Summary. This regulation prescribes procedures for preparing staff actions addressed to members of the USAREUR Command Group and conducting conferences and briefings at HQ USAREUR.

Summary of Change. This revision—

- Prescribes a new version of AE Form 1-10A (Staff Action Summary (SAS)) for staff actions intended for the USAREUR Command Group (para 12, fig 4, and table 4).

- Requires that DA Form 5 be used for routing documents that do not require USAREUR Command Group review (NOTE after para 12).

- Requires executive summaries to be digitally signed by approving officials (para 25a).

Applicability. This regulation applies to HQ USAREUR, USAREUR major subordinate commands, commands under USAREUR operational control, and IMCOM-Europe.

Records Management. Records created as a result of processes prescribed by this regulation must be identified, maintained, and disposed of according to AR 25-400-2. Record titles and descriptions are on the U.S. Army Records Information Management System website at https://www.arims.army.mil.
Supplementation. Organizations will not supplement this regulation without approval of the Chief, Staff Actions Division, Office of the Secretary of the General Staff (OSGS), HQ USAREUR.

Forms. This regulation prescribes AE Form 1-10A and AE Form 1-10D. AE and higher-level forms are available through the Army in Europe Library & Publishing System (AEPUBS) at http://www.aepubs.eur.army.mil/.

Suggested Improvements. The proponent of this regulation is the Staff Actions Division, OSGS, HQ USAREUR (mil 537-0422). Users may send suggested improvements to this regulation by e-mail to usarmy.wiesbaden.usareur.mbx.usareur-sgs-admin-mbx.

Distribution. This regulation is available only electronically and is posted in the AEPUBS at http://www.aepubs.eur.army.mil/.

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SECTION I
INTRODUCTION

1. PURPOSE
This regulation prescribes policy and procedures for—

   a. Preparing staff actions that involve the USAREUR Command Group.
   
   b. Arranging briefings, conferences, and meetings that involve the USAREUR Command Group or require use of the Keyes Building Berlin or Heidelberg Conference Rooms.

2. REFERENCES

   a. Publications.

      (1) AR 1-20, Legislative Liaison.
      
      (2) AR 25-50, Preparing and Managing Correspondence.
      
      (3) AR 25-400-2, The Army Records Information Management System (ARIMS).
      
      (4) DA Memorandum 25-52, Staff Action Process and Correspondence Policies.
      
      (5) AE Regulation 1-40, Hosting Official Visitors.
      
      (6) AE Regulation 10-5, Headquarters, United States Army Europe.
      
      (7) AE Regulation 25-35, Preparing Army in Europe Publications.
      
      (8) AE Regulation 25-38, Translations.
      
      (9) AE Pamphlet 10-10, Directory of Army in Europe Key Personnel.


b. Forms.

(1) DA Form 4187, Personnel Action.

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

(3) AE Form 1-10D, Request for Information.

3. EXPLANATION OF ABBREVIATIONS AND TERMS
The Glossary defines abbreviations and terms.

4. RESPONSIBILITIES

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

b. The Document Management Branch (DMB), Office of Knowledge Management, Office of the Chief of Staff, HQ USAREUR, is responsible for editing and publishing policy for the Army in Europe.

c. Action officers assigned to HQ USAREUR and IMCOM-Europe are responsible for preparing and processing staff actions in accordance with this regulation. Action officers assigned to HQ USAREUR are also required to attend the USAREUR Staff Orientation Course (USOC) (app A).

SECTION II
COMMAND GROUP INTEREST

5. ITEMS OF USAREUR COMMAND GROUP INTEREST

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

(1) Combat readiness and significant intelligence information, including intelligence reports of terrorist activities.

(2) Proposed policy and proposed changes to policy that affect USAREUR (c below and sec IV).

(3) Policy changes issued by higher or lateral headquarters that affect USAREUR.

(4) Anything that could affect the current or future readiness posture of USAREUR or any of its organizations, Soldiers, Civilian employees, or Family members.

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

(6) Proposed USAREUR responses to higher headquarters tasks.

(7) Higher headquarters disapproval of recommendations previously approved by the USAREUR Command Group.
(8) Appeals submitted by USAREUR major subordinate commands (MSCs) or commands under USAREUR operational control (USAREUR OPCON commands) to HQ USAREUR decisions or inspection results.

(9) Serious-incident reports that are likely to cause adverse publicity and affect public relations.

(10) Allegations against general officers (GOs) (or civilian equivalents), colonels (or civilian equivalents), and lieutenant colonel commanders in the Army in Europe.

(11) Relief of any colonel on the HQ USAREUR staff, colonels or lieutenant colonels in command positions, or command sergeants major in the Army in Europe.

(12) Disapproval of proposals from commanders of USAREUR MSCs and OPCON commands.

(13) Relations with U.S. or allied civil authorities in high positions.

(14) Outstanding accomplishments of USAREUR MSCs and OPCON commands.

(15) Significant information about equal opportunity, equal employment opportunity, and the Sexual Harassment/Assault Response and Prevention (SHARP) Program.

(16) Matters that require, by law or regulation, personal approval of the CG or the DCG.

(17) Differences between HQ USAREUR staff offices that cannot be resolved.

(18) Travel clearances for GOs and civilians of equivalent or higher grade.

(19) Requests for blanket travel clearance, regardless of the grade of the person to be cleared, and for USAREUR GO travel in CONUS.

(20) Unit moves in or to USAREUR.

(21) Messages originating at HQ USAREUR addressed to the United States National Military Representative to NATO; the Supreme Allied Commander Europe; or the CDRUSEUCOM.

(22) Issues of law-enforcement sensitivity or installation security (including changes to force-protection condition levels) that will immediately or dramatically affect the force-protection or law-enforcement mission posture of units or garrisons.

(23) Changes to the community law-enforcement message outside the normal annual review cycle that will affect patrol posture, manning, equipment, or response characteristics.

b. **Table 1** shows which member of the USAREUR Command Group needs to see, approve, or sign specific items of Command Group interest.

c. Proposed new USAREUR policy, changes to existing USAREUR policy, or discontinuation of existing USAREUR policy requires CG, USAREUR, or DCG, USAREUR, approval, depending on the nature of the policy (table 1). This approval must be documented on the SAS used to propose the new policy, change, or discontinuation.
### Table 1
**Items That Require USAREUR Command Group Review or Signature**

#### CoS
- AE command memorandums prepared FOR THE COMMANDER unless the memorandum prescribes, changes, or discontinues USAREUR policy, in which case it must be prepared for DCG or CG signature. The CoS is also the primary signature authority for USAREUR correspondence addressed to higher headquarters (for example, HQDA) if the correspondence concerns administrative issues (for example, responses to Army-wide tasks to review draft policy). **NOTE:** New AE publications and AE publications that introduce or change existing USAREUR policy must be sent through the CoS to the DCG or CG, according to the criteria below, for approval.
- Coordination comments from or concerning any of the following:
  - United States Army Audit Agency
  - Basic staff operation requirements
  - Budget and funding-related actions
  - Civilian personnel issues and actions
  - Internal Review and Audit Compliance Office
  - United States Government Accountability Office
- Distinguished visitor itineraries
- HQ USAREUR staff office changes, refurbishments, and moves
- IG and JA issues internal to HQ USAREUR
- Items requiring liaison with the German Army Forces Command and other Allies
- Manpower estimate reports for HQ USAREUR
- Safety issues
- Strategic readiness update implementation and execution
- Staff synchronization meetings (reviews documents relating to these)
- HQ USAREUR personnel requirements (reviews before forwarding to the DCG)

#### DCG
- AE publications that prescribe USAREUR policy when USAREUR or IMCOM-Europe is the proponent and the policy relates to any of the topics below
- AE command memorandums that affect USAREUR when IMCOM-Europe is the proponent (These memos are prepared for DCG signature with the DCG's office symbol (AEDC) and include an authority line FOR THE COMMANDER.)
- AE publications and AE command memorandums that affect IMCOM-Europe or prescribe IMCOM-Europe policy when USAREUR is the proponent (AE cmd memos of this type are prepared for DCG signature with the DCG's office symbol (AEDC) and include an authority line FOR THE COMMANDER.)
- Awards (Mentorship Service Medal (if DCG rather than CG approval is requested), Superior Civilian Service Award, Outstanding Civilian Service Award (if DCG rather than CG approval is requested), and lower-level awards if requested to approve them
- Balkans mission support
- Budget and funding-related strategy
- Correspondence addressed to HQDA in response to issues raised by the Chief of Staff of the Army, Vice Chief of Staff of the Army, or other members of the Army staff; or addressed to U.S. or foreign government officials when the personal signature of the CG is not necessary (if the correspondence provides a response on behalf of the CG, an authority line FOR THE COMMANDER is required.)
- DCG trip notes
- Deployment- and redeployment-related issues and actions
- Flight requests (U.S. flag officers, civilian equivalents, and spouses)
- Force-protection-related actions
- Force restructuring and stationing issues
- Issues raised by the USAREUR IG, USAREUR JA, Chief, Internal Review and Audit Compliance Office, HQ USAREUR; or the Commander, 409th Support Brigade, in his or her role as the Principal Assistant Responsible for Contracting
- IMCOM-Europe mission-support areas
- Reduction-in-force notification memorandums
- Requests to use Secretary of the Army official representation funds (limitation .0012)
- Requests for premium-class travel
- Strategic readiness update strategy
- USAREUR command-level personnel requirements
- USAREUR responses to USEUCOM (CoS and other HQ USEUCOM staff level)

#### CG
- AE publications that prescribe USAREUR policy when USAREUR or IMCOM-Europe is the proponent and the policy relates to any of the topics below
- Awards (signs PCS Legion of Merit awards, the Meritorious Civilian Service Award (if CG approval is requested), the Outstanding Civilian Service Award (if CG approval is requested), the Civilian Award for Humanitarian Service, all awards at or above the Superior Civilian Service Award for non-U.S. personnel, and all awards for military personnel of foreign Forces; endorses nominations for the Decoration for Exceptional Civilian Service, the Decoration for Distinguished Civilian Service, and the Secretary of the Army Public Service Award
- CG trip notes and field notes
- Commanding General’s Initiatives Group products
- Flight requests for foreign officers and foreign civilians (delegated to the DCG)
- Letters to U.S. and foreign government officials and dignitaries when having the CG sign is more appropriate than having the DCG or CoS sign FOR THE COMMANDER
- Transformation-related activities and actions affecting USAREUR
- USAREUR IG and JA issues (only when the CG’s personal involvement is needed)
- USAREUR responses to the Army Secretariat and Chief of Staff of the Army level
- USAREUR responses to NATO
- USAREUR responses to the CDIRUSEUCOM or DCDRUSEUCOM
- Actions relating to the management of colonels
6. USAREUR POINTS OF MAIN EFFORT (POME)
Senior Army in Europe commanders use the USAREUR Points of Main Effort (POME) report to communicate directly with the CG on a recurring basis. The CG uses POME reports to remain situationally aware of USAREUR activities, share lessons learned with the entire command and staff, and inform the HQ USAREUR staff of subordinate commander priorities, refinements to unit requirements, and any CG-directed changes to assigned missions. Appendix B prescribes the format for the POME report and the reporting cycles.

7. CG, USAREUR, AUTOPEN
Items requiring CG signature (table 1) are sometimes signed with the CG autopen. Appendix C prescribes procedures for using the autopen.

SECTION III
HOW TO PREPARE STAFF ACTIONS

8. USAREUR TASK MANAGEMENT TOOL
The USAREUR Task Management Tool (TMT) is the official tasking system for managing and assigning administrative staff actions to the HQ USAREUR staff and to USAREUR MSCs and OPCON commands. TMT is also the primary medium for providing information to the USAREUR Command Group and for requesting USAREUR Command Group decisions.

a. Responsibilities.

   (1) Secretary of the General Staff (SGS), HQ USAREUR. The SGS manages the tasking process. This includes establishing documentation for the tasking process, developing and maintaining business rules, and providing functional administration and support.

   (2) Staff Principals. Staff principals or their designated deputies must review and approve staff actions in the My Response field of TMT. This enables the CoS, DCG, and CG to see and review comments on staff actions routed for approval. If the staff principal does not approve the action in TMT, the staff action summary (SAS) (AE Form 1-10A) (para 12) uploaded in TMT must show that the staff principal approved the action for release to the USAREUR Command Group.

b. Tasking Authorities. The SGS has formal tasking authority to task across HQ USAREUR staff offices and down to the USAREUR MSC and OPCON command level. HQ USAREUR staff office executive officers (XOs) are authorized to task within their own staff offices and to coordinate with HQ USAREUR XOs and the other top-level tasking authorities in table 2. USAREUR MSCs and OPCON commands with actions that require HQ USAREUR coordination will submit their actions to the SGS for formal tasks. Primary responsibility for the action will remain with the requesting HQ USAREUR staff office or the MSC or OPCON command.

| Office of the Foreign Policy Advisor | ODCSENGR | RTF |
| PARC (409th Spt Bde) | OCH | IRACO |
| OCPA | 21st SC | Historian |
| OCSURG (Med Ops) | 2d Signal Brigade | Safety |
| OIG | USARAF/SETAF | Science Advisor |
| OJA | IMCOM-Europe | G1, G2, G3/5/7, G4, G6, and G8 XOs |
| 7th ATC | DMB | RHCE (External) |
c. **Office of Primary Responsibility (OPR).** Tasks may have only one OPR. The OPR is responsible for coordinating, consolidating, and preparing the response on behalf of the primary staff office. The OPR is also responsible for responding to the action in TMT and submitting it to the appropriate office or individual POC for conclusion.

d. **Office of Coordinating Responsibility (OCR).** Tasks may have multiple OCRs. OCRs provide input and support to the OPR to bring a task to conclusion. OCRs will respond to the task directly in TMT by uploading their input in the *My Response* tab of TMT, providing any new documents in the Working Documents folder, and contacting the OPR directly if they have questions about the action.

e. **TMT URLs.** TMT is available on both the NIPRNET and SIPRNET. For the purpose of this regulation, both systems are referred to as TMT unless specified otherwise. The TMT URLs for the NIPRNET and the SIPRNET are as follows:

   (1) **NIPRNET:** https://crm.eur.army.mil/HQUSAREUR/loader.aspx

   (2) **SIPRNET:** https://crm.eur.army.smil.mil/HQUSAREUR/loader.aspx

f. **TMT Training.** An overview of TMT is provided during the USOC (app A). Action officers may also call the HQ USAREUR TMT administrator to request guidance and ask questions (mil 537-0456).

g. **Personnel Action Management (PACMAN).** PACMAN is a subcomponent of TMT for processing, tracking, archiving, and auditing HQ USAREUR military personnel actions. The use of PACMAN is mandatory when routing and approving personnel actions within HQ USAREUR (for example, military leaves and passes, military awards, DA Form 4187).

