

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



# Correspondence Guide

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## I. INTRODUCTION

Department of Energy letters, memos, reports, and other written communications are a key component of the Department's interaction with the public. Every written communication provides an opportunity to promote the Department's strategic mission to the American people. These communications also become part of the Department's history – our permanent record.

The Executive Secretariat Style Guide applies to all letters, memos, and reports prepared on behalf of or for the Secretary, Deputy Secretary, Under Secretaries and Associate Deputy Secretary. The guidance offered herein is provided to ensure that official communications are prepared in a uniform and professional style, and are written clearly and concisely. This guide has been adapted from previous DOE Style Guides. If you have questions that are not addressed in the following pages, please contact the Executive Secretariat at (202) 586-5230, or visit the interactive version of the Style Guide on Powerpedia at <https://powerpedia.energy.gov/wiki/ES>.

## II. ABOUT THE EXECUTIVE SECRETARIAT

The Executive Secretariat (ES) manages correspondence and other written material, including classifieds, addressed to the Secretary, Deputy Secretary, Under Secretaries, Associate Deputy Secretary, or Office of the Secretary staff, or sent to the DOE from the White House, the National Security Staff, the Congress, State Officials and Tribal leaders. ES serves as the Department's central records repository for official documents and departmental actions and decisions, including classified material, for the DOE principals.

Please remember that all incoming correspondence addressed to the Secretary, Deputy Secretary, Under Secretaries, or any items from Members of Congress, Governors, or the White House – that do not come to you through the Executive Secretariat – must be given to the Executive Secretariat for tracking purposes. This includes items that are hand-delivered directly to you, items you receive while on travel or in a meeting, or requests that come in via email. If unsure whether or not an item is already in the system, please check with ES to confirm that it has been logged into the database.

The Executive Secretariat also tracks all items that will be signed by the Secretary, Deputy Secretary, or Under Secretaries prior to dispatch, including all reports to Congress, action and information memos, memorandums of understanding, and letters. Please make sure that these items are in the ES system as soon as they have been drafted. In addition to tracking due dates, the Executive Secretariat helps manage the integration of comments and version control, and provides the ability to track exactly where in the Department an item may be under review.

### III. THE EXECUTIVE SECRETARIAT PROCESS

#### A. ES Controlled Correspondence to be Signed by the Principals

The Executive Secretariat uses **eDOCS**, a document and records management system, to track and manage all incoming and outgoing executive correspondence. The control and collaboration processes consist of three main steps for both externally and internally triggered items: 1) Program drafting and clearance; 2) ES coordinated pre-front office clearance; and 3) ES coordinated front office clearance.

1. **Item is Received in the Executive Secretariat.** For externally triggered documents, the process begins when the ES Correspondence Management group scans and uploads an incoming item into eDOCS. ES Staff enter basic information about the item (sender, addressee, subject, date received, etc.) and the item is tasked out to a departmental element for response, or to determine if a response is required. The document then moves to the departmental elements for action.
2. **Incoming item sent to Program Office.** Each departmental element has one or more correspondence staff who work closely with the Executive Secretariat to manage the movement of information. These contacts pull the incoming item from eDOCS – and move it into the system or process used by the Program (some use eDOCS and some do not), and task it out appropriately within the organization.
3. **Draft Response is Generated.** The departmental element drafts a response and action memo, or an action or decision memo in the case of internally triggered items, and may clear them through other offices with equities in the issue. Then they upload the final documents – along with any clearances – into eDOCS, and release the package to the Executive Secretariat.
4. **Collaborative Action Process.** ES is accountable to quickly review the package and the proposed lists of collaborators for completeness, responsiveness, formatting, consistency, spelling, grammar, etc., as well as look at the comments already received. ES may suggest changes to the document(s) as well as suggest that the package be sent to additional offices for collaboration or information. If all pieces of the package are in order, the package is assigned a collaboration due date based on priority, and is sent in an editable format, through the eDOCS collaboration room, to program and staff support offices for collaboration, with a response requested by the deadline. More information on the Collaborative Action Process can be found Section III.
5. **Clearance through the Front Office.** Once collaboration is complete, the package moves from an electronic package to paper folder. Depending on the subject, content, and signatures that are necessary, ES circulates the package through S4, S3, S2, (and/or others if necessary) and then to the Deputy Chief(s) of Staff for the Secretary's signature, approval or review. In between each step, the package returns briefly to ES for logging.
6. **Closeout.** When a package has been signed, it returns to ES for closeout, and to be uploaded into eDOCS. The package components are returned to the originating departmental element. EDOCS also serves as our permanent record.

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**B. ES Controlled Correspondence to be Signed by the Program Official**

1. **Item is Received in the Executive Secretariat.** Same procedure as number 1 above.
2. **Incoming item sent to Program Office.** Same procedure as number 2 above.
3. **Draft Response is Generated.** The departmental element drafts a response and clears it through other offices with equities in the issue.
4. **Collaborative Action Process.** The collaborative action process is driven by the program. If a response is to a Congressional incoming letter (or a major DOE stakeholder), once it has been cleared appropriately, the draft response along with a copy of the incoming and clearances, should be sent via email to the program office's Under Secretary. If the program office does not report to an Under Secretary and it is responding to a Congressional incoming addressed to one of the principals, the draft response, along with a copy of the incoming and clearances should be emailed to the Deputy Chief of Staff and the Executive Secretariat for front office review **only**.
5. **Closeout.** Once the response has been cleared and signed, all relevant documents should be uploaded into eDOCS and the letter dispatch.

**C. Reassign Policy**

If ES incorrectly assigns mail to a program office, the program must reject the correspondence within 2 business days back to ES. Because many policies and program issues within the Department are crosscutting, ES welcomes suggestions on the correct assignment of this mail. After 2 business days, the program office must provide a justification for the reassignment.

