: _____

OR

RECOMMENDATIONS: The Secretary periodically hold closed-door meetings with various Program Offices in the auditorium.

Approved: _____ Disapproved: _____

The Secretary periodically hold open meetings in the cafeteria for all employees to attend.

Approved: _____ Disapproved: _____

Department of Energy Washington, DC 20585		ES- _____
(date)		
MEMORANDUM FOR	THE SECRETARY	
FROM:	NAME, TITLE AND SIGNATURE OF PROGRAM OFFICIAL	
SUBJECT:	ACTION: Response to ----- (or letter to ----- if no incoming)	
ISSUE:	Concisely define the issue. Do not restate the incoming letter or response. Include relevant background information. Does this action establish new policy?	
	C	What are the key messages?
	C	Identify major stakeholders.
	C	Explain pros and cons. Present alternatives where appropriate.
	C	When presenting problems, include solutions.
	C	State hidden issues.
----- 1 1/2 "	C	Identify issues that were deliberately not addressed and explain why.
	C	Highlight any particular sensitivities, if appropriate. For example, congressional interest, media interest, fines, etc. <u>Be specific.</u>
	C	Is a communications plan needed?
	C	Obtain necessary concurrences before submission and indicate below.
	C	Use bullets when possible.
	C	This memo should not exceed two pages. If additional information is required, include a background paper.
SENSITIVITIES:	Include concerns and sensitivities expressed by the public, stakeholders, and other government institutions. Include sensitivities expressed within the Department, including reasons for nonconcurrences..	
POLICY IMPACT:	State whether or not this action will impact current Department policy. If it does impact policy, please explain.	
RECOMMENDATION:	The Secretary sign the attached letter to -----.	
CONCURRENCE::	Name/Date	

Figure 1. Memorandum to the Secretary

Action Memoranda should be submitted to the Executive Secretariat electronically, with relevant attachments, concurrences, and background information.

The original Action Memoranda should also be submitted to the Executive Secretariat with one additional copy of the package.



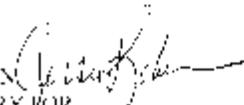
Department of Energy

Washington, DC 20585

2001-013034

July 24, 2001

MEMORANDUM FOR THE SECRETARY

FROM: JESSIE HILL ROBERSON 
ASSISTANT SECRETARY FOR
ENVIRONMENTAL MANAGEMENT

SUBJECT: ACTION: Sign the attached letter to the Defense Nuclear Facilities Safety Board providing the Department's response to the Board's May 24, 2001, letter concerning Recommendation 2001-1, High-Level Waste Management at the Savannah River Site

ISSUE: On May 18, 2001, the Department provided a response to Defense Nuclear Facilities Safety Board Recommendation 2001-1. The Department's initial implementation Plan was included within the response. The Chairman of the Board responded on May 24, 2001, asserting that the Implementation Plan was not totally responsive to all the elements of the Board's Recommendation.

BACKGROUND: In Recommendation 2001-1, the Board expressed its concern that the Department is not providing sufficient management attention to the waste tank issues at the Savannah River Site and that the current operating strategy has resulted in a reduced margin of safety. The Department completed its evaluation of the specific subrecommendations provided by the Board, and concluded that many of the actions proposed by the Board already were, or are, underway, as evidenced by the planning that was underway and the subsequent completion of operations to lower the Tank 6 High-level waste tank liquid level below known leak sites. These actions were discussed in the Department's response dated May, 18, 2001. However, the Department agreed to five commitments that were included within the Implementation Plan in response to this Recommendation.



Printed with 50% or more recycled paper

Example 1. Memorandum to the Secretary, page 1

2

DISCUSSION: The Department believes that the original Implementation Plan should be revised to fully address the concerns of Recommendation 2001-1. The Board's response provides additional insight into their concerns and the Department is proposing a series of meetings to discuss the issues identified by the Board before the revised Implementation Plan is submitted by September 15, 2001.

SENSITIVITIES: The proposed path forward is to schedule a series of meetings rather than revise the Implementation Plan (IP). However, the Department believes that these meetings will serve as an opportunity to discuss and fully consider the Board's concerns and then submit the revised Implementation Plan.

POLICY IMPACT: None

RECOMMENDATION: Sign the attached letter to Chairman Conway providing the Department's response to the Board's May 24, 2001, letter.

Attachment

Concurrences: Environment, Safety and Health/S. Cary 6/06/01
General Counsel/L. Otis 6/11/01
Departmental Representative/M. Whitaker 6/08/01
OS/E, Livingston 7/23/01

Example 1. Memorandum to the Secretary, page 2

B. INFORMATION MEMORANDUM

The Information Memorandum is used to provide important information. The information should be clear, concise, and complete. Clearly state why the Secretary needs this information. Include any sensitivities. Use bullets.

The original and 13 copies should be provided for the daily Secretarial Briefing Book (use two-sided copying when possible). The copy requirements for the Deputy Secretary and the Under Secretaries are the original plus one copy. Copy requirements vary with staffing changes.

C. MEETING AND EVENT REQUESTS

Scheduling requests for the Secretary should be prepared using the Meeting Memorandum or Event Memorandum formats (See *Figures 2 and 3*). **Submit these requests directly to Scheduling and Logistics.**

D. BRIEFING MEMORANDUM

A Briefing Memorandum is prepared to support all Secretarial events or meetings. The format for briefing memoranda for internal and external meetings is shown in *Figure 4*. Cognizant Secretarial Officers are responsible for the preparation of briefing materials for internal and external meetings. Public Affairs will coordinate public remarks and speeches required for significant public events.

Key points to remember when preparing briefing memoranda are:

- Keep memoranda as brief as possible. Supporting attachments can be included when necessary.
- Do not use acronyms.

The original and five copies (double-sided) should be submitted to the appropriate senior policy advisor, Department Chief of Staff, or Public Affairs no later than 11:00 a.m. two days before the event. The briefing memoranda should be prepared on DOE letterhead and an agenda (*Figure 5*) should be included if the briefing is over an hour long.

	United States Department of Energy Washington, DC 20585
<u>MEETING MEMORANDUM</u>	
To:	Secretary Abraham
From:	
Office:	
Direct Number:	Home Number:
Cell Number:	Pager:
Meeting With:	
Organization:	
Contact Number:	
Location:	
Date:	Time:

Requested By:	
Other Attendees:	
Background:	
Their Agenda:	
DOE Agenda:	
Sensitivities:	Concurrences:

Lead & Attending Staff:	
Other DOE Staff Attending:	
Briefing Material:	<input type="checkbox"/> None <input type="checkbox"/> Attached
Open to Press:	<input type="checkbox"/> None <input type="checkbox"/> No

Additional Relevant Information:	

Figure 2: Meeting Memorandum to the Secretary

	United States Department of Energy Washington, DC 20585			
	<u>EVENT MEMORANDUM</u>			
To:	Secretary Abraham			
From:				
Office:				
Direct Number:		Home Number:		
Cell Number:		Pager:		
Type of Event:		S-1's Role:		
Location:				
Date:		Time:		

Name of Group:				
Contact Number:				
Phone Number:		Cell Number:		
Requested By:				
Background on Group:				
VIP's in Attendance:				
Audience:				
S-1 Introduced by:				
Timeline of Event:				
Description of Event Venue:	-----			
Lead & Attending Staff:				
Other DOE Staff Attending:				
Briefing Material:	<input type="checkbox"/>	None	<input type="checkbox"/>	Attached
Open to Press:	<input type="checkbox"/>	None	<input type="checkbox"/>	No

Additional Relevant Information:				

Figure 3: Event Memorandum to the Secretary



DEPARTMENT OF ENERGY
Washington, DC 20585

DATE:

REPLY TO: (Name of Project Officer
Telephone Number)

SUBJECT: (Name of Event)

TO: The Secretary

FROM: Name of Assistant Secretary, Program Director

(Tab 3 times)

DATE: Briefing/Meeting/Event date

TIME: Beginning and ending time

DURATION: Hours, minutes

LOCATION: Address, building location, room number

DOE STAFF: Names of staff attending

PRESS: If applicable

ORGANIZATION/EVENT DESCRIPTION: Briefly describe the organization the Secretary will be meeting with and addressing, why the event/meeting is occurring, and the purpose of the meeting/event.

SPEAKING SET-UP: *If applicable for events*, give name and title of the person who will introduce the Secretary, those seated at his head table, etc.

SECRETARY AND PRIOR DOE INVOLVEMENT: Mention if the Secretary has met or spoken previously to this group. Briefly describe prior DOE involvement and other DOE representatives who have addressed the group or related DOE activities that the Secretary should be advised of before entering the meeting/event.

PARTICIPANTS IN THE MEETING/EVENT: Briefly state the persons the Secretary should know who are in attendance, or part of the group with whom the Secretary is meeting. Describe the audience and its interests. Include brief biographies on the most important attendees and an attendee list with titles and organizations.

ISSUES OF CONCERN: (If necessary, may include background, but limit to 1-2 paragraphs). As briefly as possible and in no more than 1-2 paragraphs per issue, state the issue of concern to be raised in the meeting/event, and, if possible, DOE's position/response.

Figure 4: Briefing Memorandum for the Secretary



DEPARTMENT OF ENERGY
Washington, DC 20585

AGENDA (FOR BRIEFINGS)

Title of Meeting

Date, Time, Location

I. Subject	Presenter	Time
II. Utility Deregulation	Under Secretary Card	9:30 am - 9:45 am

Figure 5: Briefing Agenda for the Secretary

E. INTERNAL MEMORANDUM

Secretary of Energy letterhead should be used when preparing an internal memorandum for the Secretary's signature. Left and right margins should be 1½ inches, but can be 1 inch if it allows the memorandum to be one page. Text should be centered between the top and bottom of the page.

The **MEMORANDUM FOR, FROM:** and **SUBJECT:** lines should all be capitalized and the information should be lined up under the first letter in the name of the recipient.

The format and examples on Secretary of Energy letterhead and Department of Energy letterhead can be found in *Figure 6, Example 6*, and *Figure 7, Example 7*, respectively.

The Secretary of Energy Washington, DC 20585	
Date	
MEMORANDUM FOR JOHN DOE ASSISTANT SECRETARY FOR PROGRAM OFFICE	
FROM:	NAME
SUBJECT:	Upper and lower case
This is the model for formatting internal memoranda signed by the Secretary. Begin text of memorandum on third line down from the last line of the subject.	
-----1 ½"	-----1 ½"
Do <u>NOT</u> type a signature block at the end of the memorandum. Center the text on the page. Margins should be 1½ inches; however, margins can be as small as one inch if this enables the memorandum to remain one-page.	
Write clearly and concisely. Use the active voice.	

Figure 6: Memorandum from the Secretary
Follow this format for memoranda for the Secretary's signature.



The Secretary of Energy

Washington, DC 20585

August 9, 2001

2001-000203

MEMORANDUM FOR HEADS OF DEPARTMENTAL ELEMENTS

FROM: SPENCER ABRAHAM 

SUBJECT: Department of Energy Loan/Lease Agreement Program
for Nuclear Materials at Non-Department of Energy
(DOE) Facilities

Under the Atomic Energy Act of 1954, the Department is responsible for managing and disposing of nuclear materials it has loaned or leased to non-DOE facilities such as universities, research organizations, commercial industry, military facilities, and hospitals. In the mid-1950s, the Department's Loan/Lease Agreement Program was established to monitor these activities. However, lack of ownership and oversight of the Loan/Lease Agreement Program has resulted in accuracy issues of loaned or leased nuclear materials, which will eventually impact on nuclear material planning and disposition activities.

The Office of Plutonium, Uranium, and Special Materials Inventory has been established to serve as a centralized authority with responsibility for tracking nuclear materials subject to special control and accountability requirements. Commensurate with this responsibility, I am tasking the Office of Plutonium, Uranium, and Special Material Inventory to obtain, validate, reconcile and maintain all pertinent inventory information pertaining to all nuclear materials, which are part of the Loan/Lease Agreement Program. They will work with the appropriate departmental elements as necessary to support loan/lease material management and dispositioning. As a first step, I am directing the Office to conduct an in-depth review to examine existing procedures and provide recommendations for improved implementation of the Program.