9. **TASKS**

   a. **Types of Tasks.** The four types of tasks are as follows:

   (1) **Command Group and External Tasks.** USAREUR staff action control officers (SACOs) issue these tasks on behalf of the USAREUR Command Group and on behalf of external headquarters. The tasks are issued to HQ USAREUR staff offices, USAREUR MSCs, commands under USAREUR OPCON (fig 1).

   (2) **Staff-Generated OPR Tasks.** These tasks are staff actions created by an OPR without being tasked by the USAREUR Command Group to prepare or respond to a task. The OPR submits these types of tasks directly to the USAREUR Command Group for approval if coordination outside the OPR’s staff office is not required. If coordination is required from other organizations, the OPR’s XO will laterally coordinate (“hand off” in TMT) the task with the SACOs to validate and issue the task (fig 2).

   (3) **Staff Coordinating Actions.** HQ USAREUR XOs create these tasks and send them to other HQ USAREUR XOs and tasking authorities for coordination (fig 3). These staff actions may later be submitted to the USAREUR Command Group for approval.

   (4) **Internal Staff Tasks.** HQ USAREUR staff offices define their own internal processes for tasks that remain solely within the OPR’s staff office. These types of actions may, however, be submitted to the SACOs later for forwarding to members of the USAREUR Command Group.
Business Rules

- SACO assigns OPR XO and can assign OCR XOs
- OPR XO can assign additional staff office OCR XOs
- Staff below XO cannot assign outside of the staff office
- OPR XO has 24 hours to reclama the tasker and 72 hours to add additional OCR XOs
- Suspense will be assigned according to standard tasking timelines (as shown in table 6) or the external headquarters tasking suspense

Figure 1. Command Group and External Tasking Flowchart and Business Rules

Business Rules

- OPR XO drafts task and hands task off to SGS SACO
- SGS SACO validates tasking requirement and assigns back to OPR XO
- OPR XO completes the task once all requirements have been met for submission to the Command Group
- SGS SACO will route the task through the Command Group
- Suspense for OPR task must be at least 10 workdays

Figure 2. OPR Task Flowchart and Business Rules
b. Supporting Documents. Tasks have supporting documents. TMT includes folders for each of the three types of supporting documents. Documents uploaded in these folders must be named according to the standard naming conventions in subparagraphs 12b and d. The folders are as follows:

(1) Original Documents. This TMT folder is for documents that provide the background of the task.

(2) Working Documents. This TMT folder is for documents that require OCR or action officer coordination (for example, comment matrix, the original unedited draft, the DMB-edited version of the document, the SAS).

(3) Final Documents. This TMT folder is exclusively reserved for the OPR to upload final versions of documents that will be forwarded for approval or information. If the document required editing (table 3), the OPR will upload the DMB-edited RED TAB version of the document in this folder.

<table>
<thead>
<tr>
<th>Table 3</th>
<th>Items That Require DMB Editing and OJA Review</th>
</tr>
</thead>
<tbody>
<tr>
<td>● AE supplements (Note 1)</td>
<td></td>
</tr>
<tr>
<td>● AE regulations (Note 1)</td>
<td></td>
</tr>
<tr>
<td>● AE circulars (Note 1)</td>
<td></td>
</tr>
<tr>
<td>● AE pamphlets (Note 1)</td>
<td></td>
</tr>
<tr>
<td>● AE posters (Note 1)</td>
<td></td>
</tr>
<tr>
<td>● Correspondence (that is, memorandums, letters, and star notes) prepared for signature by the CoS, HQ USAREUR; DCG, USAREUR; or CG, USAREUR</td>
<td></td>
</tr>
</tbody>
</table>

NOTES: 1. Administrative revisions (that is, those that only update administrative information such as telephone numbers, e-mail addresses, and unit addresses, and do not establish new policy or change existing policy) need not be coordinated with OJA and do not require USAREUR or IMCOM-Europe Command Group approval to publish.

2. Paragraph 10c(3) provides details on coordination with the OJA.
10. COORDINATING TASKS IN TMT
Staff actions must be coordinated with the appropriate commands, agencies, staff offices, and subject-matter experts. Coordination requirements vary depending on the particular action. When coordinating staff actions, the following applies:

a. TMT tasks should be assigned to organizations, not individuals. On receipt of an organizational task, HQ USAREUR XOs are responsible for coordinating the action across staff lines, with USAREUR MSCs and OPCON commands, and with the USAREUR Command Group. XOs assist in getting the actions to the proper section of staff offices that need to see the action. XOs also ensure the final response indicates the official position of the OPR’s staff principal.

b. USAREUR tasks addressed to United States Army garrisons (USAGs) must be tasked to IMCOM-Europe in TMT and not directly to the USAGs.

c. AE publications and all correspondence prepared for signature by a member of the USAREUR Command Group must be coordinated with at least the following:

(1) The USAREUR G8 if the document involves management or use of USAREUR resources (money or personnel).

(2) The DMB. The DMB and the Office of the Judge Advocate (OJA), HQ USAREUR ((3) below), will not review the document until the OPR receives responses from all other OCRs. This enables the OPR to revise the draft to incorporate changes received through coordination before the DMB begins editing. This also ensures that the OJA reviews only the DMB-edited draft. (The DMB sends the edited draft to the OJA for legal review before returning the DMB-edited/OJA-reviewed draft to the OPR. Action officers may, however, contact the OJA at any time during the draft-preparation phase for advice concerning the content of the document.) To ensure that the DMB knows when the draft is ready for editing, the OPR must send an e-mail message to USARMY USAG Sembach IMCOM Europe Mailbox PUBSMail to let the DMB know that the draft in the Original Documents folder of TMT is ready for editing. Table 3 lists items that require DMB editing and OJA review.

(3) The OJA. As prescribed in AE Regulation 25-35, the DMB will coordinate the edited draft with the OJA on behalf of the OPR. In response, the OJA will send one of the following to the DMB for forwarding to the OPR:

(a) A legal opinion in memorandum format (uploaded in the Final Documents folder (para 9b(3)). On receipt of the DMB-edited/OJA-reviewed RED TAB, the OPR will upload a copy of the legal opinion as a WHITE TAB before forwarding the staff action through TMT to the USAREUR Command Group.

(b) A legal opinion by e-mail or through TMT. The OJA provides this type of response for correspondence (that is, memorandums, letters, and star notes) that includes any commitment, promise, or invitation (either personal or on behalf of USAREUR) to do anything. In this context, commitments, promises, and invitations are those that do either of the following:

1. Identify a specific date, time, and location to conduct a specific activity.

2. Include promises of financial or other support on behalf of USAREUR.
(c) A legal opinion is not required for correspondence that only expresses personal regards (for example, appreciation, condolence, congratulations, regret for not being able to accept an invitation) or does not include any commitments, promises, or invitations (either personal or on behalf of USAREUR) to do anything.

d. If an organization fails to respond to a request for concurrence, the lack of response does not constitute a concurrence. In these cases, the OPR will work through the chain of command (for example, XO to XO) to obtain a response from the tasked organization. An OCR response is required for all USAREUR Command Group tasks or coordinating actions that will be submitted to the USAREUR Command Group for approval.

11. RESPONDING TO TASKS IN TMT
The staff will respond to tasks in accordance with the tasking guidance. Hard-copy responses normally will not be sent to the USAREUR Command Group. Exceptions may be granted on request when the staff action is an excessively large document (para 13). The TMT My Response tab is the means by which the staff communicates directly with the USAREUR Command Group and is used to close actions from HQDA, USEUCOM, the United States Army Training and Doctrine Command (TRADOC), and OPR-generated staff actions that do not involve the USAREUR Command Group.

a. Response Formats. There are three ways to respond to a TMT task, request a USAREUR Command Group decision, or provide information to the USAREUR Command Group:

(1) TMT. TMT is the primary medium for responding to tasks that are issued through TMT.

(2) SAS. An SAS is required for all staff actions uploaded in TMT. The SAS must be signed by the staff principal or a designated representative and uploaded in the Final Documents folder. Paragraph 12 provides guidance on preparing an SAS.

(3) E-mail. An e-mail response to a USAREUR Command Group task will be used when the task requires the response to be sent by e-mail (for example, tasks to provide slides for a meeting, tasks requiring information in preparation for a country visit). All correspondence sent to the USAREUR Command Group, including attachments, must also be uploaded in TMT for historical reference.

b. Responding to a Task as an OPR. OPRs provide a consolidated response to the task in two areas of TMT. The OPR must—

(1) Provide a response in the My Response tab of TMT in accordance with the template provided in TMT.

(2) Upload the final response documents and supporting documents in the applicable TMT folders. While doing so, the OPR must ensure that documents being uploaded have correct file names (para 12b and d). The OPR also must ensure that edited documents in the Working Documents folder are moved to the Final Documents folder before forwarding the response to the USAREUR Command Group, and that other versions of the draft in the Final Documents folder are deleted. This is particularly important when forwarding DMB-edited documents. Deleting the original draft will prevent the unedited version of the document from being forwarded to the CoS, the DCG, or the CG for approval or signature.
(3) When responding to the POC for a HQDA task by e-mail, the OPR should also Cc the USAREUR Liaison Officer to HQDA and the appropriate HQDA SACO, if specified in the task.

(4) All responses should use the format provided in the My Response tab of TMT (that is, PURPOSE, BOTTOM LINE, DISCUSSION, RECOMMENDED ACTION, COORDINATION, APPROVED BY).

c. Responding to a Task as an OCR. OCRs provide input to the task in two areas of TMT. The OCR must provide a response in the My Response tab of TMT and upload any supporting documents for the response in the Working Documents folder. The documents must be named according to subparagraphs 12b and d.

d. OPR and OCR Reclamas to OSGS Tasks. Reclamas to tasks generated in TMT by the OSGS, HQ USAREUR, will be accepted by the OSGS only if submitted by the primary representative of the command or staff office authorized to receive and respond to TMT tasks on behalf of the command or staff office that received the task. This individual is usually the command SGS or the staff office XO. Reclamas to a task must—

1. Be submitted by the command SGS or staff office XO within 24 hours after receiving the task.
2. Include the reason for the reclama, the recommended command or staff office to which the task should be reassigned, and the name of the authorized individual within the command or staff office that approved the reclama.

12. STAFF ACTION SUMMARY (SAS)
TMT is the primary medium for requesting USAREUR Command Group decisions and providing information to members of the USAREUR Command Group (para 8). An SAS is required with every staff action and, once approved by the staff principal or a designated representative, will be uploaded in the Final Documents folder of TMT. The action officer will also upload the content of the SAS discussion block (page 2) into the My Instructions tab of TMT.

NOTE: If the document being routed does not require USAREUR Command Group review or approval, DA Form 5 will be used instead of the SAS to route the document.

a. Preparation. The SAS is an AE form (AE Form 1-10A). To prepare an SAS, the action officer will download a copy of AE Form 1-10A from the Army in Europe Library & Publishing System (AEPUBS). SASs not prepared using the correct version will be returned to the OPR for revision and resubmission.

1. Figure 4 and table 4 provide guidance on preparing an SAS.
2. The text of the SAS (the discussion block) will not be continued on additional pages. Originators therefore must be brief and concise.
3. Supporting documents, such as detailed analyses or explanations of information presented in the SAS, will be included as tabs attached to the SAS. If the SAS is being sent by e-mail, the tabs will be attached to the e-mail message as separate documents along with the SAS.
Figure 4. Sample SAS
Figure 4. Sample SAS—Continued
Figure 4. Sample SAS—Continued
Table 4
Instructions for Preparing an SAS