**D. Processing Classified Documents for the Office of the Secretary**

**Transmittal of Classified Matter to Congress.** Classified documents must be hand carried to the U.S. Congress. There are no classified mailing addresses for the Congress.

If you forward a document to the Executive Secretariat for the signature of the Secretary, Deputy Secretary or one of the Under Secretaries, you must also provide the following for dispatch upon signature (unless your office requests the document be sent back to them for dispatch):

- Appropriate envelopes for double wrapping completely addressed with address labels
- Receipts (DOE F 5635.3 (or equivalent) in triplicate to the addressees from the Executive Secretariat through the Program
- ES will prepare package receipt (DOE Messenger Receipt, DOE 1410.6) to be given to the appropriate Congressional Affairs Courier (DOE/CI or NNSA/CI)

## E. Signature Levels

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

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

There are exceptions to these rules. Sometimes the subject of incoming correspondence will necessitate a different signature level. Some incoming correspondence may not be assigned for secretarial signature. If secretarial officers believe signature level changes are appropriate, they should contact the Executive Secretariat to make the change and submit for secretarial signature.

## IV. COLLABORATION ACTION PROCESS (CAP)

### A. Key Attributes

- **ACCOUNTABILITY.** The leader of the initiating program or staff support office has primary accountability for driving the Collaborative Action Process, working with the Executive Secretariat to make sure that the document is tracked and moves with urgency.

- **DEFINED SCOPE FOR COLLABORATION.** A more limited scope for collaboration will be defined (i.e., to include the Leaders of Program or Staff Support Offices who have the most equity. Others may also be included in the collaboration, towards information sharing.)
- **SENSE OF URGENCY.** Package deadlines – from start to finish – will be assigned by ES according to priority. For internal packages, the clock starts the specified number of days before the package is due, or if there’s no hard deadline, when the package is forwarded to ES for collaboration. The responsible program or staff support office leader should establish a reasonable timeline that would accommodate timely and accurate review of the package at hand. For external packages, the clock begins when a package is tasked to a senior leader for action.

## B. Collaborative Action Process Flow

### Accountability

The Collaborative Action Process begins when a letter is received by the Department, or when a decision memo is drafted, and when either item will be prepared for the Secretary’s, Deputy Secretary’s, Under Secretaries’ or Associate Deputy Secretary’s signature.

When a letter is received, ES is accountable to assign a deadline for the final response to be completed and out the door based on priority and tasks it to an accountable program or staff support office for response. Within this timeframe, deadlines for drafting and collaboration will also be assigned. The deadlines associated with each priority category below do not include time required for external DOE collaboration (e.g. OMB).

### Package Priorities

Package priorities are:

- **CAP 1: Mission Vital and Urgent** (1-7 work days). These are the most critical items that are time sensitive and need urgent resolution. This includes letters from members of Congress, Governors, key stakeholders, and time-sensitive decisions. Only a few, most critical documents receive this priority.
- **CAP 2: Mission Important and Complex** (7-15 work days). Those packages that are important to the Department’s mission, that are not as urgent as CAP 1, or that may be more complex requiring more time for review. Items that fall into this category include the majority of decision memos, Congressional constituent referrals, or letters in support of projects, key Congressional Reports, etc.
- **CAP 3: Mission Related and Routine** (15-30 work days). This includes citizen and non-key stakeholder/organizational mail, write in campaigns, and other requests. This category also includes most required reports.

When a program or staff support office requires a principal's signature on a decision, or other internally-triggered document, the program or staff support office drafts the document and recommends a priority, then moves it to ES for collaboration. Programs and staff support offices are accountable to submit internal documents, particularly long or complex items, with enough lead time for thoughtful review.

## Action

The accountable leader takes action to draft the response and/or action memo, sends it for approval within the program, then for signature by the program dash-1. The program or staff support office leader determines a list of offices with equities in the issue, those who should collaborate on the response as well as those who should receive the document for information. This may include some combination of GC, CF, CI, PA and IA, though others may also be added depending on package content. The final package and lists are uploaded into eDOCS and released to ES for action.

The leader of the responsible program or staff support office is accountable for consulting with offices with interest in a matter, and identifying and resolving major issues with a package before sending an item forward for collaboration. If issues cannot be resolved, they should be identified, clearly articulated, and queued up for resolution by the appropriate Under Secretary.

Program and staff support offices are expected to improve their own pre-Executive Secretariat processes in a similar manner to the process outlined here, and to have the same level of discipline in a process internal to them.

### 1. Which Program Office(s) Should Review My Document?

Action and information memos addressed to Department Principals and outgoing correspondence may require clearances. There are some obvious mandatory clearances that include:

- **Elected Officials** (Members of Congress, State and Local Elected Officials) → Office of Congressional and Intergovernmental Affairs
- **Tribal Leaders, Native American Issues** → Office of Congressional and Intergovernmental Affairs and Office of Indian Energy
- **Personnel Issues** → Office of the Chief Human Capital Officer
- **Appropriations Committees** → Office of the Chief Financial Officer
- **Financial or Budget Implications** → Office of the Chief Financial Officer
- **Foreign Officials** → Office of International Affairs
- **International** → Office of International Affairs
- **Policy Issues** → Office of Energy Policy and Systems Analysis
- **Legal Issues** → Office of the General Counsel
- **Rulemakings** → Office of the General Counsel
- **Memorandums of Understanding** → Office of the General Counsel
- **Power Marketing Administration Rate packages** → Office of Electricity Delivery and Energy Reliability

- If **programs** or **departments** are mentioned in the document, please obtain their concurrence as well.

## Collaboration

The leader of the accountable program or staff support office has primary responsibility for driving the collaborative action process, working with the Executive Secretariat. ES is accountable to quickly review the package and the proposed lists of collaborators for completeness, responsiveness, formatting, consistency, spelling, grammar, etc., as well as look at the comments already received. ES may suggest changes to the document(s) as well as suggest that the package be sent to additional offices for collaboration or information.