Ms. Carol Raeder is the point of contact for the Loan/Lease Agreement Program and may be reached at (301) 903-5618 or via e-mail at carol.raeder@hq.doe.gov.



Printed on recycled paper

Department of Energy
Washington, DC 20585

Date

MEMORANDUM FOR JOHN DOE
ASSISTANT SECRETARY FOR
PROGRAM OFFICE

FROM: NAME OF ORIGINATOR
AND TITLE ALL IN CAPS

SUBJECT: Upper and lower case

This is the model for formatting internal memoranda signed by Secretarial Officers and others.

Begin text of memorandum on third line down from the last line of the subject. Do not type a signature block at the end of the memorandum. Center the text on the page. Margins should be 1½ inches; however, margins can be as small as one inch, if this enables the memorandum to remain one-page.

-----1 ½ "

-----1 ½ "

*Figure7: Internal Memoranda
This format can be used for internal memoranda.*



DEPARTMENT OF ENERGY
Washington, DC 20585

June 29, 2001

OFFICE OF THE SECRETARY

MEMORANDUM FOR HEADS OF DEPARTMENTAL ELEMENTS
DEPUTY CHIEF OF STAFF
SENIOR POLICY ADVISORS

FROM: KYLE MCSLARROW *KMS*
CHIEF OF STAFF

SUBJECT: Briefing Memoranda to the Secretary

I am attaching guidelines to help your offices prepare briefing material for the Secretary. The key point is that briefing information must be delivered to the appropriate Senior Policy Advisors/Deputy Chief of Staff or members of the Office of Public Affairs no later than 11:00AM, two days before the scheduled event or meeting, unless the assignment was made in insufficient time to accommodate this request. The Senior Policy Advisor or Deputy Chief of Staff is responsible for any necessary changes to the briefing materials and for providing that completed briefing material to the Scheduling Office by 2:00PM, two days before the event.

If you have not already done so, please designate an individual on your immediate staff to serve as the point of contact for briefing books and provide the name and phone number of that person to the Scheduling Office. The contact person for briefing books in the Office of Scheduling and Advance is Greg Williams, Deputy Director. All information from your office to the Scheduling Office should be channeled through your contact person to either the appropriate Senior Policy Advisor or to Greg.

For further information, please contact Judd Swift, Director, Office of Scheduling and Advance at 6-5534.

Attachment

Example 7: Internal Memoranda

F. CONCURRENCES

ACTION MEMORANDA addressed to Department Principals, and outgoing correspondence may require concurrences. The originating office has the responsibility of determining what concurrences are necessary and securing them. There are some obvious mandatory concurrences that include:

<u>ITEM</u>	<u>CONCURRING OFFICE</u>
All congressional correspondence and initiatives	Congressional Affairs
Native Americans	Congressional Affairs
State Officials	Congressional Affairs
Personnel	Human Resources
Appropriators	Chief Financial Officer
Financial implications	Chief Financial Officer
International or Policy Implications	Policy
Legal issues	General Counsel
Rulemakings	General Council

Concurrence requests should be transmitted using the Executive Secretariat electronic document management system.

Concurring offices must concur promptly. Essential comments should concentrate on important issues and facts. Stylistic comments should be limited and, if included, should be clearly designated as non-essential. In most cases, concurrences on correspondence must occur within 48 hours. Offices should be afforded adequate time to review reports and lengthy or complex documents.

When transmitting a document for concurrence, include the **name** and **telephone number** of the originator. This will facilitate securing further information and clarifications.

On occasion, offices may be unable to resolve disagreements. In these cases, the differing viewpoints should be fully explained in the Action Memorandum or attachments.

Concurrences must be entered into the Executive Secretariat electronic document management system, including all notes from concurring offices.

III. EXTERNAL CORRESPONDENCE

The Department's ability to provide timely and articulate responses to the concerns of our stakeholders is essential to building effective trust-based relationships.

The Executive Secretariat controls all incoming mail addressed to the Secretary, Deputy Secretary, or Under Secretaries of Energy as well as congressional, White House and National Security Council mail addressed to the Department. The Executive Secretariat enters information about each piece of correspondence into the electronic document management system, assigns action to the appropriate office, and provides information copies to other interested offices. A record Profile summarizes the incoming document, assigns action to a specific Program Office, and establishes the signature level and the date response is due. This record is electronically routed to the assigned Program Office for action.

Signature levels and due dates are based on guidance developed to meet Office of the Secretary requirements. Detailed guidance appears in Section I, page I-2 .

A. ACTION MEMORANDUM

An Action Memorandum is a transmittal memorandum that requests action or approval. A sample appears as *Figure 8*.

When preparing an Action Memorandum for correspondence an approve/disapprove block is not necessary if there is a letter for the Secretary to sign. In this case the recommendation should say:

RECOMMENDATION: The Secretary sign the attached letter to _____.

However, if there are two or more letters to sign, an approve/disapprove block should be included with a recommendation that says:

RECOMMENDATION: The Secretary authorize signature on the attached letters.

Approve: _____

Disapprove: _____

Date: _____

Department of Energy Washington, DC 20585		ES- _____
(date)		
MEMORANDUM FOR THE SECRETARY		
FROM:	NAME, TITLE, AND SIGNATURE OF PROGRAM OFFICIAL	
SUBJECT:	ACTION: Response to ----- (or letter to -----, if no incoming)	
ISSUE:	Concisely define the issue. Restate the subject of the incoming letter. Include relevant background information. Does this action establish new policy?	
	<ul style="list-style-type: none">• What are the key messages?• Identify major stakeholders.• Explain pros and cons. Present alternatives where appropriate.• When presenting problems, include solutions.• State hidden issues.• Identify issues that were deliberately not addressed and explain why.• Highlight any particular sensitivities, if appropriate. For example, congressional interest, media interest, fines, etc. <u>Be specific.</u>• Obtain necessary concurrences before submission and indicate below.• Use bullets when possible.• This memo should not exceed two pages. If additional information is required, include a background paper.	
SENSITIVITIES:	Include concerns and sensitivities expressed by the public, stakeholders, and other government institutions. Include sensitivities expressed within the Department, including reasons for nonconcurrences.	
POLICY IMPACT:	State whether or not this action will impact current Department policy. If it does impact policy, please explain.	
RECOMMENDATION:	The Secretary sign the attached letter to -----.	
CONCURRENCE:	Gen. Counsel/Fygi/ mm/dd/yy Congressional/Whatley/ mm/dd/yy	

Figure 8: Action Memorandum

In the *Action Memorandum*, include sensitivities and policy implications.



Department of Energy

Washington, DC 20585

June 7, 2001

ES01-000190

MEMORANDUM FOR THE SECRETARY

FROM: William D. Magwood, IV, Director *Gail H. Mason for*
Office of Nuclear Energy, Science
and Technology

SUBJECT: ACTION: Approve the *Report to Congress on Small Modular
Nuclear Reactors*

ISSUE: As specified in the Fiscal Year 2001 Energy and Water Development
Appropriation Conference Report (106-988), the Office of Nuclear
Energy, Science and Technology is required to submit a report to
Congress that examines the feasibility of deploying small modular
nuclear reactors in remote locations. This report is to be provided to
the Congress by May 31, 2001, as directed by the FY2001 Senate
Energy and Water Development Appropriation Report (106-395).

DISCUSSION: The subject report was drafted by the Office of Nuclear Energy,
Science and Technology and has been reviewed and approved by
General Counsel, the Chief Financial Officer, and the Office of
Congressional Liaison. The concepts that have been examined were
evaluated on the basis of several factors as specified in the Senate
Report 106-395 that include inherent safety, cost effectiveness,
resistance to sabotage and diversion of nuclear materials, infrequent
refueling, level of factory fabrication, and transportability to remote
sites.

A copy of this report is attached. Once your approval is received,
copies will be sent to the Senate and House Appropriations
Committees.

POLICY IMPACT: None.

SENSITIVITIES: None.

RECOMMENDATION: Approve the attached letters and report to Congress.

3 Attachments

APPROVED: *Spencer Abraham*

DISAPPROVED: _____

DATE: June 20, 2001

CONCURRENCE: GR/Eygl 5/30/01 w/edits, CI/Whitley 5/29/01 w/edits

NM/Baker 6/6/01 CR/Carson 6/5/01 w/edits



Printed with soy ink on recycled paper

Example 8: Action Memorandum

B. WRITING A LETTER

Letters should be timely, responsive, and well written. They should send a clear message about what the Department does and why. Clearly identify the public benefit of our activities.

Appendix, Writing Well, provides effective writing guidance. Use this guidance to sharpen all written material.

In addition, please observe the following guidelines:

Be on time.

Abide by Executive Secretariat-assigned due dates. Plan time to obtain concurrences and make revisions.

Be responsive.

Make sure the letter responds to all issues. In rare instances when the Department cannot provide the information requested, the response should say so clearly and offer a specific date when the information will be provided.

Include contact name and telephone number.

All letters should include the name and telephone number of someone to provide further information. For the Secretary's correspondence use the following language:

If you have any further questions, please contact me or (Name, Title and telephone number).

When a letter from the Secretary is to a congressional committee chairman, member of the Cabinet, Governor, or another VIP, the Secretary wants to have follow-up questions referred to him. If the addressee is not a major stakeholder, refer follow-up questions to the Program Office.

Use the correct tone.

All letters require courtesy. Some letters require a formal tone, while others require a more personal, warm tone. Consider the subject and the recipient to develop the correct tone.

When writing a letter for the Secretary's signature, use the tone the Secretary would use when speaking--personal, human, direct, and nonbureaucratic.

USE SPELL-CHECK AND GRAMMATIK

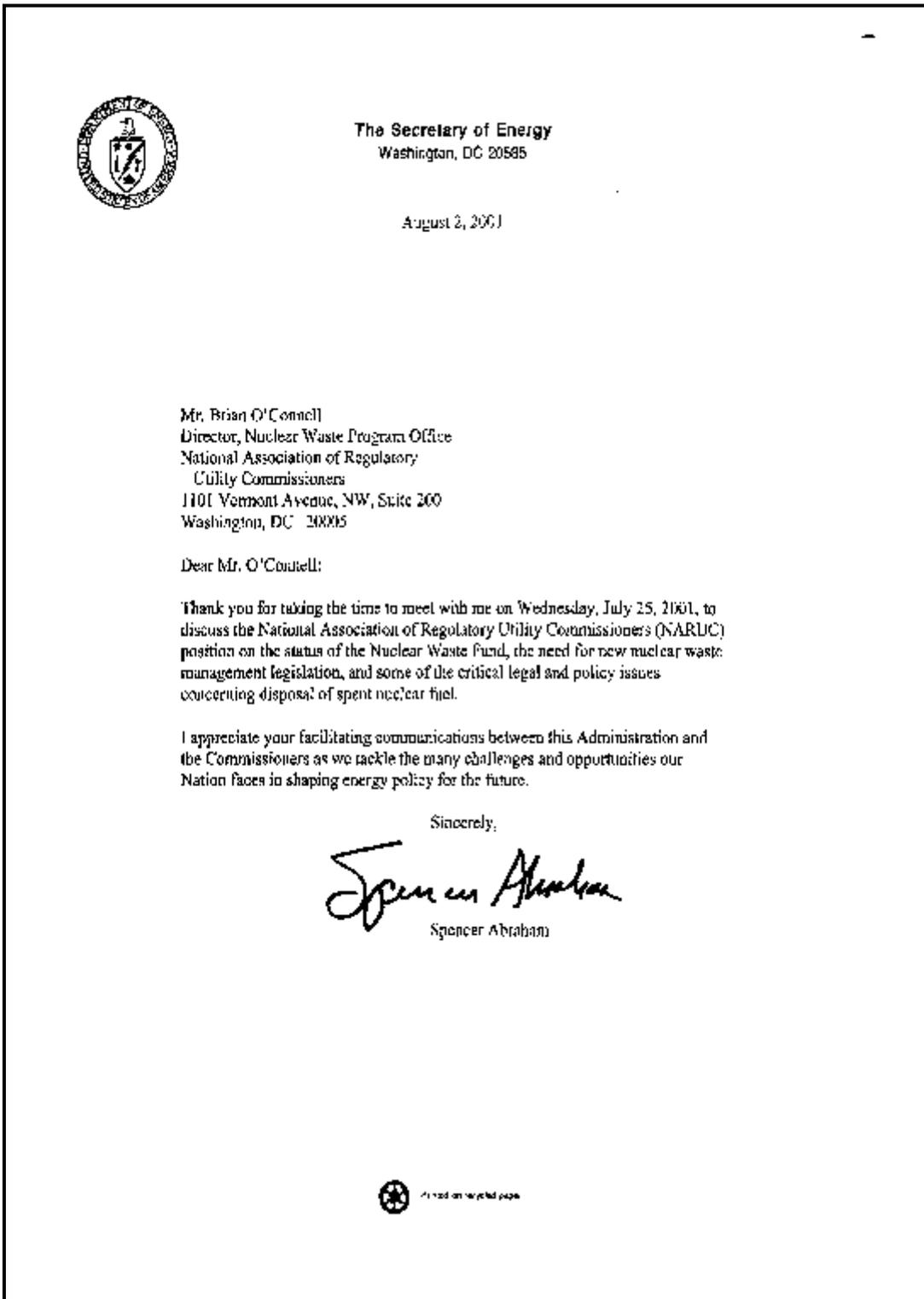
Proofread letters carefully. Use the spell-check feature on the computer, but spell-check will not identify wrong words if they are spelled correctly. Among other things, Grammatik helps us use the active voice in letter writing.