<table>
<thead>
<tr>
<th>Block</th>
<th>Instructions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Classification</td>
<td>Select UNCLASSIFIED or FOR OFFICIAL USE ONLY, as applicable. Until this block is completed, subsequent blocks cannot be filled in.</td>
</tr>
<tr>
<td>Control Number</td>
<td>Enter the TMT unclassified task (TA) number if using the NIPRNET or the TMT classified task (CT) number if using the SIPRNET.</td>
</tr>
<tr>
<td>Suspense Date</td>
<td>Enter the suspense date (YYYYMMDD) established in TMT for completing the task. If using the SAS to forward an action not tied to TMT (for example, an internal action that will not be sent to the USAREUR Command Group), enter the suspense date the action must be completed. If the action is not tied to a suspense date, leave this block blank.</td>
</tr>
<tr>
<td>Subject</td>
<td>Enter the subject of the staff action. If preparing the SAS in response to a TMT task, use the same subject line as established in the task.</td>
</tr>
<tr>
<td>Office Symbol</td>
<td>Enter the office symbol of the action officer preparing the SAS.</td>
</tr>
<tr>
<td>Action Officer</td>
<td>Enter the grade (if military) and name of the action officer preparing the SAS.</td>
</tr>
<tr>
<td>Telephone #</td>
<td>Enter the military telephone number of the action officer preparing the SAS.</td>
</tr>
<tr>
<td>E-Mail</td>
<td>Enter the e-mail address of the action officer preparing the SAS.</td>
</tr>
<tr>
<td>Command Coordination</td>
<td>Enter the abbreviated designations of organizations outside HQ USAREUR with which the staff action was coordinated (for example, HQDA, USEUCOM, 21st SC, 7th ATC).</td>
</tr>
<tr>
<td>HQ USAREUR Coordination</td>
<td>Enter the abbreviated designations of the HQ USAREUR staff offices with which the staff action was coordinated (for example, G1, G3/5//7, G6, OJA, DMB).</td>
</tr>
<tr>
<td>For</td>
<td>Click on the block or blocks that describe the intent of the action (Information, Decision, Read-Ahead, Approval, Signature).</td>
</tr>
<tr>
<td>Command Group Routing</td>
<td><strong>Routing Blocks:</strong> Enter an X in the block of each member of the USAREUR Command Group who should see the staff action. These blocks enable the USAREUR Command Group to put their own Xs in the applicable boxes to say Approved, Disapproved, Returned, or See Me; to add comments, if any; and digitally sign the SAS. Command Group comments are color-coded as follows:</td>
</tr>
<tr>
<td></td>
<td>CoS comments are in an orange font.</td>
</tr>
<tr>
<td></td>
<td>DCG comments are in a red font.</td>
</tr>
<tr>
<td></td>
<td>CSM comments are in a purple font.</td>
</tr>
<tr>
<td></td>
<td>CG comments are in a green font.</td>
</tr>
<tr>
<td>OPR Staff Principal</td>
<td>If the OPR for the SAS is part of HQ USAREUR, enter the name, grade (if military), and position of the HQ USAREUR staff principal.</td>
</tr>
<tr>
<td></td>
<td>The OPR staff principal is the senior member of the staff office, the primary chief of the staff section, or the commander of the unit responsible for the SAS. If OPRs are below the HQ USAREUR directorate level, the OPR staff principal should be the director of the applicable directorate or the deputy to the staff principal. If, for example, the Security Cooperation Division is the OPR, the G3 or Deputy G3 would sign the SAS as the OPR staff principal.</td>
</tr>
<tr>
<td></td>
<td>If the OPR for the SAS is within IMCOM-Europe and the SAS will be routed from IMCOM-Europe to the USAREUR Command Group, enter the name and position title of the Director, IMCOM-Europe.</td>
</tr>
<tr>
<td></td>
<td>All entries in this block will be in a blue font.</td>
</tr>
</tbody>
</table>
### Discussion Block
Enter paragraphs 1 through 4 as follows, and list enclosures, if any, at the end of the discussion block.

1. **BLUF.** Put the “bottom line up front (BLUF)” by stating the intended objective of the recommended action or by summarizing the information being provided.

2. **FACTS.** Describe the situation that led to the need for the SAS.

3. **DISCUSSION.** If the SAS requires a decision, include three subparagraphs (Considerations, Assessment, and Conclusions).

The Field-Help button on the top right side of the block provides guidance on how to create special characters such as bullets (•).

Supporting documents, if needed, must be referred to as tabs (para 12b).

If an action requires high priority, the reason for the priority must be stated.

If CG, DCG, or CoS signature is being requested as an exception to any of the requirements listed in table 1, the reason for the exception must be stated.

4. **RECOMMENDATION.** Provide a clear and concise statement of what the USAREUR Command Group is being asked to do (for example, approve, sign). Be specific (for example, Recommend DCG sign memorandum at RED TAB).

**ENCLOSURES.** List any enclosures attached to the SAS (for example, RED TAB A, WHITE TAB A, WHITE TAB B).

### OPR Branch Chief
Enter the name and position title of the OPR branch chief who approved the content of the SAS.

### Coordination
Enter the abbreviated names of the organizations with which the SAS was coordinated along with the names and position titles of those who concur or nonconcur on behalf of their organizations. For actions requiring DCG or CG decision or signature, only commanders, staff principals, and those authorized to respond on behalf of their respective commander or staff principal are authorized to concur or nonconcur.

**NOTE:** Refer to paragraphs 12c(3) through (5) for guidance on which response to use for OIG, OJA, and DMB.

**Concur/Nonconcur**
Using the drop-down menu, select the appropriate response according to paragraph 12c.

**Signature**
The individual responding on behalf of the organization will digitally sign.

**Comments:**
These blocks are for OCRs. Comments by GOs or sergeants major who are not members of the USAREUR Command Group and comments by members of the Senior Executive Service will be in a brown font.
b. Tabs.

(1) Documents that support the SAS will be identified as RED, WHITE, or BLUE tabs ((a) thru (c) below). When creating tabs, action officers will use standard naming conventions to identify the documents (d below).

(a) RED TAB. RED TABs identify items requiring approval or signature. More than one RED TAB may be used if more than one item requires approval or signature. Multiple copies of one document requiring approval or signature will be forwarded under one RED TAB (for example, 6 welcome letters, 20 identical pieces of correspondence addressed to 20 different addressees). Enclosures to RED TABs may be uploaded in TMT as separate files, but must be identified in accordance with the naming conventions in subparagraph d below.

(b) WHITE TAB. WHITE TABs identify supporting documents (for example, funding figures, legal review). Supporting documents will be included only if essential to understanding the SAS. If included, supporting documents will be brief and kept to a minimum. Entire documents will not be attached as tabs when extracts would suffice. When the action requires a legal opinion (table 3), the OJA memorandum providing the opinion must be attached as a WHITE TAB.

(c) BLUE TAB. BLUE TABs identify what generated the requirement for a staff action (for example, results of an IG investigation that call for corrective action). More than one BLUE TAB may be used if needed. If the documents are similar, they may be combined under one tab.

(2) Each type of tab (RED, WHITE, and BLUE) will have its own sequence (for example, RED TABs A and B, WHITE TABs A thru C).

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

c. Coordination. If the SAS needs to be coordinated, the organizations that review the SAS must be listed in the coordination block (pages 2 and 3 of the SAS) with the following entries, as applicable:

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

(2) Nonconcur. Reviewers who disagree with a recommendation or with the proposed information will prepare a statement of nonconcurrence in memorandum format to explain why (fig 5). The originator of the SAS will try to resolve the nonconcurrence before sending the SAS to the staff principal for release. If the nonconcurrence cannot be resolved, the action officer will do the following:

(a) Prepare a consideration of nonconcurrence using the sample in figure 6.

(b) Attach the statement of nonconcurrence and the consideration of nonconcurrence under one WHITE TAB and refer to the tab in the discussion paragraph of the SAS before sending the SAS to the staff principal for review and approval to release. If more than one organization nonconcurs, the SAS may have one consideration of nonconcurrence that addresses all statements of nonconcurrence.
(3) **Noted or Noted With Comment.** The Office of the Inspector General (OIG), HQ USAREUR, is the only office authorized to use these statements. OIG comments, if any, will be attached to the SAS as a WHITE TAB. If the OIG does not comment, the action officer will enter *Noted* in the OIG coordination line.

(4) **No Legal Objection or Legal Objection.** The OJA is the only office authorized to use these statements. All actions intended for approval or signature by a member of the USAREUR Command Group must be coordinated with OJA after all other coordination is completed (para 10c(2) and (3)).

   (a) All actions initiated by the offices of the CG or DCG will receive highest priority for legal review with a processing time of 1 to 2 duty days. The OJA goal is to respond within 24 hours.

   (b) For TMT actions that require DMB editing and OJA review (table 3), the OJA will not provide a final review nor release a formal legal opinion until it receives the DMB-edited copy of the draft (para 10c(2) and (3)).

   (c) When establishing a suspense for a particular action requiring DMB editing and OJA review (table 3), action officers must allow enough time for DMB and OJA to process the action. Processing time may vary based on the quantity of top-priority documents undergoing a legal review (for example, time-sensitive memos for the CG), the number of ongoing TMT actions being processed by the OJA, the number of AE publication revisions simultaneously requiring legal review, and other ongoing requests for legal review. Processing time for the legal review of a revised AE publication is 15 to 25 duty days after OJA receives the DMB-edited draft. New publications tend to take longer.

   (d) The standard processing time for a legal review by the Military and Civil Law Division, OJA, HQ USAREUR, of actions other than those initiated by the offices of the CG and the DCG ((a) above) and other than AE publications ((c) above) is 7 workdays. Action officers may request that a legal review be expedited by sending an e-mail message to the Military and Civil Law Division, OJA, at *USARMY Wiesbaden USAREUR Mailbox OJA MCD Actions* with the requested turnaround time and a justification for the exception.

   (e) On receipt of the legal opinion concerning items in table 3, the DMB will send the final, DMB-edited/OJA-reviewed document to the proponent. If the OJA has *No Legal Objection* subject to certain conditions, the conditions must be met before the action can proceed. If the OJA has a legal objection, the action officer will contact the OJA and try to resolve the objection before forwarding the document. If the objection cannot be resolved, the action officer will refer to the objection as a WHITE TAB in the discussion paragraph of the SAS, enter *Legal Objection* in the OJA coordination line, and attach a copy of the legal opinion to the SAS as a WHITE TAB. This requirement applies regardless of which member of the USAREUR Command Group is the intended recipient of the SAS.

(5) **Edited.** The DMB is the only office authorized to use this statement and will do so only when the action being forwarded is an AE publication or correspondence intended for USAREUR Command Group approval or signature. After the DMB sends the DMB-edited/OJA-reviewed document to the OPR for release, the OPR should carefully review the final version of the document and contact the DMB if additional changes are needed. This ensures version control. If these follow-on changes are substantive, the DMB will send the document to the OJA for a second legal review before sending the final document back to the OPR for release to the USAREUR Command Group.
MEMORANDUM FOR Originator of proposed action

SUBJECT: Statement of Nonconcurrence (Subject of action being coordinated)

1. The originating staff office will make every attempt to resolve differences with the nonconcurring staff office. Major differences should be specified and discussed during informal coordination.

2. If differences cannot be resolved, the nonconcurring staff office will prepare a statement of nonconcurrence. Standard correspondence-preparation procedures will be used for formatting this memorandum. The statement must—

   a. Specify the reasons for the nonconcurrence.
   
   b. Be signed by or for the head of the organization.

3. The originating staff office will include the statement of nonconcurrence (with a consideration of nonconcurrence (fig 6)) as a WHITE TAB to the SAS.

Figure 5. Statement of Nonconcurrence
MEMORANDUM FOR Position title of USAREUR Command Group member to whom the proposed action is addressed (CoS, DCG, or CG)

SUBJECT: Consideration of Nonconcurrence (Subject of proposed action)

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

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

3. This paragraph repeats the recommendation made in the SAS after the nonconcurrence has been considered.

   a. If the original recommendation remains unchanged despite the nonconcurrence, include the following statement: “I adhere to my original recommendation.”

   b. If the original recommendation has been changed because of the nonconcurrence, the originator will again coordinate the action with all organizations that reviewed the original action.

Encl

Figure 6. Consideration of Nonconcurrence
d. Naming Conventions.

(1) SAS. The SAS file name must include the abbreviation SAS followed by a dash (-) and a brief description of the subject (for example, SAS-Holiday Ball Invitations). The file name may also refer to the TMT task number (for example, SAS-TA181122015A52G14).

(2) Tabs. Each tab file name must include the words RED TAB, WHITE TAB, or BLUE TAB, as applicable; the particular letter of the tab, if applicable (for example, RED TAB A, WHITE TAB C); a dash; the abbreviated title of the approving authority (CoS, DCG, or CG); another dash; and a short description of the subject (for example, RED TAB-CG-Star Note for SFC Taylor, RED TAB A-DCG-Approval of ORF Request for Conference Reception, RED TAB B-DCG-Disapproval of Conference Reception).

(3) Enclosures. When enclosures to a RED TAB document will be forwarded as separate files (that is, not embedded in the document being forwarded for approval or signature), the file name must include the words RED TAB, the particular letter of the tab, if applicable (for example, RED TAB A), a dash, the abbreviation ENCL, the number of the enclosure if the document has more than one enclosure (for example, ENCL 1), another dash, and a short description of the subject (for example, RED TAB-ENCL 1-21st SC Request for Curtailment of Tour; RED TAB A-ENCL 2-Rotation Schedule).

13. ASSEMBLING A HARD-COPY SAS

a. TMT is the primary medium for sending SASs and other types of staff actions to the USAREUR Command Group, but with an OSGS-approved exception the OPR may submit a hard-copy SAS. When doing so, action officers will use the following procedures:

(1) Use a standard manila folder to package the documents, ensuring that the folder is long enough to protect all documents.

(2) Ensure that documents are separated by the appropriate RED, WHITE, and BLUE TABs.

(3) Ensure tabs are assembled in the order shown in figure 7.

(4) If slides are attached, insert them under the tab with the top of each slide rotated to the left.

(5) Remove the document to be approved or signed, if applicable, then staple the assembled package (all other documents and tabs).

(6) Insert the document that requires approval or signature, if applicable, under the RED TAB.

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

b. After the staff action is approved or signed, the administrative office of the approving member of the USAREUR Command Group will annotate the task in TMT and upload a copy of the approved or signed document, as applicable, before closing the task. After final action is taken, the OSGS will notify the OPR that the completed action may be retrieved from the OSGS. (Para 15c prescribes procedures for processing correspondence signed by members of the USAREUR Command Group.) The OPR is responsible for retrieving the action and processing it in accordance with AR 25-400-2.
14. CG AND DCG MEETING REQUIREMENTS AND SUMMARIES

a. Meeting Requirements. Meetings with the CG, DCG, CoS, or DCoS, and other key battle-rhythm events will be annotated on the respective office calendar with the meeting OPR designated in parentheses. OPRs will be required to designate a note-taker from the OPR’s office for the meeting.

(1) The OPR will begin the meeting by stating its intended purpose and introducing the note-taker.