If all pieces of the package are in order, the package is assigned a collaboration due date based on priority and is sent in an editable format, through the eDOCS collaboration room, to program and staff support offices for collaboration, with a response requested by the deadline.

- Requested responses are either comment or no comment. If no response is received by the deadline, it will be assumed that the leader of the program or staff support office has no comments and intends to move forward toward decision.
- Collaborators are asked to provide substantive responses within their areas of expertise, identifying unintended consequences of the decision or specific problems with the technical requirements of the law, regulation, etc.; i.e. a real evaluation of the risks related to the decision described in a manner that helps the decision maker by essentially performing due diligence reviews and providing options and associated potential risks.
- If no comments are received, or if comments are minimal, changes are made by the Executive Secretariat and the document moves forward. Once all the comments are adjudicated in a decision, feedback will be provided to the cognizant program or staff support office.
- If comments are more substantial and the document needs further discussion, the accountable program official responsible for shepherding the document and the Executive Secretariat will quickly (within 24-48 hours) work with the commenting offices to come to agreement. If no agreement is possible, the issue will be elevated to the appropriate Under Secretary or Deputy Chief of Staff for decision or recommendation (to the Secretary and Deputy Secretary).
- When collaboration at the program and staff support office level is complete, ES circulates the package through S5, S4, S3, S2, appropriate senior advisors (and/or others if necessary) before sending to the Deputy Chief of Staff for the Secretary's signature.

## Tips for a Speedy Review

- **Know the Key Players:** Get to know the Office of the Executive Secretariat and key reviewing officials. This helps you become familiar with the Office of the Secretary's preferred writing style, the tone of letters, and Departmental priorities.

- **Use the Correspondence Guide:** Obtain a copy of the Department’s Correspondence Guide by going to Powerpedia. You may also want to bookmark this website to check for updates. Both are resources for proper formatting guidelines and other information you may find useful as you prepare documents for signature. Documents that are improperly prepared often require reformatting, or are sent back for additional work, which may cause delays.
- **Be Brief:** Secretarial letters should be written at the Secretarial level and not down in the weeds. A short, concise letter will obtain concurrences more quickly.
- **Use Previously Cleared Language for your Letters:** Sources include prior letters, congressional testimony, press releases, questions for the record, speeches by the Secretary, and budget documents. Many of these items have already undergone concurrence and/or OMB approval. If you do use language from these sources, please note in your action memo which language was previously approved.
- **Get a Head Start:** Pay attention to due dates and incorporate time for review to take place prior to the due date. You should develop a schedule that allows for all reviews within the designated number of days.
- **Raise Awareness Early:** If you have a time-sensitive package in the works, please let the Executive Secretariat know as soon as possible -- so that we can give a heads-up as necessary. You may also want to alert key concurring offices that they should expect the package soon. The earlier we know something is headed our way, the better we can prepare for it and help you get it out on time.

## Review Checklist

### For Letters:

- Is the letter printed on the correct **letterhead**?
- Does it follow the correct **format rules**?
- If the letter is for the Secretary’s, Deputy Secretary’s or Under Secretaries’ signature, is it accompanied by an **action memo**?
- Does the action memo go through the appropriate Under Secretary? (See chart on Forms of Address.)
- Is the letter **responsive**?
- Does the **signature level** make sense?
- If there are dates or specific projects mentioned in the letter, is that information still **current**?
- Are there any **upcoming events or dates** that would require a change to the letter if not signed immediately? (Announcements of FOA awards, etc.)?
- If there are **enclosures**, does the letter include “Enclosure(s)” at the bottom? Are the enclosures included in the package and uploaded into eDOCS?

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- Is the necessary **background** information included in the package? (If the memo or the letter refers to a document, it should be included for reference).
  - Has the letter been **proofed** for correct grammar and spelling? Does it conform to DOE correspondence guidelines?
  - Are the latest draft, action memo, and concurrences **uploaded** into **eDOCS**?
  - Have the appropriate **concurrences** been obtained?
  - If the letter is urgent, is that **urgency** indicated in the action memo? What is the **deadline**?

#### **For Congressional and Elected Official Letters:**

- Is the correct title used in the salutation?
- If the ranking member is cc'd at the bottom of the letter, confirm that the correct member's name is included.
- Does the address block match the salutation?
- Is the letter responsive to the incoming?
- Is the appropriate Congressional and Intergovernmental Affairs liaison included as a point of contact?

## **IV. STYLE & FORMAT GUIDELINES**

### **A. General Guidelines for Memo Writers**

Following are some general guidelines to keep in mind when writing.

- **Be Crisp:** Action and Information memos should be two pages or less (500 - 700 words), with a clear, logical flow. If additional background is required, include a background paper. Open with the most important information, followed by points that support it.
- **Be Focused:** Memos should include all necessary information and nothing more.
- **Be Responsive:** Treat all issues raised by the incoming document or related to the meeting or event. Do not avoid tough questions. If you cannot address all items fully, say so and establish a specific date when they will be addressed. Reasons for not addressing specific issues in a response should be addressed in the cover memo.
- **Every Word Should Tell:** Longer does not necessarily mean more informative. Stick to the key facts and issues at hand.
- **Use Short Paragraphs and Short Sentences:** If you cannot read a sentence out loud without pausing for breath, the sentence is too long; omit needless words.