WHAT TO SEND TO THE EXECUTIVE SECRETARIAT

Forward the original and one copy of the correspondence document to the Executive Secretariat. Please use staggered tabs to identify and separate background documents and enclosures or attachments. All documents relating to the correspondence must be entered in the Executive Secretariat electronic document management system by the Program Office staff. Please enter background and enclosure or attachment documents as separate, distinct documents.

<p style="text-align: center;">Secretary of Energy Washington, DC 20585</p> <p style="text-align: center;">Date</p> <p>Mr. John Smith President ABC Corporation 1000 Any Street Syracuse, NY 13214</p> <p>Dear Mr. Smith:</p> <p>Letters should begin by referencing the incoming correspondence, if appropriate, followed by the main idea of the letter. The main idea should articulate the value of or rationale for the Department activity discussed. Explain why the Department does this. What is the benefit to the public?</p> <p>Use bullets in letters to provide information more effectively. Other points to keep in mind are:</p> <ul style="list-style-type: none">• Be timely.• Be responsive.• When promising further information, establish a specific delivery date in the letter and meet that date.• Letters should be two or more paragraphs and single spaced.• Center letters on the page. <p>Use an appropriate closing paragraph.</p> <p style="text-align: center;">Sincerely,</p> <p style="text-align: center;">Spencer Abraham</p> <p>Enclosure</p> <p>cc: Ms. Jane Jones President Titan Corporation</p>
--

Figure 9: Example of letter prepared for the Secretary's signature



Example 9: Letter signed by the Secretary

C. INTERIM REPLY

On rare occasion when a fully responsive letter cannot be prepared and signed by the due date, prepare an interim or partial reply. The same person that signs the final response should sign the interim reply. Include a specific date by which the final response will be sent.

D. MEMORANDA TO THE WHITE HOUSE AND OTHER AGENCIES

This format has been designed by the White House. The Secretary usually uses memorandum format to communicate with the President. Examples of the style of memoranda for the President follow:

The Secretary of Energy Washington, DC 20585	
center date	
MEMORANDUM FOR THE PRESIDENT	
FROM:	NAME
SUBJECT:	Upper and Lower Case
I. ACTION-FORCING EVENT:	The nature of the event requiring or suggesting action and the degree of flexibility associated with it.
-----1 ½ "	-----1 ½ "
II. BACKGROUND/ANALYSIS:	Outline history, current status, possible options, and impacts--financial, constituent, or other public policy considerations.
III. RECOMMENDATION:	Indicate single recommendation or list options.
IV. DECISION:	
-----Approve	-----Approve as amended -----Reject -----No action
NOTE: Where necessary, tabs may be attached to Decision Memoranda. However, as in the case of other written materials directed to the President, brevity is important. Seldom should a Decision Memorandum be longer than one or two pages, and tabs, whenever possible, should be limited to five or fewer.	

Figure10: Decision Memo format for the President



The Secretary of Energy
Washington, DC 20585
June 19, 2001

2001-011804

INFORMATION

MEMORANDUM FOR THE PRESIDENT

THROUGH: THE VICE PRESIDENT

FROM: SPENCER ABRAHAM

SUBJECT: Final Report on Federal Energy Conservation Measures

I. SUMMARY

In response to your May 3, 2001 memorandum for the Heads of Executive Departments and Agencies concerning energy conservation at Federal facilities, 34 agencies have submitted their reports to the Department of Energy. A summary of each report, as well as a copy of each agency's complete report, are included in the attached Report: *Energy Conservation Actions Taken at Federal Government Facilities in Response to the May 3, 2001 Presidential Memorandum*.

II. DISCUSSION

DOE received reports from 19 of the largest energy using agencies, representing almost 99 percent of all Federal facility energy use, as well as reports from 15 other agencies. These agencies reviewed their existing operations and energy conservation programs and identified additional methods to reduce energy use and, in particular, electric demand during peak load periods.

Agencies reported a wide range of energy management activities including peak demand shaving procedures, implementation of energy efficiency technologies, and energy awareness campaigns. The attached report provides an overview of these activities, including those actions aimed at reducing peak demand at Federal facilities in California.

As one example of the Federal government's response, 114 Federal facilities in California participated in a load reduction exercise on May 24, 2001. These facilities estimated that they could reduce peak demand between 15 and 25 percent during electrical emergencies. In addition, a number of agencies reported investment in distributed energy resources to help improve reliability. Many of these systems -- which include fuel cells, microturbines, and photovoltaics -- are highly efficient and make use of combined heat and power.

As a follow-up to this report, my Department will coordinate with the Office of Management and Budget to convene a meeting of all Senior Energy Officials to ensure that Federal agencies continue to lead by example with smart energy management.

Attachment



PRINTED ON RECYCLED PAPER

Example 11: Information Memo format for the President

E. TRANSMITTING REPORTS TO THE PRESIDENT OR CONGRESS

When transmitting reports to the President or Congress, cite the legal requirement the report satisfies, if applicable. The value of the activity or rationale should be clearly stated early in the transmittal letter. In addition, the letter should highlight the key points of the report (positive and negative). Bullet format is recommended.

For reports that will not meet their statutory due date, delay letters must be prepared. Delay letters must include a new due date and should be signed by the Secretary before the established due date. Congressional Affairs must concur in delay letters.

For reports that will not meet administratively determined due dates, an explanatory memorandum establishing a new due date should be submitted to the Secretary.

F. WHITE HOUSE CORRESPONDENCE

The White House frequently refers correspondence to the Department for direct reply or for preparation of a draft response for the signature of the President or other White House officials. Due dates for White House referrals should be met.

An Action Memoranda is prepared for draft letters prepared for White House signature. The draft letters should be double spaced and **DRAFT** indicated at the top.

The Executive Secretariat will dispatch all responses to White House correspondence.

Presidential Messages

Secretarial Officers may request Presidential messages or special letters for events, conferences, or recognition of special achievements. Requests are sent through the Executive Secretariat to the White House. A memorandum detailing the event or occasion should be prepared using the format in *Figure 10*, but should be addressed to the Director, Presidential Messages, and be prepared for the signature of the Director, Executive Secretariat. Enclose a draft letter or message. All information must be received by the Executive Secretariat at least three weeks before the event.

G. MULTIPLE LETTER MAILINGS

The Executive Secretariat recommends that staff work closely with their Executive Secretariat Team Leaders when preparing a large number of identical letters.

Provide the Executive Secretariat with one complete, fully coordinated letter (including enclosures when appropriate) and an addressee list. This saves time and paper.

The recommendation block on the Action Memorandum should request the Secretary's approval of the proposed letter and the use of the facsimile signature machine on the letters. Following the Secretary's approval, the letters are produced by the Program Office and forwarded to the Executive Secretariat for signing. The Program Office also prepares and forwards labeled envelopes to the Executive Secretariat.

H. CONCURRENCES

The concurrence guidelines expressed in section II-F also apply to correspondence. The Executive Secretariat guidance supplied on the Record Profile is just that--guidance. Departmental Elements must determine which concurrences are required.

Obtain concurrences simultaneously, rather than serially, in order to meet due dates.

IV. ELECTRONIC COMMUNICATION

Electronic communication is used extensively in the Department. Department of Energy Home Page and electronic correspondence are commonly used media for communicating with the Department. Electronic mail correspondence to the Secretary is acknowledged and forwarded to the responsible Program Office to determine the appropriate action required.

Some Electronic Communications Guidelines

- ***Subject line should be meaningful.***

Let the recipient know if the message requires action or is information only. We recommend starting the subject line with: *ACTION:* or *INFO:*. The subject line should get your message across briefly. For example:

INFO: New Communication Training Available

ACTION: Please Concur on Budget by 1/20

- ***Keep your message brief.***

Try to keep your message to one screen. If the message must be more than one screen, make sure the most important information (including action required and due dates) is included at the beginning of your message.

- ***Take the time to edit your message.***

Make sure your message is sharp and to the point. Always review content, as well as grammar, before transmitting. The speed of delivery for electronic mail messages is a strength and a weakness. Remember when the *send* button is pushed, the message is gone and cannot be called back.

- ***Make sure the message is addressed to the right audience.***

Because it is so easy to use electronic mailing lists, there is a tendency to over distribute information. While sharing information is good, over use can result in important messages being lost among the junk mail. Carefully consider who needs the information you are sending. Be particularly careful when responding to messages. Does everyone on the mailing list need to receive your response? Should you respond to the sender only?

V. MODELS OF ADDRESS

A. INTERNAL ADDRESSES

1. General Designations

- a. Headquarters Elements are first-tier organizations at Headquarters. First-tier organizations are identified in subsection 2 on page V-1.
- b. Secretarial Officers may be used when addressing correspondence to persons responsible for Headquarters organizations.
- c. Program Secretarial Officers (PSOs) are the heads of the major Headquarters line programs.
- d. Lead Program Secretarial Officers (LPSOs) are the Deputy Administrator for Defense Programs; Director, Office of Science; Assistant Secretary for Environmental Management; and Officers assigned Special Purpose Offices. Field Offices report directly to an LPSO, who has line management responsibility for managing field activities.
- e. Field Offices, Operations Offices, Regional Offices, and Laboratories are Departmental components located outside the Metropolitan Washington area. Forms of Address for Offices and Laboratories are listed on pages V-2 and V-3.
- f. All Departmental Elements may be used when addressing correspondence to first-level organizations at Headquarters and the Field.