(2) After the CG, DCG, CoS, or DCoS, depending on which member of the USAREUR Command Group is chairing the meeting, has issued final guidance, the OPR or note-taker will close the meeting by stating any tasks that resulted from the meeting to ensure that everyone present is aware of and understands them. The note-taker will then prepare a meeting summary (b below).

b. Meeting Summaries. Meeting summaries are the source documents for tasks, guidance, and other important information that results from a meeting, briefing, or other event attended by the CG, DCG, CoS, or DCoS, and for other key battle-rhythm events. Meeting summaries do not require an SAS and are not uploaded in TMT. The OPR note-taker who attended the meeting will—

(1) Prepare a meeting summary no later than 72 hours after the meeting. Figure 8 shows the format. The meeting summary must—

(a) Be coordinated with the appropriate staff sections for content, releasability, and tasking requirements. This includes coordinating with Knowledge Management, OCoS, HQ USAREUR, to ensure that meetings summaries are posted and stored in appropriate NIPRNET and SIPRNET portals.

(b) Summarize at least the primary topics that were discussed, the directives that were given, and any tasks, guidance, or other important information that resulted from the meeting.

(c) Be approved for release by the OPR or other appropriate authority.

(2) Determine who should receive copies of the meeting summary and send copies according to the nature of the information provided. If the information is—

(a) Unclassified/Unrestricted, the OPR will send the summary by NIPRNET e-mail to the CoS; the CG and DCG XOs; the Chief, Commanding General’s Initiatives Group (CIG); the SGS; and to the staff principals and their XOs; and post a PDF version of the summary in the Meeting Summary Archive on the CoS NIPRNET Portal.

(b) Classified/Unrestricted, the OPR will send the summary by SIPRNET e-mail to the CoS; the CG and DCG XOs; the Chief, CIG; the SGS; and to the staff principals and their XOs; and post a PDF copy of the summary in the Meeting Summary Archive on the CoS SIPRNET Portal.

(c) Unclassified/Restricted (Sensitive), the OPR will send the summary by NIPRNET e-mail to the applicable staff principals and their XOs, as identified by the OPR.

(d) Classified/Restricted (Sensitive), the OPR will send the summary by SIPRNET e-mail to the applicable staff principals and their XOs, as identified by the OPR.
- Annotate the tasker number on the SAS.

- Do not use internal staff office control number, even if OPR tasker.

- The SAS goes on the front of the packet and is the first document the Command Group sees.

- The SAS is the “roadmap” for how the information is packaged for review.

- The SAS may have multiple tabs.

Include supporting documents under WHITE TABs (include only relevant information).

BLUE TABs identify what generated the requirement (include only if applicable).

RED TABs are only for actions requiring approval or signature. Do not staple documents under RED TABs.

OJA legal review memorandum must be a WHITE TAB for all SASs requiring CG or DCG approval or signature.

Figure 7. Assembling a Hard-Copy SAS
OFFICE SYMBOL

MEETING SUMMARY

SUBJECT: Enter the subject of the meeting, briefing, or event, as applicable.

PURPOSE: Briefly reiterate the “5Ws” (who, what, where, when, and why) of the meeting, briefing, or event as applicable, then concisely state the tasks and recommend which staff office should have the lead for each action. Meeting summaries should not exceed one page.

OPR: Use this line to identify your office as the OPR (for example, G1, G2).

ATTENDEES: List key attendees by staff or office (for example, CG, DCG, G1, G3, G4).

DISTRIBUTION: List the intended recipients of the summary (para 14b(2)(a) thru (d)).

EXSUM: Provide a brief and concise summary of the meeting topics and the relevant points and decisions that were made or not made during the meeting.

DISCUSSION: List minutes of the meeting that provide insight into the topics that were discussed and that provide the context of any tasks that resulted from the meeting.

All tasks from the meeting are included below:

TASK 1: Briefly summarize the issue (why the task is required).

Background: Identify the lead for the action and the supporting staff (for example, G2 ICW G3 and G4). State the required action (for example, will conduct, will provide). State the means by which the task will be accomplished (for example, briefing, e-mail, information paper) and the suspense for the action.

TASK 2: Briefly summarize the issue.

Background: See guidance on preparing the background statement for Task 1.

TASK 3: Briefly summarize the issue.

Background: See guidance on preparing the background statement for Task 1.

POC: Enter the grade (if military), name, staff office, and military telephone number of the person who may be contacted for additional information regarding the tasks listed above.

APPROVED: Enter the name and position title of the approval authority of the staff office that approved the meeting summary for release.

CLASSIFICATION

[Use the guidance in para 14b(2)(a) thru (d) to determine the classification.]

SECTION IV

TYPES OF STAFF ACTIONS

15. USAREUR COMMAND GROUP CORRESPONDENCE

AR 25-50 prescribes procedures for preparing military correspondence. AE Regulation 25-35 prescribes procedures that apply specifically to AE command memorandums. Correspondence requiring CoS, DCG, or CG review, approval, or signature must be submitted through TMT.
a. Unless officially delegated in writing (for example, when delegated to serve as Acting CoS, HQ USAREUR), HQ USAREUR staff principals are not authorized to sign correspondence For the Commander. Action officers preparing correspondence for recommended signature by a member of the USAREUR Command Group will coordinate the draft correspondence in accordance with paragraph 10.

b. After correspondence is signed, the office of the signatory or the OSGS will upload a copy of the memorandum or letter in the Final Documents folder of TMT when annotating the task to show that the action has been completed. The OSGS will then notify the OPR that the signed memorandum or letter is ready to be picked up from the OSGS in the Keyes Building.

c. On receipt of the memorandum or letter, the OPR will do the following, depending on the type of correspondence:

(1) If the correspondence is an AE command memorandum, the OPR will send a copy of the signed version to the DMB, which will post it in AEPUBS and prepare a copy for the OSGS to distribute through TMT.

(2) If the correspondence is any type of correspondence other than an AE command memorandum, the OPR will distribute it and maintain a record copy in accordance with AR 25-400-2.

d. Correspondence addressed to foreign dignitaries will be in English (AE Reg 25-38). Action officers will not send invitations directly to foreign dignitaries. Invitations to foreign dignitaries must be sent to the Security Cooperation Division, Office of the Deputy Chief of Staff, G3/5/7, HQ USAREUR, for approval to release (AE Reg 1-40).

e. Correspondence templates are available in AEPUBS under http://www.aepubs.eur.army.mil/ae-letterhead-stationery/.

16. TALKING POINTS
If an external visitor wants to meet with the DCG, USAREUR, or the CG, USAREUR, the OPR responsible for hosting the visit will prepare and send the DCG or CG, as applicable, a set of talking points to use in preparation for the visit. Talking points must be—

a. Prepared in the format shown in figure 9.

b. Attached to a read-ahead SAS if the visit meets the criteria in paragraph 18. If a read-ahead is not required, the talking points must be sent to the following by e-mail, according to the e-mail addresses listed in AE Pamphlet 10-10:

(1) For CG visitors:

(a) The CG XO.

(b) The CG Aide.

(c) The Executive Assistant to the CG.

(d) The CIG.
(2) For DCG visitors:

(a) The DCG XO.

(b) The DCG Aide.

(c) The Executive Assistant to the DCG.

17. USAREUR COMMAND GROUP TASK SUSPENSES

The Staff Actions Division, OSGS, HQ USAREUR, establishes suspense dates on behalf of the USAREUR Command Group. Table 5 lists standard suspense dates for USAREUR Command Group tasks. Final responses are due at the Staff Actions Division, OSGS, by 1700 on the day of the suspense, unless otherwise specified in the task.

a. Staff offices must establish procedures for ensuring suspense dates are met. If a TMT task requires coordination with other staff offices (as shown in the OCR line of the task), the OPR may establish additional suspense dates for the OCR addressees to provide comments in support of the task.

b. Action officers who receive a USAREUR Command Group task must note the suspense date and respond accordingly. A short suspense requires special attention.

(1) If the suspense is short, the action officer must take immediate action to review the task and determine whether or not the suspense can be met. This may require the action officer to contact the originator of the action that generated the USAREUR Command Group task. If, for example, the originator is on the staff of a higher headquarters such as HQ USEUCOM or HQDA, the action officer may contact the originator to ask if an extension to the required completion date can be granted. This is an OPR responsibility, not a SACO responsibility. The OPR has the subject-matter expertise needed to determine what the response will entail. Contacting the originator of the task to discuss the suspense should, however, seldom be necessary and should occur only after the action officer has reviewed the task and determined that the original suspense cannot be met in the allotted time.

(2) If the originator of the task at higher headquarters says that the suspense can be extended, the action officer will notify his or her XO immediately to request an extension. The XO will then request the extension from the SACO. If the SACO approves the request, the SACO will change the suspense date in TMT, but the OPR must provide an interim response by the original suspense. The interim response must explain why the original suspense date could not be met and specify when the final response will be submitted.

(3) When coordinating staff actions in preparation for a final response through TMT, action officers will not include the SGS or SACOs in the courtesy copy (Cc) line of coordination messages.

(4) When working on a task that requires coordination with or a response directly to an external headquarters such as HQ USEUCOM, HQ TRADOC, or HQDA, the XO of the OPR will enter a one-line summary in My Response using the response template in TMT, stating that the action has been coordinated, the response has been sent, or both, as applicable. Until the one-line summary is submitted through TMT, the task will remain open.
USAREUR Commanding General Office Call With

NAME OF VISITOR
OFFICIAL TITLE OF VISITOR
DTG OF VISITOR’S TIME WITH CG

Bottom Line:

- 

Background:

- PROVIDE THE HISTORICAL CONTEXT RELATED TO THE VISIT (SPECIFICALLY, WHY THE VISITOR WANTS TO VISIT, WHAT THE VISITOR WANTS TO DISCUSS, WHAT THE VISITOR WANTS FROM THE CG, AND WHAT BACKGROUND INFORMATION THE CG WILL NEED FOR THE DISCUSSION).

Talking Points:

- PROVIDE TALKING POINTS BASED ON THE SIX CATEGORIES BELOW. YOU CAN USE ALL OR ANY COMBINATION OF THE SIX CATEGORIES, BUT NEED NOT USE ALL SIX. YOU CAN ALSO USE EACH CATEGORY MORE THAN ONCE. HOWEVER MANY POINTS YOU USE, THEY MUST BE LISTED IN ORDER OF PRIORITY WITH THE MOST IMPORTANT POINT FIRST.

- THANK
- INFORM
- CONFIRM
- ACKNOWLEDGE
- ASK
- UPDATE

Prepared by YOUR NAME AND TELEPHONE NUMBER

USE AS MANY 5” X 8” CARDS AS NEEDED, BUT TAILOR THE POINTS TO THE LENGTH OF THE ENGAGEMENT.

Figure 9. Talking Points Format
### Table 5
**Standard USAREUR Command Group Suspense Dates**

<table>
<thead>
<tr>
<th>Action</th>
<th>Suspense</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>3 workdays</td>
</tr>
<tr>
<td>CG reply to four-star note or Personal For (PFOR) message</td>
<td>X</td>
</tr>
<tr>
<td>CG request for update of previous charts</td>
<td>X</td>
</tr>
<tr>
<td>Normal CG task</td>
<td></td>
</tr>
<tr>
<td>CG community-visit task</td>
<td></td>
</tr>
<tr>
<td>Normal DCG task</td>
<td>X</td>
</tr>
<tr>
<td>DCG task requiring coordination within HQ USAREUR</td>
<td></td>
</tr>
<tr>
<td>DCG task requiring coordination outside HQ USAREUR</td>
<td></td>
</tr>
<tr>
<td>CG or DCG request for additional information requiring coordination within HQ USAREUR</td>
<td>X</td>
</tr>
<tr>
<td>CG or DCG request for additional information requiring coordination outside HQ USAREUR</td>
<td></td>
</tr>
<tr>
<td>Staff response to higher headquarters requiring coordination with—</td>
<td></td>
</tr>
<tr>
<td>HQ USAREUR staff</td>
<td></td>
</tr>
<tr>
<td>USAREUR MSCs and OPCON commands</td>
<td></td>
</tr>
<tr>
<td>Task to provide information for an upcoming CoS Update</td>
<td></td>
</tr>
</tbody>
</table>

**NOTES:**
1. The USAREUR Command Group may establish suspense dates other than those in this table.
2. Only SACOs may change suspense dates. They do that in coordination with the DCG XO and CG XO, as applicable.
3. OPRs that use TMT to create an OPR task may establish their own suspense dates, but the suspense will not be less than 10 workdays.
4. OPRs that use TMT to create an OPR task in preparation for sending a new or revised AE publication to the USAREUR Command Group for approval must coordinate the proposed suspense date with the DMB before issuing the task.

### 18. READ-AHEAD

a. Appointments with the CG, DCG, or CoS (expect as stated in subpara c below) require a read-ahead. The Office of the Chief of Staff (OCoS), HQ USAREUR, requires the read-ahead 48 hours before the scheduled appointment (excluding weekends). This leadtime enables the OCoS to review and distribute the read-ahead packet to the Office of the Commanding General (OCG), USAREUR; the Office of the Deputy Commanding General (ODCG), USAREUR; and the Office of the Command Sergeant Major (OCSM), USAREUR, as applicable. If, for example, the meeting will be at 1400 on a Friday, the OPR must submit the read-ahead to the OCoS by 1400 on the Wednesday before. If the meeting occurs on a Monday or a Tuesday, the read-ahead must be submitted on the Thursday of the week before for the Monday appointment or the Friday of the week before for the Tuesday appointment. If, due to operational necessity, the OPR goes directly to the OCG, ODCG, or OCSM, the OPR must backbrief the CoS immediately after meeting with the CG, DCG, or CSM.
b. Read-aheads will be prepared on an SAS and include the following three paragraphs:

(1) Purpose. This paragraph is used to state the purpose of the meeting, briefing, or office-call with the CoS, DCG, or CG.

(2) BLUF. States the desired outcome of the meeting.

(3) Discussion. Specify who the appointment is with (CoS, DCG, or CG). This should correspond to the Command Group routing blocks on page 1 of the SAS. In a series of subparagraphs, the Read-Ahead SAS will include the following information:

   (a) The date and time of the appointment and the required uniform.

   (b) A summary of the issues that will be discussed.

   (c) A list of the names and ranks or civilian grades of the attendees.

   (d) If distinguished visitors will attend, biographical information and itineraries, as applicable. These can be included as a WHITE TAB enclosure to the SAS, but need to be referenced in the body of the Read-Ahead SAS.