- **Use Strong Action Verbs and the Active Voice:** Let your verbs do more work. Instead of “This directive is applicable to all personnel who make use of the system,” say: “This directive applies to all personnel who use the system.” The active voice strengthens your writing. Lead with the individual doing the action.
- **Write as you Speak:** Make your writing as formal or informal as the situation requires, but do so with language you might use in conversation.
- **Don’t Overuse Big Words When Little Ones Will Do:** Try “start” instead of “commence”, “so” instead of “consequently”, “use” instead of “utilize”, etc.
- **Assume your Reader is not a Subject Matter Expert:** Spell out issues in language a generalist can understand, as you would do in conversation.
- **Avoid Abbreviations and Acronyms:** Spell out acronyms and abbreviations before using them later in the document.
- **Avoid Redundancy:** If the action memo refers to a response, do not repeat the same information in both. The memo can refer to the information contained in the letter.
- **Proof your Work Before Submission:** Review your work before sending it forward. Five minutes of proof-reading can eliminate days of back and forth.
- **Don’t Overuse Adjectives:** If an adjective’s antonym wouldn’t make sense in a sentence, omit it.
- **Avoid Unclear Antecedents:** They sow confusion.

## B. Style Guidelines

### Abbreviations

#### In names and titles, acceptable abbreviations include:

- Mr., Mrs., Ms., Dr., Messrs., Mmes. Messrs. is only used for men with the same last name. Mmes. is only used for women with the same last name.
- Jr., Sr. (with preceding comma)
- II, III (without preceding comma)
- M.D., PhD, O.P., and other academic, religious, or fraternal titles.
- Branches of the service (USN, USAF, USCG, etc.) without periods. Do not spell out the branch of service following an individual’s name.
- Military titles, ranks and offices may be abbreviated in the inside address and on the envelope if they are too cumbersome to spell out. They are not abbreviated in the salutation or in the body of the letter. A list of military abbreviations is included in this guide.
- Always spell out Professor, The Honorable, and The Reverend.

**In company names and titles:**

- Acceptable abbreviations include: &, Ltd., Inc., Bro., Bros.
- Names and “Co.” may be abbreviated if they appear so in the company’s letterhead, otherwise they should be spelled out. (e.g. J.C. Penney & Co.)
- Saint is abbreviated as St.
- In general, follow the capitalization and punctuation used by the company in the letterhead and/or on the official company website.

**In Addresses:**

- Names of **states, territories, provinces**, and possessions should be spelled out and not abbreviated.
- **NE, NW, SE, and SW** may be used to designate a section of the city or complex. If they occur before a street name, then the direction is spelled out. (e.g. 1600 Pennsylvania Avenue, NW; 100 South Chicago Avenue)
- “**No.**” may be used in an address or to designate an ordinance, determination, bill, and so on. The pound mark (#) may be used on the envelope. For other instances, such as organization names, it preferable to spell out “Number.”
- Use “**c/o**” rather than a percent sign (%) for “In care of.” Do not use a “c/o” field on the inside address.
- “**St.**” may be used in addresses and organization names in place of “Saint.”
- **Zip codes** should be five digits on the inside and outside of the address.
- The following should always be spelled out: Apartment, Avenue, Boulevard, Building, Circle, County, Court, Drive, Fort, Highway, Lane, Mount, Place, Plaza, Point, Port, Post Office Box, Post Office Drawer, Road, Route, Square, Street, Terrace, Trace, and Way. Note: Rural Route, RFD, and other designations of rural roads are no longer used, and may be replaced by the word “Route.”
- “U. S.” may be used as an adjective before the specific name of a government agency, department, organization, or vessel. “U. S.” should not be used as a noun, as an adjective with a general term, or in conjunction with the names of other countries. (e.g. “The British, Irish, and United States Coast Guards.”)

**Congressional Legislation:**

Congressional Legislation should be abbreviated in the following manner: the chamber, period, space, and bill number:

- **Senate bills:** S. 1001
- **Senate Resolution:** S.Res. 438
- **Senate Concurrent Resolution:** S.Con.Res. 5678

- **House bills:** H.R. 2907
- **House Resolution:** H.Res. 567
- **House Concurrent Resolution:** S.Con.Res. 432

## Agreement of Subject and Verb

When a singular subject and a plural subject are connected by “or” or “nor,” the subject nearer the verb determines the number:

- Neither the paragraph nor the pages are properly spaced.
- Neither the pages nor the paragraph is properly spaced.

When the subject is followed by such phrases as “together with,” “as well as,” and “in addition to,” the phrase does not change the number of the subject:

- The photograph, together with the cards, is enclosed.
- The check, as well as the coins, is to be returned.

## Capitalization

Always capitalize “**President**,” “**Presidential**,” and “**Presidency**” when referring to the President of the United States.

Always capitalize “**Federal**.”

Always capitalize “**Flag**” when it referred to as a symbol of the United States as in the “American Flag.”

**Nation** is capitalized when it refers to the United States -- as in “Our Nation” or “This Nation.”

Capitalize “**State**” when it refers to a State as a single unit of government or when referring to the body of the United States -- but not when it refers broadly to any one of the states in the United States.

- The Attorney General of the State of Texas will attend the event.
- The State officials warned against smoking.
- This is now available in all 50 states.
- Your local or state organization may provide assistance.
- They traveled through seven states.

Capitalize “**Members**” when using the phrase “Members of Congress.”

The words “**local**,” “**government**,” “**department**,” and “**agency**” are not capitalized except in titles -- e.g., Department of Energy, Federal Government, and United States Government.

**Government** should also be capitalized when referring to the United States Federal Government. Department and Agency should be capitalized in further direct references to the entity -- e.g., the Department, the Agency, etc.

The word “**administration**” is capitalized when referring to the Federal Government serving under the current President. Past administrations are not capitalized unless referred to by a specific name (e.g. the Clinton Administration).