2. Headquarters Address Format

Never use two-letter routing symbols in correspondence or memoranda. The two letters followed by a number are mail routing symbols, not legitimate organizational indicators. The Department of Energy Organization Chart is available at

<http://www.ma.doe.gov/phonebook>

SINGLE ADDRESSEES

The Secretary
Deputy Secretary
Under Secretary for Energy, Science and Environment
Under Secretary for National Nuclear Security

MULTIPLE ADDRESSEES

None

SINGLE ADDRESSEES

General Counsel
Assistant Secretary for Policy and International Affairs
Assistant Secretary for Congressional
and Intergovernmental Affairs
Assistant Secretary for Energy Efficiency
and Renewable Energy
Deputy Administrator, National Nuclear Security,
for Defense Programs
Deputy Administrator, National Nuclear Security,
for Defense Nuclear Nonproliferation
Deputy Administrator, National Nuclear Security,
for Naval Reactors
Assistant Secretary for Environment, Safety and Health
Assistant Secretary for Fossil Energy
Assistant Secretary for Environmental Management
Inspector General
Administrator, Energy Information Administration
Director, Office of Science
Director, Office of Civilian Radioactive Waste Management
Director, Office of Management, Budget and Evaluation
Director, Office of Hearings and Appeals
Director, Independent Oversight and Performance Assurance
Director, Office of Nuclear Energy, Science and Technology
Director, Office of Economic Impact and Diversity
Director, Contractor Reform and Privatization
Director, Security and Emergency Operations/
Chief Information Officer
Power Marketing Administrations Liaison Office
Executive Director, Office of the Secretary of Energy Advisory Board
Director, Office of Worker and Community Transition
Director, Office of Intelligence
Director, Office of Counterintelligence
Director, Office of Public Affairs

MULTIPLE ADDRESSEES

Secretarial Officers

**3. Field Office, Operations Office, Laboratory, and Power Marketing Administration
Address Format**

When addressing correspondence to the Manager, Director, or Administrator of a DOE Facility, the appropriate format is:

Name
Title
(Location) Operations Office
U..S. Department of Energy
Post Office Box or Street Address
City, State ZIP Code

Note: For internal correspondence, it is not necessary to include the fourth line (Department of Energy).

Refer to the DOE Online Directory for current organization information and addresses. Links to this information include:

About Us (Energy.Gov)

<http://www.energy.gov/aboutus/org.category.html>

Online Telephone Directory

<http://www.ma.doe.gov/phonebook>

SINGLE ADDRESSES

MULTIPLE ADDRESSES

FIELD OFFICES

Specific Office
U.S. Department of Energy
P.O. Box #####
City, State Zip

None

OPERATIONS OFFICES

Specific Operations Office
U.S. Department of Energy
P.O. Box #####
City, State Zip

DOE Operations Offices

MULTI-PROGRAM LABORATORIES

[By definition, a multiprogram laboratory is a major departmental laboratory that conducts significant tasks for several Headquarters Elements.]

Specific National Laboratory
Street Address and/or P.O. Box #####
City, State Zip 94550

None

PROGRAM-DEDICATED LABORATORIES

[Program-dedicated laboratories are major departmental laboratories that conduct significant tasks for a single departmental Headquarters Element.]

Specific Laboratory
Street Address and/or P.O. Box #####
City, State Zip 94550

None

GOVERNMENT-OPERATED LABORATORIES

Specific Laboratory
Street Address and/or P.O. Box #####
City, State Zip 94550

None

POWER MARKETING ADMINISTRATIONS

Specific Power Administration
U.S. Department of Energy
P.O. Box #####
City, State Zip

Power Marketing Administrations

B. EXTERNAL ADDRESSES

KEY OFFICIALS FORMS OF ADDRESS

The following are guidelines for addressing key officials. There may be personal preferences that can be verified with a particular office. If you have any questions about these titles and addresses or any others, please call the Executive Secretariat at 586-5230.

The President

Address block: The President
 The White House
 Washington, D.C. 20500

Salutation & Dear Mr. President:
Closing: Respectfully,

Memorandum: MEMORANDUM FOR THE PRESIDENT
(Most information directed to the President from the Secretary should be in letterhead memorandum format.)

The Vice President

Address Block: The Vice President
 The White House
 Washington, D.C. 20500

Salutation & Dear Mr. Vice President:
Closing: (Dependent on signee)

Memorandum: MEMORANDUM FOR THE VICE PRESIDENT

Address Block: The Honorable Dick Cheney
 President of the Senate
 Washington, D.C. 20510

Salutation & Dear Mr. President:
Closing: (Dependent on signee)

Chief of Staff to the President

Address Block: The Honorable -----
 Chief of Staff to the President
 The White House
 Washington, D.C. 20500

Salutation & Dear -----:
Closing: (Dependent on signee)

Memorandum: MEMORANDUM FOR THE HONORABLE -----
 CHIEF OF STAFF TO THE PRESIDENT

National Security Advisor

Address Block: The Honorable -----
 Assistant to the President
 for National Security Affairs
 The White House
 Washington, D.C. 20500

Salutation & Dear -----:
Closing: (Dependent on signee)

Memorandum: MEMORANDUM FOR THE HONORABLE -----
 ASSISTANT TO THE PRESIDENT
 FOR NATIONAL SECURITY AFFAIRS

Secretary to the Cabinet

Address Block: The Honorable ----
 Secretary to the Cabinet
 The White House
 Washington, D.C. 20500

Salutation & Dear -----:
Closing: (Dependent on signee)

Memorandum: MEMORANDUM FOR THE HONORABLE -----
 SECRETARY TO THE CABINET

Office of Management & Budget Director

Address Block: The Honorable -----
Director
Office of Management and Budget
Old Executive Office Building
Washington, D.C. 20503

Salutation & Dear Mr. -----:
Closing: (Dependent on signee)

Memorandum: MEMORANDUM FOR THE HONORABLE -----
DIRECTOR, OFFICE OF MANAGEMENT AND BUDGET

Assistant to the President for Science and Technology

Address Block: The Honorable -----
Assistant to the President
for Science and Technology
Old Executive Office Building
Room 360
Washington, D.C. 20506

Salutation & Dear -----
Closing: (Dependent on signee)

Memorandum: MEMORANDUM FOR THE HONORABLE -----
ASSISTANT TO THE PRESIDENT
FOR SCIENCE AND TECHNOLOGY

MEMBERS OF THE CABINET

Attorney General

Address Block: The Honorable -----
Attorney General
Department of Justice
Washington, D.C. 20530

Salutation & Dear Mr. or Madam Attorney General:
Closing: (Dependent on signee)

Secretary of Agriculture

Address Block: The Honorable -----
Secretary of Agriculture
Washington, D.C. 20250

Salutation &
Closing: Dear Mr. or Madam Secretary:
(Dependent on signee)

Secretary of Commerce

Address Block: The Honorable -----
Secretary of Commerce
Washington, D.C. 20230

Salutation &
Closing: Dear Mr. or Madam Secretary:
(Dependent on signee)

Secretary of Defense

Address Block: The Honorable -----
Secretary of Defense
Washington, D.C. 20301

Salutation &
Closing: Dear Mr. or Madam Secretary:
(Dependent on signee)

Secretary of Education

Address Block: The Honorable -----
Secretary of Education
Washington, D.C. 20202

Salutation &
Closing: Dear Mr. or Madam Secretary:
(Dependent on signee)

Secretary of Health and Human Services

Address Block: The Honorable -----
Secretary of Health and Human Services
Washington, D.C. 20201

Salutation & Dear Mr. or Madam Secretary:
Closing: (Dependent on signee)

Secretary of Housing and Urban Development

Address Block: The Honorable -----
Secretary of Housing and Urban Development
Washington, D.C. 20410

Salutation & Dear Mr. or Madam Secretary:
Closing: (Dependent on signee)

Secretary of the Interior

Address Block: The Honorable -----
Secretary of the Interior
Washington, D.C. 20240

Salutation & Dear Mr. or Madam Secretary:
Closing: (Dependent on signee)

Secretary of Labor

Address Block: The Honorable -----
Secretary of Labor
Washington, D.C. 20210

Salutation & Dear Mr. or Madam Secretary:
Closing: (Dependent on signee)

Secretary of State

Address Block: The Honorable -----
Secretary of State
Washington, D.C. 20520

Salutation & Dear Mister or Madam Secretary:
Closing: (Dependent on signee)

Secretary of Transportation

Address Block: The Honorable -----
Secretary of Transportation
Washington, D.C. 20590

Salutation & Dear Mr. or Madam Secretary:
Closing: (Dependent on signee)

Secretary of the Treasury

Address Block: The Honorable -----
Secretary of the Treasury
Washington, D.C. 20220

Salutation & Dear Mr. or Madam Secretary:
Closing: (Dependent on signee)

Secretary of Veterans Affairs

Address Block: The Honorable -----
Secretary of Veterans Affairs
Washington, D.C. 20420

Salutation & Dear Mr. or Madam Secretary:
Closing: (Dependent on signee)

OTHERS

Administrator of the Environmental Protection Agency

Address Block: The Honorable -----
Administrator
Environmental Protection Agency
Washington, D.C. 20460

Salutation & Dear Mr. or Madam Administrator -----
Closing: (Dependent on signee)

United States Trade Representative

Address Block: The Honorable -----
U.S. Trade Representative
Washington, D.C. 20506

Salutation & Dear Mr. or Madam Ambassador:
Closing: (Dependent on signee)

Chairman of the Federal Energy Regulatory Commission

Address Block: The Honorable -----
Chair
Federal Energy Regulatory Commission
825 North Capitol Street, N.E.
Washington, D.C. 20426

Salutation & Dear Mr. or Madam Chair:
Closing: (Dependent on signee)

Administrator of the National Aeronautics and Space Administration

Address Block: The Honorable -----
Administrator
National Aeronautics and Space Administration
Washington, D.C. 20546

Salutation & Dear Mr. or Madam Administrator -----:
Closing: (Dependent on signee)

MEMBERS OF CONGRESS

Member of the Senate

Address Block: The Honorable John/Jane Doe
(Washington, D.C.) United States Senate
 Washington, D.C. 20510

(Away from The Honorable John/Jane Doe
Washington, D.C.) United States Senator
 (Local address) 00000

cc: The Honorable John/Jane Doe
 United States Senator
 Washington, D.C. 20510

Salutation & Dear Senator Doe:
Closing: (Dependent on signee)

Member of the House of Representatives

Address Block: The Honorable John/Jane Doe
(Washington, D.C.) U.S. House of Representatives
 Washington, D.C. 20515

(Away from The Honorable John/Jane Doe
Washington, D.C.) Member, U.S. House of Representatives
 (Local address) 00000

cc: The Honorable John/Jane Doe
 U. S. House of Representatives
 Washington, D.C. 20515

Salutation & Dear Representative Doe:
Closing: (Dependent on signee)

Chairman, Committee of Congress (House)

Address Block: The Honorable John/Jane Doe
 Chairman
 Committee on Armed Services
 U.S. House of Representatives
 Washington, D.C. 20515

Salutation & Dear Mr. Chairman: or Dear Madam Chairman:
Closing: (Dependent on signee) (Dependent on signee)

Ranking Minority Member, Committee of Congress (House)

Address Block: The Honorable John/Jane Doe
 Ranking Minority Member
 Committee on Armed Services
 U.S. House of Representatives
 Washington, D.C. 20515

Salutation & Dear Representative Doe:
Closing: (Dependent on signee)

Chairman, Subcommittee of Congress (Senate)

Address Block: The Honorable John/Jane Doe
 Chairman, Subcommittee on Water
 and Power
 Committee on Energy and Natural Resources
 United States Senate
 Washington, D.C. 20510

Salutation & Dear Mr. Chairman: or Dear Madam Chairman:
Closing: (Dependent on signee) (Dependent on signee)

Ranking Minority Member, Subcommittee of Congress (Senate)

Address Block: The Honorable John/Jane Doe
 Ranking Minority Member
 Subcommittee on Water and Power
 Committee on Energy and Natural Resources
 United States Senate
 Washington, D.C. 20510

Salutation & Dear Senator Doe:
Closing: (Dependent on signee)

Governors

Address Block: The Honorable John/Jane Doe
 Governor of (State name)
 Capital, State zip code

Salutation & Dear Governor Doe:
Closing: (Dependent on signee)

AMBASSADORS

American Ambassador

Address Block: The Honorable John/Jane Doe
 Ambassador of the United States of America
 City, Country

Salutation & Dear Mr. Ambassador: or Dear Madam Ambassador:
Closing: (Dependent on signee) (Dependent on signee)

Foreign Ambassador in the United States

Address Block: His Excellency John Doe
 Ambassador of full name of country
 Street Address
 City, State ZIP Code

Salutation & Dear Excellency:
Closing: (Dependent on signee)

or

Dear Mr. Ambassador: or Dear Madam Ambassador:
(Dependent on signee) (Dependent on signee)

Note A: There are six countries where the name of the country precedes the title "Ambassador": Brazil, China, Great Britain, Nepal, Malawi, and Sweden; thus, the form of address for ambassadors from these countries would be: His Excellency the Brazilian Ambassador.