   (e) Suggested remarks for the CoS, DCG, or CG, as applicable. These too can be attached to the SAS as a WHITE TAB, but must be mentioned in the discussion paragraph.

   (f) Any slides, information papers, point papers, or other items that may help the CoS, the DCG, or the CG, as applicable, understand the issues that will be discussed. These may also be attached to the SAS as a WHITE TAB.

c. Read-aheads will be provided for the following meetings or when requested by the USAREUR Command Group:

(1) Decision briefings.

(2) Semiannual training briefings and quarterly readiness reviews.

(3) Office calls with GOs.

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

(5) Meetings with congressional visitors and delegations.

(6) In-progress reviews.

(7) USEUCOM briefings.

(8) Visits by or with the Chief of Staff of the Army, Vice Chief of Staff of the Army, or CDRUSEUCOM.

(9) Three-star or DA-level conferences or video-teleconferences (VTCs).
d. The OPR is responsible for creating and providing the Office of the CG (OCG) two hard-copy binders of all read-ahead material no less than 72 hours before the meeting. This is in addition to the electronic copy that the OPR is required to submit through TMT.

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

(1) Internal USAREUR Command Group office ceremonies.

(2) Internal USAREUR Command Group office meetings (for example, calendar synchronization).

(3) Operations and intelligence updates.

(4) Prebriefings.

19. INFORMATION PAPER

Information papers are used to provide concise facts without interpretation, recommendations, or conclusions. The decision as to when to prepare an information paper instead of an information SAS will be based on the nature of the particular requirement. If, for example, the information will be included in conference books or read-ahead books, an information paper rather than an information SAS should be prepared. To prepare an information paper, action officers will do the following:

a. Download a copy of the information-paper template from AEPUBS. The template is under Action Officer Tools, Staff Actions.

b. Follow the instructions in figure 10.

c. Send the information paper to the USAREUR Command Group through TMT as a WHITE TAB attached to an information SAS. The information SAS should serve only as a routing document that shows coordination, if needed, and refer to the information paper without duplicating the content.

20. POINT PAPER

Point papers provide members of the USAREUR Command Group a list of key issues presented as points (fig 12). The intent is to provide points that members of the USAREUR Command Group should consider or use during briefings and discussions with other key leaders. The points should represent the USAREUR position on a given issue. To prepare a point paper, action officers will—

a. Download a copy of the point-paper template from AEPUBS. The template is under Action Officer Tools, Staff Actions.

b. Follow the instructions in figure 11.

c. Send the point paper to the USAREUR Command Group through TMT as a WHITE TAB attached to an information SAS. The information SAS should serve only as a routing document that shows coordination, if needed, and refer to the point paper without duplicating the content.

21. TRIP BOOK

a. When the DCG or CG plans to visit a unit, community, or country, the CG XO, DCG XO, or designated representative will task the staff in TMT to provide specific information about the unit, community, country, or ongoing activities and operations for a trip book. The subject of these types of tasks will begin with the phrase “CG Travel Prep.” The task will—
(1) Briefly describe the purpose of the trip and issues to be addressed during the visit.

(2) Provide a POC to whom the information should be submitted.

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

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

c. The suspense date for each CG trip task in TMT is the date that the after-action report of the trip is due. All milestone dates leading up to the trip will be listed in the TMT task.

22. TRIP REPORT

a. After the CG, DCG, CoS, major subordinate commander, or HQ USAREUR staff principal has been on an official trip to visit a community, attend a meeting or conference, appear as a guest speaker, or conduct other official business, the CG XO, DCG XO, or CoS XO may request a trip report. If a trip report is required, the CG XO, DCG XO, or CoS XO will task the office, through TMT, that had the lead for preparing or hosting the visit to prepare a trip report. These tasks will include “CG Task/Trip” in the subject line. All trips to higher headquarters require a trip report. If a trip report is required, the report must provide the following:

(1) Concise facts about the trip.

(2) Objectives of the trip and statements concerning whether or not those objectives were met.

(3) Events, topics, or issues that were discussed during the trip.

(4) Requirements identified during the trip that require follow-on tasks.

(5) POCs at the places visited.

b. Trip reports must be—

(1) Prepared as shown in figure 12 by the senior representative of the OPR who participated in the trip. A template for the trip report is available in AEPUBS under Action Officer Tools, Staff Actions.

(2) Sent to the USAREUR Command Group through TMT as a WHITE TAB attached to an information SAS. The information SAS should serve only as a routing document that shows coordination, if needed, and should not duplicate the content of the report.
INFORMATION PAPER

SUBJECT: Enter the subject or name of the event, as applicable (for example, Community Visit to Stuttgart, SPP Update, Army Three-Star Conference)

BLUF: Enter a one- to three-line summary of the issue.

DISCUSSION: The information paper is intended to present facts, not to request approval or decision. Each paper should be brief, concise, and not exceed one page.

- The font of the entire information paper is Arial, 12-point.
- Classification markings are required even if the document is unclassified.
- The information will be presented using bullets, which can be cut and pasted into the template for talking points if needed.

- Main bullets are designated by the bullet symbol (●). Margins are set at 1 inch, top and bottom, left and right. Text should not be block-indented; it should wrap around, as shown in this sample. Bullets are separated with two returns.
  - Sub-bullets are designated by the clear bullet symbol (○).
  - If sub-bullets are needed, tabs for sub-bullets are set at 0.2.
  - As with main bullets, sub-bullets will not be block-indented. Text must wrap around from one line to the next, as shown in this sample.
  - Sub-bullets are separated with one return.

COORDINATION: List commands and staff offices with which the information paper was coordinated, if coordination was required.

POC: Enter the grade (if military), name, military telephone number, and e-mail address of the action officer responsible for the information paper.

APPROVED: Enter the name and position title of the approval authority of the command or staff office responsible for the information paper.

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Figure 10. Information Paper
POINT PAPER

SUBJECT: Enter the subject or name of the event, as applicable (for example, European Basing, Theater Security Cooperation)

BLUF: Enter a one- to three-line summary of the issue.

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

USEUCOM POSITION: State USEUCOM position, if applicable.

DA POSITION: State the DA position, if applicable.

DISCUSSION POINTS: The point paper is intended to present facts or issues, not to request approval or decision. Each paper should be brief, concise, and not exceed one page. If more than one issue is presented, number them.

- The font of the entire point paper is Arial, 12-point.
- Classification markings are required even if the document is unclassified.
- The information will be presented using bullets, which can be cut and pasted into the template for talking points if needed. Regulations, orders, directives, and other documents may be added as enclosures if needed.
- Main bullets are designated by the bullet symbol (●). Margins are set at 1 inch, top and bottom, left and right. Text should not be block-indentented; it should wrap around, as shown in this sample. Bullets are separated with two returns.
  - Sub-bullets are designated by the clear bullet symbol (○)
  - If sub-bullets are needed, tabs for sub-bullets are set at 0.2.
  - As with main bullets, sub-bullets will not be block-indentented. Text must wrap around from one line to the next, as shown in this sample.
  - Sub-bullets are separated with one return.

COORDINATION: List any commands and staff offices with which the paper was coordinated.

POC: Enter the grade (if military), name, military telephone number, and e-mail address of the action officer responsible for the point paper.

APPROVED: Enter the name and position title of the approval authority of the command or staff office responsible for the point paper.
TRIP REPORT

SUBJECT: Enter the subject or name of the event, as applicable (for example, Community Visit to Stuttgart, SPP Update, Army Three-Star Conference)

BLUF: Enter a one- to three-line purpose of the trip. This paragraph must stand alone so it can be separated from the rest of the report.

SUMMARY: The trip summary must include enough detail about the event, the major subjects discussed, and issues that require the attention of or action by the USAREUR command or staff. It should be an analysis of what was discussed—not merely a recounting of events—that clearly shows why the issue is of importance to USAREUR. The goals or objectives of the trip should be stated in the summary.

PowerPoint slides, Excel spreadsheets, and other documents used during the event should be incorporated by extracting the most pertinent elements of the documents (and referred to in the body of the report sequentially) instead of attaching entire documents.

There is no prescribed length for the report, provided all pertinent topics are covered. Brevity, however, should be applied. The font of the entire trip report is Arial, 12-point.

- OPTION A: Event-Based Report. This type of summary is organized according to the sequence of events that took place during the trip. Each bullet applies to an event of USAREUR interest. An overview of the itinerary may be included, but is optional. This is recommended if the itinerary involved several locations or several important events.

- Enter Name of Event, Location, Time, and Host (if applicable).
  - Summarize the event.
  - State why it concerns USAREUR.
  - Make a recommendation (if applicable).

- Enter Name of Event, Location, Time, and Host (if applicable).
  - Summarize the event.
  - State why it concerns USAREUR.
  - Make a recommendation (if applicable).

Figure 12. Trip Report
• OPTION B: Topic-Based Report. This type of summary is organized in order of significance. This is the preferred option for summarizing events the CG or DCG attended, such as conferences. Each bullet applies to a topic of USAREUR interest. Topics must be listed in order of significance to USAREUR.

• Most Important Topic: Location, Time, and Host (if applicable).
  o Summarize the topic.
  o State why it concerns USAREUR.
  o Make a recommendation (if applicable).

• Next Most Important Topic: Location, Time, and Host (if applicable).
  o Summarize the topic.
  o State why it concerns USAREUR.
  o Make a recommendation (if applicable).

CONCLUSION: State whether the goals or objectives of the trip were met or, if they were not met, the reasons why; the USAREUR position with regard to the topics or events that took place; how the topics or events will affect USAREUR; and recommendations, if applicable.

OTHER ATTENDEES: Enter a list of other key personnel who were on the trip and key personnel visited.

POC: Enter the grade (if military), name, military telephone number, and e-mail address of the action officer responsible for the trip report.

APPROVED: Enter the name and position title of the approval authority of the command or staff office responsible for the trip report.

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Figure 12. Trip Report—Continued

23. MESSAGES

  a. Organizational Messages for DCG or CG Approval. The staff is responsible for preparing organizational messages when tasked through TMT. The staff may also prepare organizational messages for recommended DCG or CG approval without being tasked. This is done by creating an OPR-generated task.

    (1) The draft message must—

      (a) Be prepared as a Microsoft Word document.

      (b) Include a suspense date, if needed, in parentheses after the subject.
(c) Have the DCG or CG, as appropriate, identified as the releaser. (Table 1 provides guidance on who should release it, based on the content or intent of the message.)

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

(e) Be in accordance with the USAREUR orders, messages, and memorandum of instruction (available on the USAREUR G3 SharePoint Portal (SIPRNET)).

(f) Be sent to the USAREUR Command Group through TMT as a RED TAB attached to a decision SAS. The SAS must explain the purpose of the message and why the DCG or CG is being asked to release it. If the message requires extensive corrections, the SACO will return it to the originator. When this happens, the originator must return the corrected copy to the SACO within 1 day.

(2) After the DCG or CG approves the message for release and the release form is digitally signed, the SACO will return the message and SAS to the originator.

(3) On receipt of approval, the originator will check to ensure the message is formatted for release through the Automatic Message Handling System (AMHS) and forward the message, along with an electronic copy of the SAS, to the appropriate releaser (CG or USAREUR G3/5/7). All staff offices must obtain and maintain an AMHS account. If a staff office does not have an AMHS-enabled client to sign and encrypt organizational messages, the originator will send the message to the G3/3 Operations Division, Office of the Deputy Chief of Staff, G3/5/7, HQ USAREUR, for release on SIPRNET e-mail.

NOTE: USAREUR organizational tasking and coordination messages (c below) will be released by the G3/3 Operations Division regardless of the originating staff office. The releaser will verify the message for format and content before releasing it.

b. Eyes-Only Messages. The Army Privacy Communications System, commonly referred to as the “Eyes Only” or “back-channel” system, is not intended for routine correspondence. The back channel is intended exclusively for messages used to relay sensitive compartmented information. The back channel will not be used for messages concerning operational matters. When an Eyes-Only message is attached to an SAS as a tab, approval from the message originator is required.

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

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

(3) The USAREUR Command Group will send approved Eyes-Only messages to the Special Security Office (SSO), Intelligence Support Division, Office of the Deputy Chief of Staff, G2, HQ USAREUR, for back-channel transmission.

(4) The SSO (mil 537-0437) will provide instructions on preparing Eyes-Only messages.
c. **USAREUR Organizational Tasking and Coordination Messages.** Tasking and coordination messages that are sent outside an organization that require USAREUR G3/5/7 approval will be prepared in accordance with the following:

(1) Messages must be prepared as Word documents and released for coordination with an electronic SAS.

(2) After coordinating the message, the originator will copy and paste the message into AMHS, attach the electronic SAS, and send the message to the G3/3 Operations Division, Office of the Deputy Chief of Staff, G3/5/7, HQ USAREUR, for release.