Always capitalize “**Armed Forces**.” Capitalize each branch of the service (e.g., the Marine Corps, an Army helicopter.) For individual service members, capitalize “Marine” and “Coast Guardsman” and use lowercase for “soldier,” “sailor,” and “airman.” However, when all five are listed together, capitalize each one. (i.e. “Soldiers, Sailors, Airmen, Marines, and Coast Guardsmen”)

The U.S. Government Printing Office Style Manual has additional capitalization rules and examples at:

<http://www.gpo.gov/fdsys/search/pagedetails.action?granuleId=&packageId=GPO-STYLEMANUAL-2008&fromBrowse=true>

## Dates

- Correspondence should be dated with the date the item was signed.
- Dates are usually written as follows: January 20, 2015.
- If you are writing a series of dates that occur in different months, write them as: July 4, 14, and August 25, 2015.
- Omit the year when responding in the same year. For example: September 17
- Omit the comma when you write only the month and year: November 2015.
- When a full date (month, day, and year) appears in a sentence, use a comma after the year to set it off from the rest of the text. Dates that consist only of a month and day, or month and year, are not followed by a comma. For example:
- On July 4, 1776, the representatives of the Thirteen Colonies ... but
- George Washington assembled the Continental Congress in July 1776 to ...
- Do not separate month and day if a date runs onto the next line. The date can be separated between day and year.

## Indenting

DOE does not indent paragraphs in letters or reports.

Indent run-over lines in the inside address field by three spaces.

## Numbers

Numbers 10 and above, and periods of time (except for decades and centuries), distance, percentage, money, age, and measurement should be expressed in numerals, not words, except when a number begins a sentence. However, numbers that identify a calendar year may be used to begin a sentence if no other option is available.

- This measure was enacted 10 years ago.
- Ten years ago, this measure was enacted.
- The GNP has increased 3.4 percent in the past 5 months.
- 1945 was a memorable year.
- Use numerals for all address numbers except for street names below 10:
  - 1 Fourth Street
  - 6<sup>th</sup> Floor
  - 8 10<sup>th</sup> Street
  - Suite 3
- Spell out all numbers less than 10, except as noted above. Also, spell out ordinals less than 10 (e.g., fifth, seventh, 29<sup>th</sup>, 102<sup>nd</sup>).
- When 2 or more numbers appear in a sentence, and one of them is 10 or more, figures are used for each number. However, a unit of time, distance, money, etc., does not affect the use of figures elsewhere in the sentence:
  - The Commission consists of seven members and one chairman.
  - The Commission consists of 12 members and 1 chairman.
  - The five boys each earned 75 cents an hour.

## Page Numbers

For letters, reports, correspondence, etc., page numbers beginning with page 2 should be right justified at the top of the page, without any dashes or asterixes beside them. The top margin of all additional pages should be one inch.

## Paragraphs

Start paragraphs at the bottom of a page only if you have room for at least two lines on that page. Carry a paragraph on to the next page if you can carry over at least two lines. Try to complete a paragraph on one page. Do not divide the last words of a paragraph or page.

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When a subject is so complex that it requires reading guides, paragraphs are sometimes subdivided, numbered, and lettered. When a paragraph is subdivided, it must have at least two subdivisions.

## Punctuation

### Apostrophes:

Examples: Veterans Affairs, Veterans Day, but veterans' benefits.

Note: If a singular word ends in "s" and needs a possessive, add an apostrophe but no additional "s." For example, Dickens' Little Dorritt or the boss' palatial palace.

### Commas:

Serial commas should be used with one exception. If a business does not use the serial comma in its name, defer to the business.

- Red, white, and blue
- Gold, silver, or copper
- He opened the letter, read it, and made note of its contents.
- Little Brown and Company (as printed on their letterhead).

Enclose parenthetical, or non-essential, expressions between two commas. However, no comma should separate a restrictive, or essential, element.

- **Non-Essential:** Marjorie's husband, Colonel Nelson, paid us a visit. The audience, which had been indifferent, became more interested.
- **Essential:** The poet Sappho (we must know the poet's name to understand who is being discussed). Her son George was in the United States. (This means the mother has several sons, or we don't know how many sons she has, so we must know the name to know which one is referenced here).

Put a comma before a conjunction introducing an independent clause (a clause that contains a complete sentence).

- The early records have disappeared, and the story cannot be told.
- The situation is perilous, but there is still a chance for escape.

### Hyphens:

Avoid hyphenating whole words as much as possible. Unit modifiers are not hyphenated unless the addition of a hyphen improves clarity:

- wood-burning stove, English speaking students
- solar energy plan, per capita expenditure

Note: Hyphenate unit modifiers are made up of words like well, best, fine, little, and all when they precede the noun, but not when they follow it, and not if they are modified by an adverb. However, always hyphenate compounds with the word "all."

- A well-known executive. An executive who is well known. An all-inclusive deal.  
A very well written plan.

Do not hyphenate a phrase with "elect" if it has more than one word, e.g. Senator-elect, Attorney General Elect.

### Periods and Colons:

Two full spaces should be added after all periods and colons.

## Websites

Websites should be underlined and in black ink. Do not include the "http://" at the beginning of the site or "/" at the end of the website link. Avoid using long web links in written correspondence.

- [www.energy.gov](http://www.energy.gov)
- [www.whitehouse.gov](http://www.whitehouse.gov)
- but not [http://www.gc.energy.gov/NEPA/document\\_status\\_schedules.htm](http://www.gc.energy.gov/NEPA/document_status_schedules.htm)

## Titles of Publications and other Entities

These guidelines do not specify as to a medium, such as CDs, records, tapes, etc. Instead, they focus on content to determine whether to italicize or use quotes to separate a title from the text.