Note B: If the British Ambassador has a personal title, he is addressed:

*His Excellency
The Right Honorable Full Name, Title
British Ambassador*

VI. FORMAT RULES

A. LETTERHEAD

The Secretary's correspondence should be on Secretary of Energy letterhead. Brief notes should be on Secretary of Energy club stationery (6 1/4 x 8 1/2), which can be obtained from the Executive Secretariat. Use Deputy Secretary and Under Secretary letterhead when appropriate. All other correspondence should use Department of Energy letterhead. When asked to prepare correspondence for the Chief of Staff or other members of the Office of the Secretary staff, use Department of Energy letterhead.

B. WORD-PRESSING FILES

WordPerfect and Word files are accepted word-processing software files used to prepare executive documents.

C. MARGINS

The preferred left and right margins are 1 1/2 inches. However, use one-inch margins if it keeps the letter to one page. One-page letters and memoranda should be centered between the top and bottom of the page. For documents more than one page, top and bottom margins should be one inch.

D. FONT

Times New Roman, 12 pt., is the preferred font for the Secretary's correspondence.

E. LINE SPACING

Letters and memoranda should be more than one paragraph and should be single spaced.

F. SALUTATION

When the recipient holds a special title, it should be included in the salutation. For example:

Dear Governor Smith:
Dear Mr. or Madam Chairman:
Dear Mr. or Madam Ambassador:

In most other cases, the salutation should be:

Dear Mr. Smith:
Dear Ms. Smith:
Dear Mrs. Smith:
Dear Miss Smith:
Dear Dr. Smith:

Children can be addressed by their first name.

G. SIGNATURE BLOCKS

Examples of Signature blocks for the Secretary, Deputy Secretary, and the Under Secretaries follow:

Sincerely,	Sincerely,	Sincerely,	Sincerely,
Spencer Abraham	Francis S. Blake	Robert G. Card	John A. Gordon

NOTE: There are five blank lines between *Sincerely* and the name.

H. ENCLOSURES AND ATTACHMENTS

If other materials are being transmitted with the letter, type Enclosure or Enclosures at the left margin two lines below the signature block. For example:

Sincerely,

Spencer Abraham

Enclosure

In memoranda, *Attachment* should be used rather than *Enclosure*. All enclosures or attachments should be referenced in the body of the document.

I. COURTESY COPIES

Courtesy copies (cc) are sent to people, not places, buildings or offices. They should be designated at the end of the letter. Two lines below the signature block (or two lines below Enclosure) type:

cc: Ms. Jane Brooks
President
National Association of Industry Leaders

Complete addresses should not be included; however, titles and organizational affiliation should be included.

When providing a courtesy copy of a letter to a congressional committee chairman to the ranking minority member of the same committee, it is not necessary to include the full committee name. For example:

cc: The Honorable John Smith
Ranking Minority Member

Courtesy copies to Department of Energy staff should not be included on external correspondence. If Department staff require a copy, send it as a blind courtesy copy (bcc).

With the increasing use of electronic mail, it is frequently possible to send courtesy copies electronically. List the copy as follows:

E Mail cc: Mr. or Madam John Smith

If the enclosure to a letter (or attachment to a memorandum) is not included with the courtesy copy, note it on the original letter as follows:

cc: Ms. Mary Smith (without enclosure)

VII. WEEKLY REPORT TO THE SECRETARY

Every Departmental Element is responsible for submitting a *Weekly Report to the Secretary* (*Weekly Report*) to communicate programmatic issues and concerns. The Secretary reads the *Weekly Report* carefully. To make the reports effective, this section provides guidance on the preparation of *Weekly Reports to the Secretary* and instructions for electronically submitting reports.

The *Weekly Report* should contain breaking issues and accomplishments and should communicate upcoming decisions or occurrences that are likely to happen. The *Weekly Report* also contributes information for the Department's *White House Report* submitted to the President and Senior White House Staff on a weekly basis.

From reports transmitted electronically, the Executive Secretariat compiles a single report using a macro (a software program that merges several documents into one automatically). Format and style protocols support the effective merge of numerous reports.

A. Weekly Report Content

Information in the *Weekly Report* should :

- Highlight information the Secretary needs to know
- Most information should be future-oriented, rather than listing the past week's activities
- Focus on the Department's mission and actions that lead to accomplishing our goals
- Frame the report around outcomes, measurements, and milestones.

Keep the following points in mind when preparing the *Weekly Report*:

- Discuss outcomes, not activities. Explain why the Department is doing this, what results are important to our customers, and what success will look like.
- Express achievements and outcomes in clear, simple language that is meaningful to the public.
- Focus on Department and organization strategic goals and critical outcomes.
- When identifying a problem, identify actions being taken to mitigate it.
- Include significant actions that could lead to favorable or unfavorable reactions by the Congress, the States, the media, or stakeholders.
- Highlight important accomplishments that support the Department's mission. Include information on how the Department is sharing this information with stakeholders, Congress, Executive Branch colleagues, and the public.

- When relating crosscutting issues or activities, include information on other DOE offices or Federal agencies participating. Does DOE have the lead on the issue or activity?
- Include travel, leave, and delegations of authority.

B. Weekly Report Submission

Reports submitted by Program Offices should be provided to the Executive Secretariat no later than 12:00 noon every Friday unless otherwise notified by the Executive Secretariat. Program Offices should submit their *Weekly Report* via electronic mail as a WordPerfect attachment addressed to the "**Weekly**" mailbox. The attached WordPerfect file should be named the organization two-letter routing symbol with the extension .wpd. For example, the Office of Nuclear Energy, Science and Technology report would be named: NE.wpd.

1. Stylistic considerations

- Use *Times New Roman* 12 pt. font; set 1½-inch margins left and right; 1 inch margins top and bottom; justify left. Save file as a WordPerfect document.
- Do not use bold, italics, underlining, or special indentations in the body of the report, except as specifically indicated below.
- Pages of the report should not be numbered. [Do not put in a "No page numbering" format code and do not number the pages.]
- Each bullet should be self-contained. Include a sentence of content or background. Describe the situations, issues, or activities. Conclude with who is affected and their likely response.
- Every paragraph should have a **bolded short title** followed by a colon, e.g., **North America Energy Working Group (NAEWG):** The Department will host a technical experts' meeting....
- Do not write in the first person. Rather use the third person, as in "The Secretary" or "Assistant Secretary _____."
- When including dates, do not include days of the week or this year, 2001. However, references to previous or future years should be included.
- Insert precise dates at the beginning of the item; do not use words like today or tomorrow.
- Abbreviate all states, e.g., AL, AK, AZ.
- Use the full name when referring to an office, followed by the abbreviated name in parenthesis. Thereafter the abbreviated name will suffice. (e.g., Office of Nuclear Energy, Science and Technology (NE) will be announcing several new In order to gauge the public response to these announcements, NE plans to)

- Court cases should be underlined.
- Publications and television programs should be *italicized*.
- Use the name of the news organization, publication, or program involved rather than reporters' names.
- When referring to elected officials, do not use annotations such as (D-MN) after their names.

2. Weekly Report Format by Categories

The Weekly Report should be prepared in the format shown below.

<p>(Name of Office) WEEKLY REPORT</p> <p>(Date)</p> <p>I. SCHEDULE</p> <p>Include major events in which the principal is participating, for example – speaking engagements, visits, announcements, meetings with foreign dignitaries, and/or conferences in which the Department is being represented. It is also helpful to know when principals are on leave so that a back-up can be contacted in their absence.</p> <p>HELPFUL HINTS:</p> <ul style="list-style-type: none">• Include schedules for the principal of the program only (i.e., Assistant Secretary or Director)• Please include schedules 3 weeks out• Be sure to indicate what role is being taken (e.g., speaker, participant)• Continue to note who is acting head of the office while principal is absent <p>II. KEY DEPARTMENTAL NEWS</p> <p>Media Interest: Program Contact:</p> <p>Looking for:</p> <ul style="list-style-type: none"><input type="checkbox"/> timely/newsworthy upcoming major events<input type="checkbox"/> major or forthcoming decisions<input type="checkbox"/> important new contracts or changes in facilities<input type="checkbox"/> emerging management issues<input type="checkbox"/> major awards or recognition <p>Helpful Hints:</p> <ul style="list-style-type: none">• Be prospective – include items that will be happening in the next 2 to 4 weeks; if events are still tentative, mark them as such• Include major events that happened the week in which the report is submitted• Do not include items which occurred prior to that week• Include events in order of importance• Include noteworthy Congressional activity• Always include specific dates when possible <p>III. UPCOMING EVENTS OR MATTERS OF SECRETARIAL INTEREST (7-day advance)</p> <ul style="list-style-type: none">• Include all inquiries into the operation of the office or site.

Figure 12: Format for the Weekly Report to the Secretary, page 1

IV. WORK ON SECRETARIAL INITIATIVES

These items do not have to be breaking news. Entries should provide weekly progress reports for the priority initiatives listed below. Only include entries for categories for which you have relevant information. Please be advised that these items will change from time to time. You will be notified when an initiative or priority is no longer needed, or when new items are added to the list.

- Updates from the CIO on status of systems
- DOE's involvement with private-sector systems (i.e., oil and gas, electricity)
- Race
- Initiatives that promote diversity/further race relations
- Service
- Initiatives your programs are undertaking to further and promote public service
- Accelerated closure of sites
- Electricity restructuring
- Congressional request on foreign travel
- Independent investigation of environment, safety and health concerns at the gaseous diffusion plants

V. PRESS INQUIRIES

☐ Include all requests for interviews with the principal over the next 3 weeks

VI. FOIA REQUESTS

This should include:

- ☐ who is making the request
- ☐ 1 or 2 sentences on the subject matter requested
- ☐ 1 or 2 sentences on the relevance

VII. GRANTS, ECONOMIC ANNOUNCEMENTS, AND PUBLICATIONS

This should include:

- ☐ Major grants, up to 5 weeks prior to release
- ☐ Forecasts and price reports
- ☐ Major publications 3 weeks prior to release (e.g., major policy reports or analyses, studies DOE has funded, GAO reports)

VIII. CLIMATE CHANGE

IX. DISASTER ASSISTANCE

Figure 12: Format for the Weekly Report to the Secretary, page 2

3. Negative Report Submission

If a Program Office does not have issues, activities, or information to communicate for the upcoming *Weekly Report*, please prepare a negative report. The format to submit a negative report is shown below:

<p>(Name of Office) WEEKLY REPORT</p> <p>(Date)</p> <p>I. Schedule Nothing to report.</p> <p>II. Departmental News</p> <p>II. Upcoming Events or Matters of Secretarial Interest (7-day advance)</p> <p>IV. Work on Secretarial Initiatives</p> <p>V. Press Inquiries</p> <p>VI. FOIA Requests</p> <p>II. Grants, Economic Announcements, and Publications</p> <p>II. Climate Change</p> <p>IX. Disaster Assistance</p>
--

Figure 13: Negative Report Format for Weekly Report to the Secretary

VIII. FOREIGN TRAVEL REQUESTS

The White House requires that foreign travel proposals for Presidential appointees confirmed by the Senate or those acting in those positions be submitted to the National Security Council for approval. National Security Council approval should be sought prior to confirming travel plans with the foreign governments concerned.