(3) The G3/3 Operations Division will release the message only if it is error-free. If the message includes errors, the G3/3 Operations Division will return it to the originator for corrections.

d. **General Administrative (GENADMIN) Messages.** All GENADMIN messages are approved by the originator’s organization (O6 or DA civilian equivalent or above) and loaded into AMHS with the electronic SAS attached for review and release by the G3/3 Operations Division, Office of the Deputy Chief of Staff, G3/5/7, HQ USAREUR.

e. **PFOR Messages.** GOs and DA civilians of equivalent grade are authorized to send PFOR messages. PFOR messages are used when the originator wants to restrict distribution of the message. PFOR messages will not be used for operational matters. These messages are distributed only to the designated recipients or personnel authorized by the recipient to receive PFOR messages (fig 13). PFOR messages will be processed using the same procedures as those for preparing and sending organizational messages (a above).
UNCLASSIFIED

01 01 RtgR RR UUUU 0061000

CDR21STTSC KAIERSLAUTERN GE//AEETS//
INFO CDRUSAREUR G3 WIESBADEN GE//AEOP-O//

UNCLAS PERSONAL FOR
MG SHAPIRO, CG 21ST SC
INFO BG BERNABE, USAEREUG3/5/7, FROM LTG CAVOLI
MSGID/SGS/AEGS-SAC//
SUBJ/PERSOINAL-FOR MESSAGE PREPARATION//
RMKS/1. THIS IS AN EXAMPLE OF A PROPERLY FORMATTED, GO PERSONAL-FOR (PFOR) MESSAGE.
2. PFOR MESSAGES ARE THOSE THAT THE ORIGINATOR BELIEVES REQUIRE RESTRICTED DISTRIBUTION.
3. PFOR MESSAGES MAY BE CLASSIFIED OR UNCLASSIFIED. THE MESSAGE WILL BE MARKED “PERSONAL FOR” A
PERSON BY NAME (FOR EXAMPLE: UNCLAS PERSONAL FOR MG SHAPIRO). THE NAME OF THE ORIGINATOR MAY
ALSO BE INCLUDED.
4. GOs AND DA CIVILIANS OF EQUIVALENT GRADE MAY SEND PFOR MESSAGES, THOSE BELOW THE GRADE OF
GO OR CIVILIAN EQUIVALENTS MAY DO SO ONLY WHEN AUTHORIZED BY THE CHIEF OF STAFF, UNITED STATES
ARMY, OR THE DIRECTOR OF THE ARMY STAFF.
5. PFOR MESSAGES ARE PROCESSED IN THE SAME MANNER AS SPECIAL CATEGORY (SPECAT) EXCLUSIVE
MESSAGES. DISTRIBUTION IS ONLY TO THE DESIGNATED RECIPIENT OR PERSON AUTHORIZED BY THE
RECIPIENT TO RECEIVE SUCH MESSAGES. ADDITIONAL DISTRIBUTION MAY BE MADE ONLY AS DIRECTED BY THE
RECIPIENT.
6. PFOR MESSAGES WILL NOT BE USED FOR OPERATIONAL MATTERS.
7. PFOR MESSAGES WILL NOT BE READDRESSED UNLESS THE ORIGINATOR PROVIDES SPECIFIC INSTRUCTIONS
FOR READDRESSING THE MESSAGE IN THE TEXT OF THE MESSAGE.
8. IN MANY CASES, PFOR MESSAGES ARE DRAFTED BY OTHER STAFF OFFICES AND FORWARDED TO THE STAFF
ACTIONS DIVISION FOR APPROVAL BY A GO IN THE USAREUR COMMAND GROUP. ONCE APPROVED, THE
MESSAGE IS EITHER TRANSMITTED BY THE STAFF ACTIONS DIVISION OR RETURNED, IF REQUIRED, TO THE
ORIGINATING STAFF OFFICE FOR TRANSMISSION.//

HOWARD C. KIRK, COL/AECC-X/537-0102 PERSONAL FOR
CHRISTOPHER G. CAVOLI/LTG, AECG/537-0100

UNCLASSIFIED

Figure 13. Personal-For Message

24. REQUESTS FOR INFORMATION
Action officers will use AE Form 1-10D when responding to USAREUR Command Group requests for
information (RFIs) that were issued by e-mail. If responding to a TMT-generated RFI from the
USAREUR Command Group, the action officer may use the My Response tab instead of AE Form
1-10D to submit the response, but must upload a completed SAS with the TMT response.

25. EXECUTIVE SUMMARY
DA Memorandum 25-52 prescribes the format for an executive summary (EXSUM).

a. Before releasing an EXSUM, the originator must convert the Word version of the EXSUM to a
PDF, then ensure that the applicable approval authority has digitally signed it. To sign the PDF version,
the approval authority must do the following:

(1) Open the PDF version in Adobe Acrobat.
(2) Click the “Tools” tab (Home, Tools, Document Name).

(3) Click “Certificates” (“Forms & Signature” group).

(4) Click “Digitally Sign” and follow the instruction.

**NOTE:** Before creating the PDF version, the originator should lower the “APPROVED BY” line to allow space above the name for placing the digital signature in the PDF version.

b. Figure 14 shows the format.

![Figure 14. EXSUM Format](image)

(U) **SUBJECT.** (U) (OFFICE SYMBOL)

Executive summaries (EXSUMs) are prepared in Arial 12 with 1-inch margins. The overall classification of the EXSUM, all uppercased and in boldface, is entered 1 inch from the top and bottom of the page. The words EXECUTIVE SUMMARY, all uppercased, are one return below the classification. One return below the words EXECUTIVE SUMMARY, the tasker number (if applicable) is entered, flush right. Directly below that comes the date in the abbreviated format shown above. If the EXSUM is not related to a tasker, enter the date one return below the words EXECUTIVE SUMMARY, flush right. One return below the date is the subject, all uppercased, underlined, and parenthetically marked with the applicable classification. The classification before the subject is the overall classification of the EXSUM. The classification after the subject is the classification of the subject. The originator’s office symbol is entered in parentheses after the classification of the subject. After entering one return, the body of the EXSUM begins by stating the purpose (self-initiated or to answer a question). The body of the EXSUM should not exceed 15 lines. Acronyms must be spelled out the first time they appear, followed by the acronym in parentheses.

Originator’s Full Name/Office Symbol/Tel originator’s e-mail address

APPROVED BY: Name of staff principal, division chief, or director

**CLASSIFICATION**

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Figure 14. EXSUM Format
SECTION V
ESTABLISHING ARMY IN EUROPE POLICY

26. ARMY IN EUROPE PUBLICATIONS
AE publications are the only authorized medium for issuing administrative command policy unique to the Army in Europe that applies to USAREUR, IMCOM-Europe, or both organizations. AE Regulation 25-30 prescribes Army in Europe publishing policy, defines the various media available for various publishing needs, and provides guidance on how to prepare AE publications.

a. Proposed new AE publications and revisions to policy in existing AE publications that apply to USAREUR require approval of the CG, USAREUR, or the DCG, USAREUR, depending on the nature of the policy. This approval must be documented on the SAS that is used to send the publication to the USAREUR Command Group for approval or signature. This applies regardless of whether the proponent is assigned to USAREUR or IMCOM-Europe. Proposed new or revised publications that apply only to IMCOM-Europe require only IMCOM-Europe Command Group approval when the proponent of the publication is assigned to IMCOM-Europe. Administrative revisions to existing publications that neither change nor introduce new policy do not require USAREUR or IMCOM-Europe Command Group approval to publish; nor do they require a legal review.

b. Before revising an existing AE publication or writing a new one, the action officer responsible for the publication must contact the DMB to discuss the publishing process and the timelines associated with writing, coordinating, editing, and conducting a legal review of the draft. When developing the publishing timeline, action officers must allow time for the following:

(1) Writing and coordinating the draft. This includes time to resolve issues that can arise through coordination, such as the time it takes to resolve nonconcurrences, if any.

(2) Editing. The action officer should coordinate directly with the DMB to determine how long this will take. Timelines vary based on the length and complexity of the draft and the number of other documents in editing when the DMB receives the draft.

(3) Legal review. The DMB will send the edited draft to OJA for legal review. Action officers must allow 15 to 25 workdays for OJA to review the publication (para 12c(4)(c)).

(4) USAREUR Command Group review. Time must be allowed for the staff action to work its way through TMT to various members of Command Group.

SECTION VI
PRESIDENTIAL, CONGRESSIONAL, AND SPECIAL-INTEREST INQUIRIES

27. GENERAL
AR 1-20 governs the procedures for processing Presidential, congressional, and special-interest inquiries (glossary).

a. HQ USAREUR staff offices or USAREUR major subordinate commands (MSCs) that are tasked to take action in response to these inquiries will—

(1) Prepare a proposed response.

(2) Obtain a legal review of the proposed response.
(3) Have the first lieutenant colonel or civilian equivalent in the organization’s chain of command approve the response.

(4) Upload the response in TMT and send it through the OSGS to the Office of the Chief of Legislative Liaison.

(5) Be responsible for the action until it has been completed.

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

28. PROCESSING PRESIDENTIAL AND SPECIAL-INTEREST INQUIRIES

Presidential inquiries will be processed the same way as congressional inquiries (para 27) as modified below:

a. After the responding organization has prepared the response and obtained a legal opinion, the responding organization will—

(1) Ensure that the first colonel (O6) or civilian equivalent in the responding organization’s chain of command approves release of the response.

(2) Send the response directly to the constituent through official mail, if possible, or by e-mail if necessary.

(3) Send a copy of the response to the OSGS, HQ USAREUR, to provide to the White House Liaison Office and the USAREUR LNO to close the task.

b. Inquiries requiring USAREUR Command Group involvement will not be sent to HQ USAREUR staff offices or USAREUR MSCs without USAREUR Command Group approval.

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

d. Action officers who have questions about processing requirements or signature authority should contact the Staff Actions Division, OSGS, HQ USAREUR, for guidance.

SECTION VII
BRIEFINGS, CONFERENCES, AND MEETINGS

29. RESPONSIBILITIES

a. OPR. The OPR is responsible for all aspects of any USAREUR Command Group briefing, conference, or meeting (BCM) that the CG or the DCG attends. This includes attendee notifications, slide production and support, scheduling, setup, execution, and cleanup. Although members of the OCoS, the ODGC, and the OCG are available to assist, the OPR is responsible for ensuring that all tasks related to the BCM are completed. Personnel assigned to the OCoS, the ODGC, and the OCG will not set up areas in preparation for a BCM, provide assistance by making copies of handouts, or clean up after the event unless assigned as the OPR. The OPR has overall responsibility for the BCM from preparation, through execution, and cleaning up the site of the BCM after the event.
b. Calendar Scheduling. The OPR responsible for the BCM is responsible for scheduling the event. To do so, the OPR will—

(1) Coordinate with the following, depending on whether the CG, the DCG, or both will attend:

(a) OCG: CG Assistant Executive Officer (CG AXO) at military 537-0103 or the CG Secretary at military 537-0103.

(b) ODCG: The DCG Secretary at military 537-0205.

(2) When coordinating with the OCG and the ODCG, the OPR will provide those offices the “5Ws” for the event (who, what, where, when, and why), the name of the senior participant, VTC requirements, and slide requirements.

c. Conference Room Scheduling. Conference room scheduling will be based on the number of attendees. Based on that number, the OPR will log onto the applicable website to schedule the BCM.

(1) For fewer than 25 attendees, the OPR should schedule the BCM in the Berlin Conference Room, Keyes Building (https://intranet.eur.army.mil/hq/cmd/keyes/scheduler/SitePages/Home.aspx).

(2) For 25 to 40 attendees, the OPR should schedule the BCM in the Marshall Conference Room, Shalikashvili Center (https://intranet.eur.army.mil/hq/mcc/scheduler/SitePages/Home.aspx).

(3) For more than 40 attendees, the OPR should schedule the BCM in the Truscott Training Room, Shalikashvili Center (https://intranet.eur.army.mil/hq/mcc/scheduler/SitePages/Home.aspx). Use of the Truscott Room will require assistance from the Shalikashvili Center building manager to coordinate setup. Once the event is scheduled, action officers may contact the Shalikashvili Center building manager at military 537-9003 to request support in setting up the conference room.

d. Prebriefings. The OPR will schedule prebriefings with the CoS XO if the CoS will attend, the DCG Secretary if the DCG will attend, and the CG Secretary or CG AXO if the CG will attend.

e. Attendees. The OPR will prepare a list of required attendees and send the list to the CoS XO if the CoS is required to attend, the DCG Secretary if the DCG is required to attend, and the CG Secretary or CG AXO if the CG is required to attend. The OPR should always send the list to the Protocol Office, Office of the Chief of Staff, HQ USAREUR. The OPR is responsible for notifying attendees of meeting requirements and any changes to time or location.

f. VTC and Automation Requirements.

(1) Meetings in the Keyes Building. The OPR will coordinate with the CG Secretary or CG AXO, the DCG Secretary, or CoS XO, as required, for automation support. For meetings supporting the CG or DCG, the CG Secretary or CG AXO or the DCG Secretary will coordinate with the CG Communications Team that will run the event. For meetings supporting the CoS, the CoS XO will coordinate with the Keyes Building Information Management Officer (IMO) to run the event.
(2) Meetings Outside of the Keyes Building. The OPR is responsible for coordinating with the owner of the room for automation support. If the owner of the room (for example, USAREUR G3/5/7 for the Marshall Room) is unavailable to operate automation equipment, the OPR is responsible for finding someone to operate the equipment. If the CG or DCG is present at the BCM, the CG Secretary or CG AXO or the DCG Secretary will notify the CG Communications Team to ensure the team provides a representative. The CG Communications Team will provide only technical support and will not operate the equipment, unless the requirement to do so was previously coordinated.

**g. Slides Provided.** The OPR will validate the requirement for slides that will be needed during the BCM and provide or coordinate a slide facilitator. Appendix D provides information about visual aids including slides.

**h. Refreshments.** Refreshments are not required at any USAREUR BCM unless the BCM is conducted with official representation funds (ORF). Using appropriated funds to purchase coffee, water, or other refreshments for a BCM is prohibited. If the OPR wishes to provide refreshments, the OPR may do so at the OPR’s expense. The OPR is then responsible for ensuring that the meeting area and any computers or audiovisual equipment are protected from spilled food and drinks. The OPR is also responsible for cleaning up afterwards. The OPR should coordinate this aspect of the BCM with the Noncommissioned Officer in Charge, Protocol Office, Office of the Chief of Staff, HQ USAREUR (mil 537-0405).

**i. Read-Ahead and Briefing Packets.**

(1) Read-Ahead. The OPR will provide a read-ahead no later than 1700, 3 workdays before the BCM.

(a) For CG BCMs, the OPR will send a read-ahead SAS through TMT to the CG XO, CG AXO, DCG XO, CoS, CoS XO, and DCoS. The OPR is also responsible for creating two hard-copy binders of all read-ahead material and providing it to the OCG no less than 72 hours before the event. This is in addition to the copy sent through TMT.

(b) For DCG BCMs, the OPR will send a read-ahead SAS to the DCG XO through TMT.