### Italics:

- Books, periodicals, encyclopedias -- *The Great Gatsby*
  - Note: The Bible and books of the Bible should only be capitalized, no quotes or italics needed, per GPO. This practice should also be extended to the Koran and the Book of Mormon, as done by the White House.
- Magazines -- *Scientific American*
- Newspapers -- *the St. Louis Dispatch*
- Pamphlets -- *Common Sense*
- Major Poems and Essays -- *Paradise Lost*
- Operas/Plays -- *King Lear*
- Films -- *An Inconvenient Truth*
- Television Programs -- *Sesame Street*
- Radio Programs -- *All Things Considered*

- 
- Musical Compositions -- Stravinsky's *The Right of Spring* (unless the title designates a musical form with a number or a key, then use no markings).
  - Choreographic Works -- Twyla Tharp's *Brief Fling*
  - Works of Visual Art – Rodin's *The Thinker*
  - Comic Strips -- *Dick Tracey*
  - Software -- *WordPerfect®*
  - Names of Legal Cases -- *Brown v. Board of Education*
  - Names of Spacecraft, Aircraft and Trains - the Space Shuttle *Columbia*
  - U.S. military ships are in all caps, no italics -- USS RONALD REAGAN (CNV 76)
  - Air Force One and Marine One are call signs, not aircraft names, so no italics per GPO.
  - Text like the F-18 Hornet is not italicized because it is a type, not a name of specific aircraft.

### Quotation Marks:

- Direct quotations
- Magazine, newspaper, and encyclopedia articles
- Short poems, essays, stories, subject films and musical compositions
- Songs
- Episodes of TV and radio programs
- Chapters/subdivisions of books
- Unpublished works (including videos, CDs, etc.)
- Reports and Commission Reports (per GPO).

### Word Division

#### Avoid Dividing:

- Words at the end of more than two consecutive lines.
- Words that would have one or two letters at the end of or start of a line.
- Words that end paragraphs or pages.
- Two-word states.
- A person's name before the middle initial or middle name.
- A unit of money or a number at the end of a line.
- A term such as "\$20 million" at the end of a line for fear of misreading.
- Month and day of a full date.
- Never separate "White House," "United States," "Armed Forces," "Air Force," or "Coast Guard."

## V. INTERNAL CORRESPONDENCE

### A. Action Memos

**Action** memos are decision-making tools, used to obtain the principal's determination on departmental recommendations. Templates are available on Powerpedia or through the Executive Secretariat.

Action memos should open with the decision at hand or action requested. The goal of the memo is to define the issue, provide necessary background information, outline options, including pros and cons, and present a recommendation. All of this should be done in 1-2 pages (500-700 words). If additional background information is necessary, please include it as a background paper.

**If there are sections below that are not pertinent to the memo you are writing, please omit them.**



Department of Energy  
Washington, DC 20585

Date, Centered

MEMORANDUM FOR THE PRINCIPAL

THROUGH: NAME  
TITLE

FROM: NAME  
TITLE

SUBJECT: ACTION/INFORMATION: Succinct statement of the subject.

**ISSUE:** Briefly state the issue for decision, action, or information in one sentence, including any relevant deadline.

**BACKGROUND:** Concisely provide the necessary background information to frame the issue. Also include any necessary analysis or argument.

**OPTIONS:** Succinctly state the options, including the pros and cons of each alternative, and clearly identify the positions of relevant parties.

**RECOMMENDATION:** Present your recommendation(s) here.

APPROVE: \_\_\_\_\_ DISAPPROVE: \_\_\_\_\_ DATE: \_\_\_\_\_

CONCURRENCES: DEPT/Name

 Printed with soy ink on recycled paper

### Action Memo Sections

- **From & Through:** Secretarial officers reporting to the Deputy or Under Secretaries should send the memo through the Deputy or appropriate Under Secretary.
- **Issue:** Briefly state the issue for action in one sentence, and include any relevant deadline. For Action memos, the issue should start with the action requested – and, unless doing so would not make sense, should begin with “Whether to ...”
- **Background:** Concisely provide the essential background information to frame the issue. Also include any necessary analysis or argument.
- **Options:** Succinctly state the options, including the pros and cons of each alternative, and clearly identify the positions of relevant parties.
- **Recommendation:** Present your recommendation(s). If the document is not asking a principal to approve or disapprove the recommendation, i.e., to sign the attached letter, then the “approve or disapprove” line is not needed.

- **Coordination:** Prior to sending a document up through the Executive Secretariat, please make sure that the package has been properly coordinated. This means obtaining sign-off from all appropriate parties and offices with equities in the proposed document.
- **Sensitivity, Urgency, Policy Impact, and Deadline:** In the new format, these items are not included as separate sections of the memo, but should be incorporated into the memo as follows:
  - **Urgency and Deadline** should be included under “Issue.”
  - **Sensitivity** should be included under “Background.” You may wish to bold the sentence that relates to sensitivity to set it apart from the rest of the text.
  - **Policy Impact** should be included under “Background.”

## Format

- **Letterhead:** Memos should be produced on DOE Letterhead.
- **Font:** Please use Calibri 12 pt for internal documents.
- **Margins:** Top and bottom margins should be 1 inch; left and right margins should be 1.25 inches. Please note: when printing on letterhead, you will need to leave additional space at the top of the first page for the memo to be dated.
- **ES Control Number:** The tracking number should be typed in the upper right-hand corner. (Call ES with questions, or if you do not have a number.)
- **Spacing:** There should be two blank lines between the “Date” and “Memorandum For” line and 2 lines between the “Subject” and “Issue” lines. In the body of your memo, please also add one blank line between sections.

## B. Information Memos

**Information memos** provide important and/or necessary information. Information memos are unnecessary unless there is a reason one is required (i.e., required by statute, in response to events, etc.), and that reason should be clearly stated. If an information memo will result in a decision, write an action memo instead. The template for the information memo is the same as the action memo format which the “Approve” “Disapprove” “Date” line remove.

The goal of these memos is to provide timely or requested information, which should be done in 1-2 pages (500-700 words). If additional background information is necessary, please include it as a background paper.

## Information Memo Sections

- **From & Through:** Secretarial officers reporting to the Deputy or Under Secretaries should send the memo through the Deputy or appropriate Under Secretary.