At least one month before traveling abroad, you must prepare a memorandum to the Deputy Chief of Staff requesting approval. This memorandum, concurred upon by the Assistant Secretary for Policy and International Affairs should include:

- objectives of the trip;
- names of senior participants;
- list of major events, appearances, meetings, and speeches;
- proposed itinerary to the extent possible; and
- cost information.

Also include with the memorandum a travel authorization form prepared for the Deputy Chief of Staff's signature. The Program Office also prepares the memo to the National Security Council from the Director, Executive Secretariat. [See Figure 14, and Examples 14, 15, and 16.]

After the travel authorization has been signed, the Executive Secretariat will seek the approval of the National Security Council. Airline tickets and travel funds will not be released until the National Security Council has approved the travel.

If in your judgment the results of the trip would be of Presidential interest, a trip report should be prepared and submitted to the Secretary for transmittal to the President through the National Security Council.

	<p>Department of Energy Washington, D.C.</p>
MEMORANDUM FOR	THE DEPUTY CHIEF OF STAFF
FROM:	NAME TITLE & OFFICE
SUBJECT:	Foreign Travel
<p>I request approval for foreign travel to -----, from ----- through----- for the purpose of -----.</p>	
<p><i>NOTE: Give some background on the "what" and "why" of the proposed travel. Include any issues and time constraints, or other special considerations.</i></p>	
<p>Proposed Itinerary:</p>	
<p><i>List where you will be for each day of the travel.</i></p>	

Figure 14. Request for Approval of Foreign Travel



DEPARTMENT OF ENERGY
Washington, DC 20585

May 23, 2001

OFFICE OF THE SECRETARY

ES01-011457

MEMORANDUM FOR: JOE McMONIGLE
DEPUTY CHIEF OF STAFF

FROM: JAMES F. DECKER *LS/*
ACTING DIRECTOR
OFFICE OF SCIENCE

SUBJECT: FOREIGN TRAVEL REQUEST

The Global Science Forum (GSF) is the mechanism by which member- and selected non-member governments of the Organization for Economic Cooperation and Development (OECD) coordinate programs and consider cooperative projects in a wide range of scientific disciplines not covered by other international mechanisms. The GSF has addressed issues of substantial importance to the Department of Energy (DOE) and other U.S. science agencies, including the National Science Foundation (NSF) and the National Institutes of Health (NIH). Collaborations established save the U.S. millions of dollars and leverage scarce research and development resources.

The Office of Science and Technology Policy (OSTP) led U.S. participation in GSF activities until recently. In October of 1999, Dr. Neal Lane, then Assistant to the President for Science and Technology and Director of OSTP, requested that DOE and NSF assume joint leadership for the next two years due to lack of OSTP resources to guide this effort. DOE and NSF agreed to assume leadership of this interagency effort; DOE nominated Dr. James F. Decker to co-chair U.S. participation in GSF activities.

GSF meetings are held biannually in January and June. The upcoming meeting will be held June 26-27, 2001, in Paris. Areas of interest to the U.S. science agencies that will be discussed include high energy physics, high power accelerators, postgenomics research, and neuroinformatics research.

Attached is a proposed itinerary. If you need additional information, please contact me.

Attachment

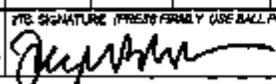
APPROVED: *[Signature]*

DISAPPROVED: _____

DATE: *5/31/01*

** See memo addressed to K. McManis*

Example 14: Approved Request for Foreign Travel

OFFICIAL TRAVEL AUTHORIZATION 2001-011457		AUTHORIZATION NO. BR104684								
2. TRAVELER (first name, middle initial, last name) JAMES F. DECKER		3. TITLE DEPUTY DIRECTOR								
4. ADDRESS TO WHICH REIMBURSEMENT CHECK WILL BE MAILED:		5. OFFICE SYMBOL AND DIVISION SC-1								
		6. OFFICIAL DUTY STATION WASHINGTON, D.C.								
		7. TYPE <input checked="" type="checkbox"/> ORIGINAL <input type="checkbox"/> AMENDMENT								
		8. CATEGORY <input checked="" type="checkbox"/> BUSINESS TRIP <input type="checkbox"/> LEAVE <input type="checkbox"/> COST <input type="checkbox"/> NO COST								
11. TRAVEL PURPOSE (check one) <input type="checkbox"/> SITE VISIT <input checked="" type="checkbox"/> INFORMATION MEETING <input type="checkbox"/> TRAINING ATTENDANCE <input type="checkbox"/> SPECIAL OR PRESENTATION <input type="checkbox"/> CONFERENCE ATTENDANCE <input type="checkbox"/> OTHER EVENT <input type="checkbox"/> SPECIAL ASSIGNMENT <input type="checkbox"/> OTHER (Specify)										
12. SPECIFIC TRAVEL PURPOSE ATTENDING THE GLOBAL SCIENCE FORUM (GSP)										
13. AUTHORIZED OFFICIAL ITINERARY										
NOTE: DO NOT include any personal side-trips or modes of transportation that are for personal convenience and preference.										
DATE (M)	WEEK-DAY (D)	ITINERARY POINT (L)		PER DIEM RATE			ACTUAL EXPENSE RATE (R)	MODE OF TRANS. BETWEEN ITINERARY POINTS (S)	MODE OF LOCAL TRANSPORTATION (T)	
		FROM CITY	STATE	BASE (A)	MAXIMUM LOCAL (B)	TOTAL MAXIMUM (C)				
		FROM								
06/24/01	SUN	WASHINGTON	D.	85	149	234	---	AIR		
		TO:								
06/28/01	THU	WASHINGTON	D.							
YES	NO	14. IS THE EMPLOYEE MAKING ANY DEVIATIONS FROM THE AUTHORIZED ITINERARY FOR PERSONAL CONVENIENCE, TAKING ANY UNNECESSARY TRIPS OR USING A DIFFERENT MODE OF TRANSPORTATION FOR PERSONAL CONVENIENCE? (explain in item 22, REMARKS) (Note: any deviations from the authorized itinerary may have a comparative cost statement on the SF-1012, Travel Voucher.)								IF YES, (F)
	<input checked="" type="checkbox"/>									
<input checked="" type="checkbox"/>		15. IF AIR TRANSPORTATION IS THE AUTHORIZED MODE OF TRAVEL BETWEEN ITINERARY POINTS, IS THE LOWEST PRICED CONTRACT CARRIER BEING USED BETWEEN ALL ITINERARY POINTS? (N/A, specify in item 22)								
	<input checked="" type="checkbox"/>									
<input checked="" type="checkbox"/>		16. IS EXTRA AIR FARE (first class, business class, etc.) OR RAIL (first class, pullman, etc.) AUTHORIZED? (If YES, specify in item 22)								IF YES, specify in
	<input checked="" type="checkbox"/>									
<input checked="" type="checkbox"/>		17A. WILL POVS BE USED FOR ANY TRAVEL BETWEEN ITINERARY POINTS? (If YES, check one box below and complete item 17B) <input type="checkbox"/> USE OF POV IS ADVANTAGEOUS TO THE GOVERNMENT. USE OF POV HAS BEEN DETERMINED TO BE FOR PERSONAL CONVENIENCE AND REIMBURSEMENT IS AUTHORIZED. <input checked="" type="checkbox"/> USE OF POV IS NOT ADVANTAGEOUS TO THE GOVERNMENT. USE OF POV HAS BEEN DETERMINED TO BE FOR PERSONAL CONVENIENCE AND REIMBURSEMENT IS NOT AUTHORIZED.								17B. PER DIEM RATE AUTHORIZED PER MILE
	<input checked="" type="checkbox"/>									
<input checked="" type="checkbox"/>		18. ARE ACTUAL EXPENSE UNUSUAL CIRCUMSTANCES AUTHORIZED? (If YES, specify in item 22) IF ACTUAL EXPENSE IS AUTHORIZED, THE FOLLOWING APPLY: A. EXPENSES MUST BE ITEMIZED EACH DAY. B. RECEIPTS ARE REQUIRED FOR ALL EXPENSES AND EACH NEW OVER \$100 OF RECEIPTS ARE REQUIRED FOR ALL EXPENSES EXCEPT TRAVEL AND MEALS. C. RECEIPTS MUST BE OBTAINED FROM THE CARRIER OR OTHER SOURCE. D. RECEIPTS MUST BE OBTAINED FROM THE CARRIER OR OTHER SOURCE.								
	<input checked="" type="checkbox"/>									
19. TRAVELER IS (check one)		20. METHOD OF OBTAINING DOMESTIC CARRIER TICKETS (Form 200)		21. METHOD OF OBTAINING FOREIGN CARRIER TICKETS (Form 200)		22. FUNDING SOURCE (Form 200)		23. FUNDING DATE		
<input checked="" type="checkbox"/>	GOVT TRAVEL CARD	<input type="checkbox"/>	BY AIRLINE	<input type="checkbox"/>	BY AIRLINE	<input checked="" type="checkbox"/>	GOVERNMENT TRAVEL CARD	<input type="checkbox"/>	DATE	
	GOVT TRAVEL CARD	<input type="checkbox"/>	BY AIRLINE	<input type="checkbox"/>	BY AIRLINE	<input type="checkbox"/>	GOVERNMENT TRAVEL CARD	<input type="checkbox"/>	DATE	
24. REMARKS		25. POINT TO GOVERNMENT								
Miscellaneous authorized to include use of fax, internet, limo, taxi, shuttle, train, business calls, parking fees, atm fees, travellers check charges, etc. Business class approval attached.		A. TOTAL DOMESTIC CARRIER COST								
		\$ 5,718.00								
		B. TOTAL PER DIEM AND OTHER								
		\$ 1,078.50								
		C. TOTAL ESTIMATED COST								
		\$ 6,796.50								
24. TRAVEL ADVANCE WILL BE OBTAINED BY (check one)		25. ADVANCE AUTHORIZED								
<input checked="" type="checkbox"/> GOVERNMENT TRAVEL CARD		\$ 0.00								
IMPORTANT: SAFETY BELT USE IS MANDATORY. DRIVE SAFELY										
A. IF THIS TRAVEL VOUCHER MUST BE SUBMITTED TO THE VOUCHER APPROVING OFFICIAL WITHIN WORKING DAYS OF COMPLETION OF TRIP.										
26. NEAR ACCOUNT CLASS.	FUND	BUDGET ACTIVITY	OBJECT CLASS	FUNCTION	COST ELEMENT	PROJECT / PROSPECTUS	COST CENTER A	WORK ITEM	COST CENTER B	
	25C100WA	CR1291	EH		211	KX01012				
27A. NAME AND TITLE OF AUTHORIZING OFFICIAL					27B. SIGNATURE (PRESS HARDY USE BALL POINT PEN)			27C. DATE		
GENERAL SERVICES ADMINISTRATION								5/31/01		
GSA FORM 87 (REV. 00B)										

Example 15: Approved Travel Authorization for Foreign Travel



Department of Energy
Washington, DC 20585
May 31, 2001

2001-011457

MEMORANDUM FOR: ROBERT A. BRADTKF
EXECUTIVE SECRETARY
NATIONAL SECURITY COUNCIL

FROM: JAMES N. SOLIT 
DIRECTOR, EXECUTIVE SECRETARIAT

SUBJECT: FOREIGN TRAVEL REQUEST FOR DR. JAMES F. DECKER,
ACTING DIRECTOR, OFFICE OF SCIENCE, to PARIS,
FRANCE, JUNE 26-27, 2001

1. **ACTION-FORCING EVENT:** The Global Science Forum (GSF) is the mechanism by which member- and selected non-member governments of the Organization for Economic Cooperation and Development (OECD) coordinate programs and consider cooperative projects in a wide range of scientific disciplines not covered by other international mechanisms. The GSF has addressed issues of substantial importance to the Department of Energy (DOE) and other U.S. science agencies, including the National Science Foundation (NSF) and the National Institutes of Health (NIH). Collaborations established save the U.S. millions of dollars and leverage scarce research and development resources.