(2) Briefing Packets. The OPR will provide enough briefing packets for all personnel attending the BCM. Each GO-level attendee, the USAREUR Command Sergeant Major (CSM), and the CoS will receive a briefing binder with one slide per page. Binders will be double-sided when possible. All other attendees will receive a handout with no less than two slides per page, double-sided when possible. The OCG, ODCG, and the Offices of the CSM and CoS will not produce briefing books or handouts unless assigned as the OPR.

(3) Backup/Drill-Down Slides. If backup slides are required, the OPR will ensure enough copies are available for all attendees.

**j. OCG and ODCG Responsibilities.** The OCG and ODCG are responsible for coordinating with the following:

(1) The OPR for initial scheduling and any changes to schedules.

(2) The CG Communications Team for representation.

(1) The Protocol Office will—

(a) Provide assistance and subject-matter expertise for BCMs as required.

(b) Assist the OPR if refreshments will be served during the BCM.

(c) Resolve any scheduling conflicts relating to BCMs.

(2) The IMO will provide operator assistance for automation equipment as required.

30. USE OF THE BERLIN AND HEIDELBERG CONFERENCE ROOMS
The Protocol Office is the OPR for maintaining the Berlin and Heidelberg conference rooms. The business rules below define support and requirements for hosting official meetings and providing beverages. Beverages (coffee, tea, bottled water) may not be purchased using appropriated funds.

a. Reservations Procedures. To make a reservation, the user must use the scheduler on the USAREUR portal (https://intranet.eur.army.mil/hq/cmd/keyes/scheduler/SitePages/Home.aspx).

(1) Select “Click to Start a Reservation” at the top right side of the website.

(2) Complete the form and click “Submit.”

(3) If the BCM will require VTC capability, the user must coordinate with the CG Communications Team by sending an e-mail message to USARMY Wiesbaden USAREUR List CG COMMO TEAM All.

(4) If the schedule needs to be changed or the BCM needs to be cancelled, the user must inform the USAREUR Protocol Office by sending an e-mail message to USARMY Wiesbaden USAREUR List USAREUR PROTOCOL MBX.

b. Protocol Office. The Protocol Office will—

(1) Resolve conflicting requests to use the same conference room at the same time.

(2) Supply the room with one NIPRNET or SIPRNET laptop, as needed.

(3) Provide seating guidance and make name tents when appropriate.

(4) Provide a coffee table, trash receptacle, coffee maker or dispenser (2-liter), measuring cup, measuring pitcher, water pitcher, and vacuum cleaner.

(5) Request ORF if the visiting dignitary qualifies for catered coffee service and arrange for this service.
c. Responsibilities of the Meeting Host. The meeting host will do the following:

(1) If PowerPoint slides are required, provide someone to download slides from the network or a disk and to advance the slides during the briefing.

(2) Send the list of attendees to the Protocol Office by e-mail (USARMY Wiesbaden USAREUR List USAREUR Protocol MBX) in enough time for proper seating arrangements and name tents to be made. Sending the list of attendees 24 to 48 hours before the BCM is usually sufficient.

(3) If beverages will be served, provide coffee filters, coffee grounds, tea, water, cups, sugar, creamer, stirrers, bottled water, napkins, tablecloths, and trash bags. When beverages are served, the host will assume responsibility for how the coffee is set up.

(4) If food and beverages will be served, assume responsibility for setting up and cleaning up after the BCM. This includes picking up dirty cups, flatware, napkins, and food items; wiping down conference tables with cleaner and paper towels; cleaning the coffee maker; taking out the trash; and returning all borrowed items to the 2d-floor kitchen. The host must ensure that the conference room is cleaned up immediately after the BCM. Waiting until the end of the day or the following day is prohibited.
APPENDIX A
USAREUR STAFF ORIENTATION COURSE

A-1. PURPOSE
This appendix prescribes the requirements for managing, conducting, and attending the USAREUR Staff Orientation Course (USOC).

A-2. OBJECTIVE
The USOC is a 2-day course managed and hosted by USAREUR Knowledge Management (KM), Office of the CoS, HQ USAREUR. The USOC—

   a. Provides leaders, other senior members of the USAREUR team, and action officers an orientation to USAREUR and its headquarters (day 1).

   b. Creates an effective community of action officers by teaching participants how to use automated tools and procedures to support their requirements and collaborate with one another (day 2).

A-3. RESPONSIBILITIES

a. USAREUR KM. As the manager of the USOC, the USAREUR KM will—

   (1) Coordinate and publish the USOC schedule (dates and times). The USAREUR KM will modify USOC schedules and conduct additional courses, as necessary, particularly after annual peak personnel-turnover periods.

   (2) Manage the USOC student-registration process.

   (3) Select, in coordination with the CoS, HQ USAREUR, which topics to include in the USOC and which organizations are required to provide instructors for the topics.

   (4) Coordinate with USOC instructors on the content of their briefings and scheduling blocks of instruction within the overall course schedule.

   (5) Obtain feedback from students and provide block-specific feedback to each instructor after each course.

b. Organizations Providing Instructors. Organizations that provide USOC instructors (a(3) above) will identify primary and alternate instructors to prevent scheduling conflicts.

c. USOC Instructors. Instructors will—

   (1) Arrive at least 15 minutes before their presentation.

   (2) Begin their presentation by providing a brief overview of their organization, its key functions, and how it supports the USAREUR mission.

   (3) Devote most of the allotted time to the specific topic and, to prevent scheduling conflicts, ensure the presentation does not exceed the time allowed.
d. Leaders. USAREUR leaders will support the USOC by ensuring their personnel attend.

A-4. ATTENDANCE REQUIREMENTS
The following personnel must attend the USOC:

a. All personnel assigned to HQ USAREUR must attend the course no earlier than 30 days after being assigned and no later than 90 days after being assigned. Personnel—

(1) Whose date of assignment to HQ USAREUR is in the time period described in subparagraph a above must attend and will be given highest priority when being scheduled for a course. Personnel assigned to HQ USAREUR for more than 90 days who have not attended the USOC must still attend, but will be scheduled on a space-available basis.

(2) Who are colonels, sergeants major, civilians in the grade of GS-15, and higher-graded personnel are required to attend only the 1st day of the course.

(3) Who are not able to attend the USOC as stated in subparagraph a above must receive written approval from a colonel or higher to postpone attendance. Personnel assigned for more than 1 year who have not attended the USOC must attend or provide the USAREUR KM written approval from a colonel or higher to waive the USOC requirement.

b. All personnel assigned or pending assignment to USAREUR major subordinate commands (MSCs) or commands under USAREUR operational control (USAREUR OPCON commands) with duty at HQ USAREUR as USAREUR liaison officers will be given the same level of priority as the personnel in a(1) above when registering for the USOC. Other personnel assigned to USAREUR MSCs or OPCON commands are encouraged but not required to attend the USOC. When these personnel register, the USAREUR KM will schedule them on a space-available basis.

A-5. USOC SCHEDULE, ENROLLMENT PROCEDURES, AND TRAINING MATERIAL
The USOC schedule, enrollment procedures, and the training material presented during the USOC are available on the USAREUR portal at https://intranet.eur.army.mil/hq/cmd/dcg/usoc.
APPENDIX B
USAREUR POINTS OF MAIN EFFORT (POME)

B-1. REFERENCES


B-2. PURPOSE
This appendix prescribes requirements governing the format, content, releasing authority, and timeline for sending Points of Main Effort (POME) reports to the CG, USAREUR. The POME is an e-mail-based process designed for the CG to receive POME updates regardless of where the CG is located at the time of a report, and regardless of how the CG is connected to the network (for example, hard-wired, wireless, satellite). The “POME solution” comprises e-mail as the primary means of communication and SharePoint as the portal for collecting information and facilitating staff assistance.

B-3. OVERVIEW
Senior Army in Europe commanders use the USAREUR POME report to communicate directly with the CG, USAREUR, on a recurring basis. The CG uses POME reports to—

a. Remain situationally aware of USAREUR activities.

b. Share lessons learned with the entire command and staff.

c. Inform the HQ USAREUR staff of subordinate-commander priorities, refinements to unit requirements, and any CG-directed changes to assigned missions.

B-4. POME SUBMISSION REQUIREMENTS
The designated Army in Europe units and activities listed in Groups A, B, and C (a(1) thru (3) below) (table B-1) will send a POME report to the CG, USAREUR, by 1800 on the required report day, but not earlier than the day before according to the following procedures:

a. Group Timelines.

(1) Group A. Group A will send POME reports on the first Friday of every month.

(2) Group B. Group B will send POME reports on the third Friday of every month.

(3) Group C. Group C (general officer commands) will send POME reports, which provide information about all assigned subordinate units, on the first Friday of every month.

NOTE: If the required report day is a USAREUR nonduty day, the report is due by 1800 on the Thursday before that Friday.
<table>
<thead>
<tr>
<th>Table B-1</th>
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</thead>
<tbody>
<tr>
<td>POME Reporting Groups</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Group A</th>
</tr>
</thead>
<tbody>
<tr>
<td>2d Cavalry Regiment</td>
</tr>
<tr>
<td>12th Combat Aviation Brigade (12th CAB)</td>
</tr>
<tr>
<td>173d Airborne Brigade Combat Team (173d ABCT)</td>
</tr>
<tr>
<td>19th Battlefield Coordination Detachment</td>
</tr>
<tr>
<td>10th Army Air and Missile Defense Command</td>
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</table>

<table>
<thead>
<tr>
<th>Group B</th>
</tr>
</thead>
<tbody>
<tr>
<td>405th Support Brigade (Army Field)</td>
</tr>
<tr>
<td>409th Support Brigade (Contracting)</td>
</tr>
<tr>
<td>USANATO Brigade</td>
</tr>
<tr>
<td>Army and Air Force Exchange Service, Europe</td>
</tr>
<tr>
<td>United States Army Corps of Engineers Europe District</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Group C</th>
</tr>
</thead>
<tbody>
<tr>
<td>21st Sustainment Command</td>
</tr>
<tr>
<td>United States Army Installation Management Command Europe</td>
</tr>
<tr>
<td>Rotational Division Mission Command Element</td>
</tr>
</tbody>
</table>

**b. Format and Content.** Designated unit commanders and activity directors will—

1. Prepare the POME report according to the format shown in figure B-1 and the following:

   a. Request the most recent POME template by sending an e-mail message to pome@intranet.eur.army.mil with the word “TEMPLATE” in the subject line. In response, the system will send a copy of the template to the requester.

   b. Originators may prepare the report in MS Word using Times New Roman, 11-point font, with 1-inch page margins (as a size constraint) in preparation for copying and pasting the report into the template.

   c. The content must be limited to one page in length and 750 words (not including the hashtags) while being prepared in MS Word and should not be changed after insertion into e-mail.

2. Report items that would be of interest to a three-star Army service component commander and describe any support provided directly to combatant commanders (for example, CDRUSAFRICOM, CDRUSEUCOM).

3. Limit the description of individual Soldier accomplishments to achievements above the reporting organization’s level (for example, USAREUR Soldier of the Year, recognition by the CDRUSEUCOM, awards for valor).
(4) Address CG-designated focus areas (for example, the status of the unit’s DA Form 4833 (Commanders’ Report of Disciplinary or Administrative Action), the status of the unit’s hiring actions in support of the Sexual Harassment/Assault Response and Prevention Program).

(5) Provide relevant information regardless of whether or not the information relates to a specific USAREUR Line of Effort.

(6) Copy and paste the report into a blank e-mail message.

(7) Do not encrypt the e-mail message.

(8) Do not rename or remove any of the hashtags (#) from the template.

c. Delivery Method. Designated unit commanders and activity directors will send their POME reports directly to the CG, USAREUR, by e-mail, Cc’ing all personnel in the POME distribution list (usarmy.wiesbaden.usareur.list.usareur-cdr-pome@mail.mil), the POME solution address (pome@intranet.eur.army.mil), and any other personnel who may need to receive a copy.

“ORGANIZATION NAME POME Report Date (Month and Year)” (This is the subject line of the e-mail.)

#EXSUM: Limited to 500 characters.
The executive summary (EXSUM) should be limited to five lines and summarize the most important information the sender wants the CG to gain from the report.

#Leader Development: Limited to 1,000 characters.

Last 4 weeks:
1. This paragraph identifies the top three things that occurred in the sending unit’s operations over the past 4 weeks.
2. The three entries will be entered as three separate, indented bullets or subparagraphs.

Next 4 weeks:
1. This paragraph identifies the top three focus areas or events that will occur in the sender’s unit in the next 4 weeks.
2. The three entries will be entered as separate, indented bullets or subparagraphs.

#Readiness: Limited to 1,000 characters.

Last 4 weeks:
1. This paragraph identifies the top three things that occurred in the sending unit’s operations over the past 4 weeks.
2. The three entries will be entered as three separate, indented bullets or subparagraphs.

Next 4 weeks:
1. This paragraph identifies the top three focus areas or events that will occur in the sender’s unit in the next 4 weeks.
2. The three entries will be entered as separate, indented bullets or subparagraphs.

Figure B-1. POME Report Format
#Enabling Alliances: Limited to 1,000 characters.

**Last 4 weeks:**
1. This paragraph identifies the top three things that occurred in the sending unit’s operations over the past 4 weeks.
2. The three entries will be entered as three separate, indented bullets or subparagraphs.

**Next 4 weeks:**
1. This paragraph identifies the top three focus areas or events that will occur in the sender’s unit in the next 4 weeks.
2. The three entries will be entered as separate, indented bullets or subparagraphs.

#Assessment: Limited to 1,000 characters.

**Last 4 weeks:**
1. This paragraph identifies the top three things that occurred in the sending unit’s operations over the past 4 weeks.
2. The three entries will be entered as three separate, indented bullets or subparagraphs

**Next 4 weeks:**
1. This paragraph identifies the top three focus areas or events that will occur in the sender’s unit in the next 4 weeks.
2. The three entries will be entered as separate, indented bullets or subparagraphs.