- **Issue:** Briefly state the issue at hand in one sentence, and include any relevant timing or urgency (i.e., why is this information provided at this time). For Information memos, the issue should begin “Information on ...”
- **Background:** Concisely provide the essential background information to frame the issue. Also include any necessary analysis or argument.
- **Coordination:** Prior to sending a document up through the Executive Secretariat, please make sure that the package has been properly coordinated. This means obtaining sign-off from all appropriate parties and offices with equities in the proposed document.

## Format

- **Letterhead:** Memos should be produced on DOE Letterhead.
- **Font:** Please use Calibri 12 pt for internal documents.
- **Margins:** Top and bottom margins should be 1 inch; left and right margins should be 1.25 inches. Please note: when printing on letterhead, you will need to leave additional space at the top of the first page to leave room for the memo to be dated.
- **ES Control Number:** The tracking number should be typed in the upper right-hand corner. (Call ES with questions, or if you do not have a number.)
- **Spacing:** There should be two blank lines between the “Date” and “Memorandum For” line and 2 lines between the “Subject” and “Issue” lines. In the body of your memo, please also add one blank line between sections.

## C. Internal Memos

**Internal** memos share important information with others in the department. For an internal memo template, please refer to the Appendix.

## Format

- **Letterhead:** Memos produced for the Secretary's signature should be on Secretary of Energy Letterhead. Similarly, memos from the Deputy Secretary and Under Secretaries should be printed on their letterhead. Memoranda from other individuals should be printed on Department of Energy letterhead.
- **Font:** Please use Times New Roman 12 pt for internal memos.
- **Margins:** Top and bottom margins should be 1 inch; left and right margins should be 1.25 inches; however, margins can be reduced to 1 inch if this allows the memo to fit on one page. Please note: when printing on letterhead, you will need to leave additional space at the top of the first page to leave room for the memo to be dated.
- **Spacing:** There should be two blank lines between the “Date” and “Memorandum For” line and 2 lines between the “Subject” line and the text of the memo. In the body of your memo, please also add one blank line between sections. Text should be centered between the top and the bottom of the page.

- **Memorandum For, From:, and Subject:** lines -- These headers are capitalized, with the information following the header lined up under the first letter in the name of the recipient. "Memorandum For" and "From" lines will be in all caps. The information in the Subject line will be in sentence case.

## D. Information Memo for the Secretary's Briefing Book

**Information Memos** for the Secretary's Briefing Book are prepared when you are responding directly to an inquiry made by the Secretary or if you need his review or feedback on a particular issue. For the briefing memo template, please refer to the Appendix.

## E. Foreign Travel Requests

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

Also refer to DOE Order 551.1C, Official Foreign Travel, which provides the Department's guiding principles on the requirements and responsibilities governing official foreign travel by Federal and contractor employees.

### To Submit a Foreign Travel Request:

When seeking approval for foreign travel, please submit the documents listed below at a minimum of ten days before traveling abroad. The Executive Secretariat will obtain NSC clearance for these trips.

You are also reminded that there are additional requirements on those occasions when premium (business or first-class) arrangements are necessary. These requests must be appropriately documented and all necessary travel authorities must be submitted to the appropriate Under Secretary.

#### **Foreign travel requests should include:**

1. **Memorandum to the Chief of Staff Requesting Approval**  
This memorandum should include the purpose of the requested travel as well as the proposed outcomes and anticipated costs:
  - a. Trip objectives;
  - b. Names of senior participants;
  - c. List of major events, appearances, meetings, speeches;
2. **Travel Authorization Form** prepared for the Chief of Staff's signature
3. **Memo to the National Security Council from the Director of the Executive Secretariat.** Please refer to the Appendix for NSC template.

4. **Proposed itinerary/agenda** (to the extent possible)
5. **Cost information**

After the travel documents have been signed, the Executive Secretariat will submit the necessary memo and corresponding itinerary to the National Security Council for review and approval.

## VI. EXTERNAL CORRESPONDENCE

### A. Format Rules

Please use the following guidelines when preparing external correspondence (e.g., letters to Members of Congress, Governors, State officials, heads of organizations, etc.).

#### Letterhead

**Letterhead** may be obtained from the Executive Secretariat.

- Correspondence prepared for the Secretary's, Deputy Secretary's or Under Secretaries' signature, should be printed on the appropriate letterhead.
- Brief notes for the Secretary's signature should be printed on Secretary of Energy club stationary (6 1/4 x 8 1/2).
- When asked to prepare correspondence for the Chief of Staff or other members of the Office of the Secretary staff, you may choose to use Chief of Staff or Office of the Secretary, or Department of Energy letterhead.
- All other correspondence should be printed on Department of Energy letterhead.

#### Margins

- The preferred left and right **margins** are 1.25 inches each. However, use 1.5-inch margins if the letter is relatively short.
- One-page letters and memoranda should be vertically centered on the page.
- For documents longer than one page, top and bottom margins should be one inch each.

#### Font

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

#### Line Spacing

Letters and memos that are more than one paragraph long should be single spaced.

## Salutation

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

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

In most other cases, the salutation should be:

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

Children can be addressed by their first name.

## Signature Blocks

Please leave 4 blank lines between the “sincerely” and the signer’s name.

**Secretary Moniz**

Sincerely,  
Ernest J. Moniz

**Deputy Secretary Sherwood-Randall**

Sincerely,  
Elizabeth Sherwood-Randall

**Under Secretary for Science and Energy**

Sincerely,  
Franklin M. Orr, Jr.

**Deputy Under Secretary for Management and Performance**

Sincerely,  
David M. Klaus

## Enclosures and Attachments

- If additional materials are being transmitted with the letter, type “**Enclosure**” or “**Enclosures**” at the left margin, two lines below the signature block.
- In Memos, “**Attachment**” should be used rather than Enclosure.
- All attachments and enclosures should be referenced in the body of the document.