2. **BACKGROUND/ANALYSIS:** The Office of Science and Technology Policy (OSTP) led U.S. participation in GSF activities until recently. In October of 1999, Dr. Neal Lane, then Assistant to the President for Science and Technology and Director of OSTP, requested that DOE and NSF assume joint leadership for the next two years due to lack of OSTP resources to guide this effort. DOE and NSF agreed to assume leadership of this interagency effort; DOE nominated Dr. James F. Decker to co-chair U.S. participation in GSF activities.

GSF meetings are held biannually in January and June. The upcoming meeting will be held June 26-27, 2001 in Paris, France. Areas of interest to the U.S. science agencies that will be discussed include high energy physics, high power accelerators, postgenomics research, and neuroinformatics research.

RECOMMENDATION: That you approve the above-indicated foreign travel.

DECISION:

_____ Approve _____ Disapprove _____ Date



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Example 16: Request for NSC Foreign Travel Approval

IX. RULES OF THE ROAD

DO'S AND DON'TS

This section deals with some "DO's" and "DON'Ts" of correspondence. As always, common sense is a good measure to use when in doubt.

DO	DON'T
<p>Get it done on time</p> <p>Be responsive, clear, and concise in your language and explanations</p> <p>Begin your letter with the key idea. This should be the rationale for the Department's actions</p> <p>Use plastic covers on the first page of the signature document only</p> <p>Use common sense</p> <p>Center text on page</p> <p>Use bullets</p> <p>Include only useful information</p> <p>Avoid the use of "I" or "my Department"</p> <p>Precede names used in correspondence with <i>Mr., Mrs., Ms., or Dr., Rev.,</i> etc., as appropriate</p> <p>Call your Executive Secretariat contact with any questions</p> <p>When circulating letters for concurrence, always include the name and telephone number of an informed contact point who can answer substantive questions</p> <p>Enter all documents into Executive Secretariat electronic document management system and route action to ES. Enter background, enclosures or attachments as distinct documents. Forward original signed documents to ES also. Use tabs to label and separate background, enclosures or attachments.</p>	<p>Don't use acronyms (they can usually be avoided)</p> <p>Don't use flowery, excessive language</p> <p>Don't repeat what people already know</p> <p>Don't recount details of the letter the Secretary is responding to</p> <p>Don't use phrases like: <i>As you know, You may be aware,</i> etc.</p> <p>Don't use two-letter routing symbols as organizational titles. They are mail codes only!</p>

APPENDIX: WRITING WELL

Although correspondence formats are important, writing quality is more important. For that reason, the *Style Guide* includes this section on how to make Department of Energy writing more effective.

A. GENERAL GUIDANCE

- **Most Important Ideas First**

Open with the most important information. Each letter, memorandum, and report is an opportunity to reenforce the Department's core values and rationale for action. Early in each letter or memorandum, the rationale for the Department's activities should be clearly articulated. For example, a letter about the Clean Coal Technology Program might include a value statement like this:

The Clean Coal Technology Program is a successful effort by the Government to establish productive partnerships with the private sector. The innovative technologies emerging from the program meet our twin domestic objectives of securing energy and environmental compatibility while also creating jobs and export products for the international marketplace.

Other examples are:

The Department of Energy has made a major commitment to strengthening the teaching of mathematics and science in our Nation's schools. We are particularly concerned with the need to provide better opportunities for our young people, especially women and minorities, to excel in these critical fields.

The Naval Petroleum and Oil Shale Reserves are vital national energy resources. The Department's objective with respect to the Reserves is to manage, operate, maintain, and produce the Reserves to achieve the greatest value and benefit to the United States. This mission supports the President's goal to use Government resources efficiently.

The Department of Energy is committed to achieving environment, safety, and health excellence in its operations and to correcting problems before they can pose a hazard to the quality of the environment or public welfare. Protection of the environment, workers, and the public are of paramount importance.

- **Be Responsive**

Letters should be responsive, but they do not need to be long, wordy, or complex. Focus on all issues raised by the letter writer. Do not avoid tough issues. If you cannot address all issues fully, say so, and establish a specific date when the response will be completed.

- **Write As You Speak**

Make your writing as formal or informal as the situation requires but do so with language you might use in speaking. This will reduce the tendency to write in "bureaucratese." Because readers hear writing, the most readable writing sounds like people talking to people.

- **Use Short Paragraphs**

Long paragraphs swamp ideas. Keep paragraphs short, roughly four or five sentences. Use several paragraphs for a complex idea, if necessary. Long paragraphs divide where your thinking takes a turn. By adding white space, you make reading easier.

Short paragraphs are especially important at the start of letters. Long first paragraphs discourage reading.

- **Write Disciplined Sentences**

Avoid unclear sentences. Use the following techniques to sharpen your sentences.

Subordinate minor ideas

Besides clarifying the relationship between ideas, subordination prevents the overuse of *and*, the weakest of all conjunctions.

Instead of: *The Department uses a similar contractor service and saves the taxpayers about 15 percent.*

Use: *By using a similar contractor service, the Department saves the taxpayers about 15 percent.*

Place ideas deliberately

Start and finish a sentence any way you like, but keep in mind that ideas gain emphasis when they appear at either end. To mute an idea, put it in the middle.

Instead of: *It has been determined that moving the computer as shown in the enclosure would allow room for another cabinet to be installed.*

Use: *Moving the computer as shown in the enclosure would allow room for another cabinet.*

Instead of: *I would like to congratulate you on your selection as our Employee of the Month for August.*

Use: *Congratulations on your selection as our August Employee of the Month.*

Use more parallelism

Look for opportunities to arrange two or more equally important ideas so they look equal. Parallelism saves words, clarifies ideas, and provides balance. Go by the first words of the series; all should use the same part of speech (verbs in the previous sentence).

Instead of: *Their position is that the symposium is a forum for the dissemination of information and is not intended to establish standards.*

Use: *Their position is that the symposium is a forum for sharing information and not for setting standards.*

Instead of: *Effective October 1, addressees will be required to use the cost accounts contained in enclosure (1). Addressees will cease reporting against cost accounts 1060, 2137, and 2340.*

Use: *On October 1, start using the cost accounts in enclosure (1) and stop using cost accounts 1060, 2137, and 2340.*

C Keep Sentences Short

For variety, mix long sentences with short sentences, but average under 20 words. Do not count every word. Try the ear test: read your writing aloud and break up most of the sentences that do not end in one breath.

- **Rely on Everyday Words**

The complexity of our work and the need for precision require some big words. Do not overuse big words when little ones will do. Some words or phrases to avoid and alternatives are:

<u>Instead of</u>	<u>Try</u>
commence	start
consequently	so
facilitate	help
herein	here
however	but
notwithstanding	in spite of
optimum	best
utilize	use

A list of simpler words and phrases is included at the end of this section, starting on page 14.

- **Do Not Use Acronyms**

If you must use acronyms in a lengthy report, spell out the name followed by the acronym in parentheses the first time it is used. The acronym can then be used throughout the document. An acronym list should be prepared as an appendix to the report.

- **Cut the Fat**

You do not need to be wordy to be responsive. The longer you take to say things, the weaker you come across, and the more you risk blurring important ideas.

Some wordy expressions to watch out for are:

<u>Watch out for</u>	<u>Try</u>
for the purpose of	for, to
in accordance with	by, following, under
in order to	to
in the event that	if
in the near future	soon

- **Say It Once**

As a writer, you may see some difference between *advise* and *assist*, *interest* and *concern*, or *thanks* and *gratitude*. Your reader will not. Repeating a general idea does not make it more precise.

- **Avoid "it is" and "there is"**

No two words hurt writing more than *it is*. They stretch sentences, delay meaning, hide responsibility, and encourage passive verbs.

Not

it is requested
it is our intention
it is necessary that
it is apparent that

But

we request, please
we intend
you need to
clearly

Avoid: *There will be* a meeting of the quality team at 1:00 p.m. Friday in Room 7E-069.

Try: The quality team will meet at 1:00 p.m. Friday in Room 7E-069.

Avoid: *There are* two alternatives in the report.

Try: The report offers two alternatives.

c Use Strong Action Verbs

The most important word in a sentence is the verb, the action word, the only word that can do something. Weak writing relies on general verbs, which take extra words to complete their meaning.

Let your verbs do more work. For example:

Instead of: This directive *is applicable* to all personnel who *make use of* the system.

Use: The directive *applies* to all personnel who *use* the system.

Instead of: The committee *held a meeting* to *give consideration* to the proposal.

Use: The committee *met* to *consider* the proposal.

c Use the Active Voice

The passive voice makes writing wordy and roundabout. It can be confusing and can dilute accountability for an action or direction. To avoid the passive voice, most of your sentences should use a **who-does-what** order. By leading with the doer, you automatically avoid a passive verb.

Passive: The meeting was chaired by the Secretary.

Active: The Secretary chaired the meeting.

A verb in the passive voice uses any form of ***to be*** plus the past participle of the main verb.

am is are was were be being been

PLUS

a main verb ending in *-en* or *-ed*

Unlike sentences with active verbs, sentences with passives do not need to show who or what has done the verb's action. This leads to confusion.

To avoid the passive voice:

Put the doer before the verb

Instead of: The part must have been broken by *the technician*.

Use: *The technician* must have broken the part.

Instead of: The requests will be approved. (By whom?)

Use: (Supervisors?) will approve the requests.

Drop part of the verb

Instead of: The results *are listed* in the enclosure.

Use: The results *are* in the enclosure.

Instead of: Then he *was transferred* to Fossil Energy.

Use: Then he *transferred* to Fossil Energy.

Change the verb

Instead of: Letter formats *are shown* in this guide.

Use: Letter formats *appear* in this guide.

Instead of: Personnel *are prohibited from doing* so.

Use: Personnel *must not do* so.

c Sexist Language

Avoid using language with gender distinctives. Do not use words that unnecessarily distinguish between men and women.

USE

work force
fire fighter
flight attendant
letter carrier
layperson

NOT

manpower
fireman
stewardess
mailman
layman

Avoid the unnecessary use of personal pronouns, such as *he, she, him, her, his* and *hers* when the gender is unknown. Use undefined pronouns, such as *everyone, someone, and somebody*. To avoid using the gender-specific personal pronoun, we recommend:

Make the sentence plural.

All employees should pick up their paychecks

not

Everyone should pick up his paycheck.

Remove the pronoun.

Everyone should complete a leave slip.

not

Everyone should complete his leave slip.

Avoid the salutation "Gentlemen" if the organization receiving the letter could include men and women. Instead, use:

Dear Ladies and Gentlemen:

Dear Sir or Madam:

Dear Manager:

B. GRAMMAR

You can find some very useful guidance in the *GPO Style Manual*. We have included a few sections for easy reference. There are also a number of very effective desk-top grammar reference books.

APOSTROPHE

The possessive case of a singular or plural noun not ending in "s" is formed by adding the apostrophe and "s." The possessive case of a singular or plural noun ending in "s" or with an "s" sound is formed by adding an apostrophe only. Some examples follow:

ship's route

witness' story

Bush's policy

Jones' policy

However, generally the apostrophe should not be used after the names of countries or other organized bodies ending in "s", or after words more descriptive than possessive (that is, not indicating personal possession). For example:

United States policy

Department of Energy facilities

House of Representatives session

Environment, Safety and Health rules

Avoid using the apostrophe with plural form of letters, signs, symbols, acronyms and abbreviations, unless it would be confusing. For example:

1990s, *not* 1990's

Ph.D.s *not* Ph.D's

but

All of the A's and B's should be included *not* All of the As and Bs.

CAPITALIZATION

Proper nouns are capitalized. A common noun or adjective forming an essential part of a proper name is capitalized; the common noun used alone as a substitute for the name of a place or thing is not capitalized. For example:

Washington Monument; the monument

Savannah River Site; the site

However at the Department of Energy, capitalize *Department* when referring to the Department of Energy and capitalize *Government* when referring to the Federal Government.