#Staff Assistance Requested: Limited to 500 characters.
If the sender requires assistance from the HQ USAREUR staff or USAREUR Command Group to coordinate or resolve an issue, the sender should use brackets to identify the staff office or Command Group member whose assistance is being requested, if known (for example, [DCG], [G1], [G2, G3]). If no assistance is required, the sender will enter the word “None.”

#Signature block: (Do not remove this hashtag)
Should contain the signature block of the POME releasing authority together with contact information.

---

**Figure B-1. POME Report Format—Cont**
APPENDIX C
CG, USAREUR, AUTOPEN

C-1. GENERAL
This appendix establishes policy and procedures for using the CG, USAREUR, autopen to sign documents for the CG. As directed by the CG, and in coordination with the CG’s Executive Officer (XO), the Secretary of the General Staff (SGS), HQ USAREUR, will control and administer use of the CG, USAREUR, autopen.

C-2. PROCEDURES

a. Signature Authority. The CG, USAREUR, is the only person authorized to designate who may use the CG autopen. The CG may, however, delegate this authority to the CG XO or the CoS, HQ USAREUR.

b. Routing for Signature.

(1) HQ USAREUR staff offices and headquarters of USAREUR major subordinate commands will route all documents that require the CG’s signature through the Task Management Tool (TMT). The purpose of using TMT is to—

(a) Ensure editorial and legal review of the document when required (table 3).

(b) Enable the CG’s XO to review the document before it is signed.

(c) Establish an audit trail for the document before and after it is signed.

(d) Provide a system for archiving documents signed by the CG.

(2) Requests for exceptions to using TMT for routing documents prepared for signature by the CG must be sent to the SGS or the CG’s XO for approval. If an exception is granted, the originator will be responsible for uploading the signed copy of the document in TMT.

c. Approval for Signature.

(1) CG Approval in TMT. CG approval of a document in TMT constitutes approval to apply the CG autopen signature when a signature is necessary, unless the CG personally signs the document. The following provides guidelines on which documents will be personally signed by the CG and which documents will be signed with the CG autopen:

(a) Personal Signature. The CG signs personal correspondence, individual star notes, and formal memorandums.

(b) Autopen Signature. The SGS, CoS, or CG’s XO will use the CG’s autopen signature for military and civilian awards as well as correspondence comprising 15 or more individual letters or memorandums (for example, congratulatory star notes).

(c) No Signature Required. Authorization documents that remain within HQ USAREUR (for example, information papers, monthly statistical reviews, TDY requests) do not require a signature.
(2) Verbal Order of the Commander (VOCO) Approval (Non-TMT). When the CG is unable to complete a task or an award in TMT, the CG will authorize (through VOCO or e-mail) the SGS, the CG XO, or the CoS to autopen the signature. In these cases, the SGS will do the following:

(a) Close the task in TMT after entering the statement, “VOCO CG, (date), (form of authorization).”

(b) Maintain printed copies of e-mail messages that provide CG authorization to use the autopen. These copies must be kept on file for 2 years.

(c) Prepare a memorandum for record (MFR) to document each VOCO authorization to use the CG autopen (fig C-1) and maintain each MFR for 2 years.

AEGS

MEMORANDUM FOR RECORD

SUBJECT: Autopen Signature Authorization

1. The CG, USAREUR, authorized autopen signature for the following:
   a. Document title:
   b. Authorizing official: (CG’s XO or CoS, HQ USAREUR)
   c. Date authorized:

2. A copy of this memorandum will be maintained with the autopen log for 2 years.

ADAM J. LACKEY
Lieutenant Colonel, GS
Secretary of the General Staff

Figure C-1. Sample MFR Documenting Approval to Sign a Document Using the CG, USAREUR, Autopen

d. Security of the Autopen Chip. The SGS will store the autopen chip in a locked location. The SGS Noncommissioned Officer in Charge will sign for the chip, log each use in a signature log, and return the chip to the SGS for storage after the document has been signed.

e. Record and File Copies of Signed Documents. Whoever uses the autopen will ensure that a record copy of the signed document is uploaded in TMT for the originator. If the document was processed without being forwarded through TMT, the individual who uses the autopen will send a copy of the signed document to the Document Management Branch, Office of Knowledge Management, Office of the Chief of Staff, HQ USAREUR, for filing.

C-3. EXCEPTIONS AND CHANGES
Requests for exceptions or changes to the policy or procedures in this appendix will be sent to the SGS, HQ USAREUR, for consideration.
APPENDIX D
VISUAL AIDS AND PRESENTATIONS

D-1. ASSISTANCE
The Visual Information Library, Training Support Division, Seventh Army Joint Multinational Training Command (Lucius D. Clay Kaserne), can provide assistance in acquiring training aids if required.

D-2. BRIEFING SLIDES AND SLIDESHOW PRESENTATIONS

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

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

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

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

   (3) The appropriate slide template must be used in accordance with the classification of the material being presented. Paragraph D-3 provides instructions for downloading and merging standard USAREUR slides with different classification templates.

      (a) The templates for Unclassified and For Official Use Only slides are available in the Army in Europe Library & Publishing System under Action Officer Tools (click on Staff Actions, then Standard USAREUR Slide) at http://www.aepubs.eur.army.mil/.

      (b) The templates for Confidential and Secret slides are available on the USAREUR Knowledge Management page of the USAREUR SIPRNET portal.

c. Action officers—

   (1) Should send their presentations to the Visits Chief, Protocol Office, Office of the Chief of Staff, HQ USAREUR, by e-mail no less than 24 hours before the briefing. To request the e-mail address, action officers should call military 537-0405. Action officers who cannot meet the 24-hour deadline must call the Visits Chief at 537-0405 to request guidance.

   (2) Must contact the Protocol Office to reserve the Berlin or Heidelberg Conference Room for rehearsal if they wish to rehearse their briefings. This reservation may be made when reserving the conference room for the actual briefing.
D-3. DOWNLOADING AND MERGING STANDARD USAREUR SLIDES WITH DIFFERENT CLASSIFICATION TEMPLATES

a. Downloading Slides. To download slides to a personal computer or shared folder—

(1) Click on the link for the Standard USAREUR Slides at http://www.aepubs.eur.army.mil/StaffActions/.

(2) In the File Download box, click on Save.

(3) In the Save As box, click on—

   (a) Save In to select the target folder.

   (b) Save to save the file.

b. Merging Slides. To merge slides with different security classification templates—

(1) Open the first slide in PowerPoint.

(2) On the top toolbar, click on Insert and Slides from Files.

(3) Insert new slides in the Slide Sorter view (on the top toolbar, click on View and Slide Sorter).

(4) In the Slide Finder box, click on Browse.

(5) In the Browse box, click on the drop-down box next to Look in, go to the target folder, select the required slide, and click on the Open button. To select more than one slide within the target folder, hold down the Ctrl key while selecting the slides.

(6) Ensure that Keep source formatting is checked in the Slide Finder box.

(7) Click on the Insert All button, and then click on the Close button.
Figure D-1. Standard USAREUR Slides (Title Page and First Slide)
## GLOSSARY

### SECTION I

#### ABBREVIATIONS

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
</tr>
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<tbody>
<tr>
<td>7th ATC</td>
<td>7th Army Training Command</td>
</tr>
<tr>
<td>21st SC</td>
<td>21st Sustainment Command</td>
</tr>
<tr>
<td>AE</td>
<td>Army in Europe</td>
</tr>
<tr>
<td>AEPUBS</td>
<td>Army in Europe Library &amp; Publishing System</td>
</tr>
<tr>
<td>AMHS</td>
<td>Automated Message Handling System</td>
</tr>
<tr>
<td>AO</td>
<td>action officer</td>
</tr>
<tr>
<td>AR</td>
<td>Army regulation</td>
</tr>
<tr>
<td>AXO</td>
<td>assistant executive officer</td>
</tr>
<tr>
<td>BCM</td>
<td>briefing, conference, or meeting</td>
</tr>
<tr>
<td>BLUF</td>
<td>bottom line up front</td>
</tr>
<tr>
<td>CDRUSAFRICOM</td>
<td>Commander, United States Africa Command</td>
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<tr>
<td>CDRUSEUCOM</td>
<td>Commander, United States European Command</td>
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<td>CG</td>
<td>commanding general</td>
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<td>Commanding General’s Initiatives Group, USAREUR</td>
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<td>CoS</td>
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<td>command sergeant major</td>
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<td>CT</td>
<td>classified task</td>
</tr>
<tr>
<td>DA</td>
<td>Department of the Army</td>
</tr>
<tr>
<td>DCG</td>
<td>deputy commanding general</td>
</tr>
<tr>
<td>DMB</td>
<td>Document Management Branch, Office of Knowledge Management, Office of the Chief of Staff, Headquarters, United States Army Europe</td>
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<td>encl</td>
<td>enclosure</td>
</tr>
<tr>
<td>EXSUM</td>
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<td>HQDA</td>
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<td>HQ USAREUR</td>
<td>Headquarters, United States Army Europe</td>
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<tr>
<td>ICW</td>
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</tr>
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<td>IG</td>
<td>inspector general</td>
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<td>IMCOM-Europe</td>
<td>United States Army Installation Management Command Europe</td>
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<td>information management officer</td>
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<td>IRACO</td>
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<td>JA</td>
<td>judge advocate</td>
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<td>KBCR</td>
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<td>KM</td>
<td>knowledge management</td>
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<td>memo</td>
<td>memorandum</td>
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<td>NIPRNET</td>
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<tr>
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<td>OCH</td>
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<td>Acronym</td>
<td>Description</td>
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<td>OCoS</td>
<td>Office of the Chief of Staff, Headquarters, United States Army Europe</td>
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<td>OCPA</td>
<td>Office of the Chief, Public Affairs, Headquarters, United States Army Europe</td>
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<tr>
<td>OCR</td>
<td>Office of coordinating responsibility</td>
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<tr>
<td>OCSURG</td>
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<tr>
<td>ODCG</td>
<td>Office of the Deputy Commanding General, Headquarters, United States Army Europe</td>
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<td>ODCSENGR</td>
<td>Office of the Deputy Chief of Staff, Engineer, Headquarters, United States Army Europe</td>
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<td>OIG</td>
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<td>OJA</td>
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<td>OPCON</td>
<td>Operational control</td>
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<td>OPR</td>
<td>Office of primary responsibility</td>
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<td>ORF</td>
<td>Official representation funds</td>
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<td>OSGS</td>
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<td>Principal Assistant Responsible for Contracting, United States Army Europe</td>
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<td>Permanent change of station</td>
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<td>Personal for [message]</td>
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<td>Points of main effort</td>
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<td>Request for information</td>
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<td>Regional Health Command Europe</td>
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<td>RTF</td>
<td>Relocation Task Force</td>
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<td>SACO</td>
<td>Staff action control officer</td>
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<td>Secretary of the General Staff</td>
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<td>SIPRNET</td>
<td>Secret Internet Protocol Router Network</td>
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<td>SSO</td>
<td>Special Security Office, Intelligence Support Division, Office of the Deputy Chief of Staff, G2, Headquarters, United States Army Europe</td>
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<td>SPP</td>
<td>Strategy, policy, and programs</td>
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<td>TA</td>
<td>Task [unclassified]</td>
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<td>TMT</td>
<td>Task Management Tool</td>
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<td>TRADOC</td>
<td>United States Army Training and Doctrine Command</td>
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<td>URL</td>
<td>Uniform resource locator</td>
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<td>U.S.</td>
<td>United States</td>
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<td>USAG</td>
<td>United States Army garrison</td>
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<tr>
<td>USARAF/SETAF</td>
<td>United States Army Africa/Southern European Task Force</td>
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<td>USAREUR</td>
<td>United States Army Europe</td>
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<tr>
<td>USAREUR G1</td>
<td>Deputy Chief of Staff, G1, United States Army Europe</td>
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<td>USAREUR G2</td>
<td>Deputy Chief of Staff, G2, United States Army Europe</td>
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<td>Deputy Chief of Staff, G3/5/7, United States Army Europe</td>
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<td>Deputy Chief of Staff, G4, United States Army Europe</td>
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<td>Deputy Chief of Staff, G6, United States Army Europe</td>
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<tr>
<td>USAREUR G8</td>
<td>Deputy Chief of Staff, G8, United States Army Europe</td>
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<tr>
<td>USEUCOM</td>
<td>United States European Command</td>
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<tr>
<td>USOC</td>
<td>United States Army Europe Staff Orientation Course</td>
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<tr>
<td>VCR</td>
<td>Videocassette recorder</td>
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SECTION II
TERMS

**HQ USAREUR staff principals**
- Secretary of the General Staff, HQ USAREUR
- Director, Internal Review and Audit Compliance Office
- Deputy Chief of Staff, G1, USAREUR
- Deputy Chief of Staff, G2, USAREUR
- Deputy Chief of Staff, G3, USAREUR
- Deputy Chief of Staff, G4, USAREUR
- Deputy Chief of Staff, Engineer, USAREUR
- Deputy Chief of Staff, G6, USAREUR
- Deputy Chief of Staff, G8, USAREUR
- Chaplain, USAREUR
- Public Affairs Officer, USAREUR
- Command Surgeon, USAREUR
- Inspector General, USAREUR
- Judge Advocate, USAREUR
- Provost Marshal, USAREUR

**IMCOM-Europe Command Group**
The Director, IMCOM-Europe; the Deputy Director, IMCOM-Europe; the Command Sergeant Major, IMCOM-Europe; and the Chief of Staff, IMCOM-Europe

**Keyes Building**
Building 1042, Lucius D. Clay Kaserne, Wiesbaden, Germany

**special-interest inquiry**
Any inquiry concerning subjects of significant importance to the Army or that requires special handling

**staff**
The HQ USAREUR staff

**staff action control officer**
An individual assigned to the Staff Actions Division, Office of the Secretary of the General Staff, HQ USAREUR, responsible for tracking USAREUR Command Group suspenses and staff actions involving the USAREUR Command Group

**USAREUR Command Group**
The CG, USAREUR; the DCG, USAREUR; the CSM, USAREUR; and CoS, HQ USAREUR