A common noun used alone as a well-known short form of a specific proper name is capitalized:

the Capitol (at Washington); but State capitol (the building)

the District (as in District of Columbia)

Federal is capitalized when used as a synonym for United States or other sovereign power. State is also capitalized when referring to one of the 50 United States. For example:

Federal, State and local authorities will meet on Tuesday.

Capitalize the first letter of a person's title if it precedes the person's name or if the title is very important.

Professor Bob Jones

Bob Jones, professor

Spencer Abraham, Secretary of Energy

COLONS

Colons are used to link related thoughts. They emphasize the second clause.

The Secretary stressed the Department's number one focus: the health and safety of its workers and neighbors.

Colons introduce lists.

The Department's critical success factors are:

- c Communication and trust*
- c Human Resources*
- c Environment, Safety and Health*
- c Management practices*

Colons also follow the salutation in business correspondence.

Dear Mr. Smith:

COMMA

Do not over punctuate. A good general guideline is "less punctuation is better." The comma, in particular, is frequently over used. *The Elements of Grammar* by Margaret Shertzer is our guide, but the same information is in the *GPO Style Manual*.

The use of the comma after phrases and clauses at the beginning of a sentence is not an arbitrary requirement.

Use a comma after a long introductory prepositional phrase out of its natural order or when punctuation is needed for clarity.

In addition to processing travel orders, he must review all codes on the time cards.

For the classification division, the new procedures must be implemented as soon as possible.

Short introductory prepositional phrases need to be followed by a comma only when distinctly parenthetical (such as - "for example," "in fact," "on the other hand,").

In recent months many changes have taken place at the Department.

On Monday time cards are due.

For example, processing time for reassignments has decreased by 40 percent.

Do not use a comma to set off restrictive participial phrases. A restrictive participial phrase is essential to the meaning of a sentence.

All persons known to have seen the accident will be questioned.

Use commas to set off nonrestrictive participial phrases. A nonrestrictive participial phrase adds an additional thought and might be omitted without interfering with the meaning.

The letter from Senator Johnston, just received by the Assistant Secretary, raised serious questions.

The report, concurred upon by all Secretarial Officers, will be issued on Tuesday.

Use a comma to set off descriptive phrases following the noun they modify.

The stock, having reached 175, remained there for several weeks.

The DOE Order, issued in May 1992, clearly articulated the policy.

In a series of three or more terms with a single conjunction, use a comma after each term except the last.

Ann brought the reports, pens, graphs, and papers to the meeting.

COMPOUND MODIFIERS

When a compound modifier--two or more words that express a single concept--precedes a noun, use hyphens to link all words in the compound except the adverb "very" and all adverbs that end in "ly."

- C a bluish-green discharge*
- C weapons-related research*
- C a know-it-all attitude*
- C a very good rating*
- C federally funded research*
- C an easily remembered rule*
- C congressionally mandated report*

DATES

Use a comma after complete dates used in a sentence, but not when only month and year are noted. For example:

- c The meeting was held on Monday, January 6, 1992, at the White House.*
- c This was reflected in the June 15, 1991, report.*
- c Production for June 1990 was higher than normal.*

NUMBERS IN CORRESPONDENCE

All numbers ten or less in correspondence for the Secretary should be spelled.

The transfer of nine kilograms of material was completed.

He requested two hours of annual leave.

Write out numbers that begin sentences.

Three hundred people attended.

Twenty-four dollars were stolen.

Always use figures for dates.

- c July 16, 1994*
- c September 1958*

Spell out and hyphenate fractions appearing in normal text.

- c one-half pound*
- c three-quarters of a mile*

However, if the fraction is complex or includes a whole number use numerals.

- c 77/100*
- c 3½ inches*

Express time as numerals.

- c 3:00 p.m.*
- c 2:45 a.m.*

Use commas to separate groups of three digits.

Ⓒ 1,000,000
Ⓒ 2,566
Ⓒ 782

Be consistent. Treat similar numbers the same within a sentence.

The Secretary approved increasing the employment ceiling for three offices. Fossil Energy received 4 additional slots, Energy Research received 11, and Energy Efficiency received 16.

UNDERLINING, ITALICS, AND BOLDFACE

Underlining and italics can be used interchangeably, but should be used consistently within a document.

Use underlining or italics for foreign words or phrases that are not used commonly in English.

Also use underlining or italics for titles of books, newspapers, magazines, plays, and movies. Chapters and titles of magazine or newspaper articles should be in quotation marks.

Use underlining or italics for words used as words.

Ⓒ In this context, reactor means equipment that...

Underline names of aircraft, ships, and spacecraft.

Ⓒ Apollo IV
Ⓒ U.S.S. Forrestal

Use boldface type to highlight headings, titles, or key words needing emphasis.

C. SIMPLE WORDS AND PHRASES

Official writing does not demand big words or fat phrases. Go out of your way to use ordinary English. The result will be clearer thinking and shorter writing. Asterisks mark the dirty dozen, the twelve offenders most likely to weaken your work.

<u>Instead of</u>	<u>Try</u>	<u>Instead of</u>	<u>Try</u>
a and/or b	a or b or both	constitutes	is, forms, makes up
accompany	go with	contains	has
accomplish	carry out, do	convene	meet
accorded	given	currently	(omit), now
accordingly	so		
accrue	add, gain	deem	believe, consider, think
accurate	correct, exact, right	delete	cut, drop
additional	added, more, other	demonstrate	prove, show
address	discuss	depart	leave
*addressees	you	designate	appoint, choose, name
adjacent to	next to	desire	want, wish
advantageous	helpful	determine	decide, figure, find
adversely impact	hurt, set back	disclose	show
advise	recommend, tell	discontinue	drop, stop
afford an opportunity	allow, let	disseminate	give, issue, pass, send
aircraft	plane	due to the fact that	due to, since
allocate	divide, give	during the period	during
anticipate	expect		
a number of	some	effect modifications	make changes
apparent	clear, plain	elect	choose, pick
appreciable	many	eliminate	cut, drop, end
approximately	about	employ	use
as a means of	to	encounter	meet
ascertain	find out, learn	endeavor	try
as prescribed by	in, under	ensure	make sure
*assist, assistance	aid, help	enumerate	count
attain	meet	equitable	fair
at the present time	at present, now	equivalent	equal
		establish	set up, prove, show
be advised	(omit)	evidenced	showed
benefit	help	evident	clear
by means of	by, with	exhibit	show
		expedite	hasten, speed up
capability	ability, can	expertise	ability, skill,
caveat	warning	expiration	end
close proximity	near		
combined	joint	facilitate	ease, help
*commence	begin, start	failed to	did not
comply with	follow	feasible	can be done
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	forward	send

<u>Instead of</u>	<u>Try</u>	<u>Instead of</u>	<u>Try</u>
frequently	often	magnitude	size
function	act, role, work	maintain	keep, support
furnish	give, send	majority of	most
		maximum	greatest, most
has a requirement for	needs	methodology	method
herein	here	minimize	decrease, reduce
heretofore	until now	minimum	least, smallest
herewith	below, here	modify	change
however	but	monitor	check, watch
identical	same	necessitate	cause, need
identify	find, name, show	notify	let know, tell
immediately	at once	not later than	by
impacted	affected, changed	notwithstanding	in spite of, still
*implement	carry out, start	numerous	many
*in accordance with	by, following, under		
in addition	also, besides, too	objective	aim, goal
in an effort to	to	obligate	bind, compel
inasmuch as	since	observe	see
in a timely manner	on time, promptly	operate	run, use, work
inception	start	optimum	best, greatest, most
incumbent upon	must	option	choice, way
inform	tell		
indicate	show, write down	parameters	limits
indication	sign	participate	take part
initial	first	perform	do
initiate	start	permit	let
in lieu of	instead of	pertaining to	about, of, on
in order that	for, so	point in time	point, time
*in order to	to	portion	part
in regard to	about, concerning	possess	have, own
interface with	meet, work with	practicable	practical
*in the amount of	for	preclude	prevent
*in the event that	if	previous	earlier, past
in the near future	shortly, soon	previously	before
in the process	(omit)	prioritize	rank
in view of	since	prior to	before
in view of the above	so	proceed	do, go ahead, try
is applicable to	applies to	procure	buy
is authorized to	may	proficiency	skill
is in consonance with	agree with, follows	*promulgate	issue, publish
is responsible for	(omit), handles	provide	give, offer, say
it appears	seems	provided that	if
*it is	(omit)	provides guidance for	guides
it is essential	must, need to	purchase	buy
it is required	please, we request	pursuant to	by, following, under
liaison	discussion	reflect	say, show
limited number	few	regarding	about, of, on
limitations	limits	relative to	about, on

<u>Instead of</u>	<u>Try</u>	<u>Instead of</u>	<u>Try</u>
relocate	move	there are	(omit), exist
remain	stay	therefore	so
remainder	rest	therein	there
remuneration	pay, payment	there is	(omit), exists
render	give, make	thereof	its, their
represents	is	the undersigned	I
requests	ask	the use of	(omit)
require	must, need	*this activity, command	us, we
requirement	need	timely	prompt
reside	live	time period	(either one)
retain	keep	transmit	send
		-type	(omit)
said, some, such	the, this, that	under the provisions of	under
selection	choice	until such time as	until
set forth in	in	*utilize, utilization	use
similar to	like		
solicit	ask for, request	validate	confirm
state-of-the-art	latest	viable	practical, workable
subject	the, this, your	vice	instead of, versus
submit	give, send	warrant	call for, permit
subsequent	later, next	whereas	because, since
subsequently	after, later, then	with reference to	about
substantial	large, much	with the exception of	except for
successfully complete	complete, pass	witnessed	saw
sufficient	enough		
take action to	(omit)	your office	you
task	ask	/	and, or
terminate	end, stop		
the month of	(omit)		

D. WORDS FREQUENTLY CONFUSED

Accept/Except: *accept* is a verb meaning to receive; *except* is a preposition meaning to the exclusion of.

Adjacent/Contiguous: *adjacent* means close to or near by; *contiguous* means sharing the same boundary.

Adverse/Averse: *adverse* is an adjective meaning unfavorable; *averse* is an adjective meaning having a dislike for something.

Affect/Effect: *affect* is usually a verb meaning to influence or change; *effect* is usually a noun meaning a result or consequence. *Effect* when used as a verb means to bring about or cause.

All right/Alright: *all right* is the standard spelling; *alright* is an informal spelling that should not be used in professional writing.

Allusion/Illusion/Delusion: *allusion* means a reference to something; *illusion* means a mistaken representation; *delusion* means a false belief.

Alternate/Alternative: *alternate* when used as an adjective means occurring in turns or every other one; *alternative* when used as an adjective means allowing for a choice between one or more options.

Altogether/All together: *altogether* means completely or entirely; *all together* means in a group.

Among/Between: *among* refers to more than 2 choices; *between* refers to 2 choices only.

Assure/Insure/Ensure: All three words mean to make certain or to guarantee. *Assure* should be used with reference to people; *insure* is used in reference to financial guarantees and implies protection; *ensure* implies a guarantee.

Bimonthly/Semimonthly: *bimonthly* can mean either every two months or twice a month. Because of the two different meanings, avoid using the word. *Semimonthly* means twice a month.

Complement/Compliment: *complement* means "completing or supplementing something"; *compliment* is an expression of praise.

Council/Counsel/Consul: *council* is a group of people; *counsel* as a verb means to advise and as a noun means advice or attorney; *consul* is a foreign representative.

Eminent/Imminent: *eminent* means outstanding or prestigious; *imminent* means very near or impending.

Irregardless/Regardless: *irregardless* is an unacceptable form of *regardless*. Use *regardless*.

Principal/Principle: *principal* is a noun meaning main or chief; *principle* is a noun meaning belief, moral standard, or law.

That/Which: These words are largely interchangeable, however, use *that* whenever possible, and use *which* with nonrestrictive clauses set off by the use of the comma, i.e:

A policy is a statement of a position *that* is held by the Department.

The policy, *which* was announced by the President, describes the Administration's position on nuclear stockpile stewardship.