## Courtesy Copies

Courtesy copies (cc) are sent to people, not places, buildings, or offices. CC’s should be designated at the end of the letter, two lines below the signature block. Complete

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addresses should not be included in a cc; however, titles and organizational affiliation should be included. For example:

- cc: Erica De Vos, Director, Executive Secretariat

When providing a courtesy copy of a letter addressed to a Congressional Committee Chairman with a copy to the Ranking Member of the same Committee, it is not necessary to include the full Committee name. For example:

- cc: The Honorable John Smith  
Ranking Member

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

- cc: Ms. Mary Smith (without enclosure)

## B. Congressional Reports

To standardize the Department's **reports to Congress**, the Executive Secretariat has developed a Congressional Reports template, based on those used by other Federal agencies. A copy of the template may be found on the Executive Secretariat Powerpedia site or from the Executive Secretariat. Please use this template for all Reports to Congress that are not professionally printed. Guidance on the template's components follows.

### General Guidance

- **Cover Page:** The report cover page includes the name of the report and the date of submission. (The date can be left blank and filled in once the report has been approved.)
- **Message from the Secretary:** The message from the Secretary replaces the transmittal letters that previously accompanied Congressional reports, *except when reports are being sent to the President of the Senate and/or Speaker of the House*. When sending to the President of the Senate or Speaker, separate transmittal letters are also required.
  - If the report is being submitted by someone other than the Secretary, please change the section header to reflect the individual who will sign the message. A report submitted by the Under Secretary for Science and Energy would read "Message from the Under Secretary for Science and Energy."
  - Please leave room at the top, under the section header, for the message to be dated following approval.
  - The first paragraph should include brief introductory language that describes the report.
  - The body of the Message lists those Members of Congress to whom the report will be submitted. Members' names should be bulleted and bolded, with their Committee titles underneath (without a bullet). Format for the title line is "Title,

House or Senate Committee.” If the member is a Chair or Ranking Member of a subcommittee, the title line would read “Title, House or Senate Subcommittee, Committee.”

- **Executive Summary:** Provide a one to two paragraph summary of the report. If you had one minute to run through the reports’ highlights, what would you say? The Executive Summary should provide a clear, concise overview of the reports’ contents.
- **Table of Contents:** All you need to add on the table of contents page is the name of the report. Once you have completed your report, and marked the section headers (as described below), the table of contents will automatically generate from the reports’ section headers.
  - To update the table of contents once you have completed your report, right click on the table of contents area. Select “Update Field.” If you’ve updated section headings, select “Update entire table” then click ok.
  - If you only need to repaginate the table of contents, select “Update Page numbers only” then click ok.
  - Updating the entire field will change the font -- once you have updated, please change the table of contents font to Cambria 14.
- **Headers and Footers:** You will note that the headers and footers begin on the Table of Contents page. Please update the header with the month and year that the report will be submitted (this can be updated following concurrence) and add the name of the report to the space provided in the footer.
- **Legislative Language:** The first section of the report describes the legislative language that the report responded to.
- **Section Headers:** The remaining sections are yours to rename as necessary for the body of your report.
  - To make the section headers show up appropriately on the table of contents, please make sure that the roman numerals are sequential -- particularly if you add or delete sections.
  - For a section header to show up in the contents, it must be marked as a header in the document. The easiest way to do this, if you need to add additional sections to the report, is to copy and paste the header from the previous section and update the roman numeral and title. You can also mark a section header from within word -- once you’ve added the header, select that row. Under the “Home” tab at the top of your screen, go to the “Styles” section (over on the right side), and select “Heading 1.” This will mark the selected text as something that should appear in the table of contents, and should also change it to Cambria font, 20 pts.
  - Text that should not appear in the table of contents should be marked as “Normal” as a style. To do this, select the text, and click on “Normal” under the “styles” section.
- **Conclusion:** Please provide a 1-2 paragraph conclusion of the report.

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## Format

- **Section Headers** Font: Cambria 20, bold
- **Body Text** Font: Calibri 12, normal

## Congressional Distribution List for Reports to Congress

- **The Honorable Joseph Biden**  
President of the Senate  
→ Dear Mr. President:
- **The Honorable John Boehner**  
Speaker of the House of Representatives  
→ Dear Mr. Speaker:

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- **The Honorable Thad Cochran**  
Chairman, Senate Committee on Appropriations  
→ Dear Mr. Chairman:
- **The Honorable Barbara Mikulski**  
Ranking Member, Senate Committee on Appropriations  
→ Dear Senator Mikulski:

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- **The Honorable Harold Rogers**  
Chairman, House Committee on Appropriations  
→ Dear Mr. Chairman:
- **The Honorable Nita M. Lowey**  
Ranking Member, House Committee on Appropriations  
→ Dear Congresswoman Lowey:

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- **The Honorable Lamar Alexander**  
Chairman, Subcommittee on Energy and Water Development  
Senate Committee on Appropriations  
→ Dear Mr. Chairman:
- **The Honorable Dianne Feinstein**  
Ranking Member, Subcommittee on Energy and Water Development  
Senate Committee on Appropriations  
→ Dear Senator Feinstein:

- **The Honorable Mike Simpson**  
Chairman, Subcommittee on Energy and Water Development  
House Committee on Appropriations  
→ Dear Mr. Chairman:
- **The Honorable Marcy Kaptur**  
Ranking Member, Subcommittee on Energy and Water Development  
House Committee on Appropriations  
→ Dear Congresswoman Kaptur:

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- **The Honorable Fred Upton**  
Chairman, House Committee on Energy and Commerce  
→ Dear Mr. Chairman:
- **The Honorable Frank Pallone, Jr.**  
Ranking Member, House Committee on Energy and Commerce  
→ Dear Congressman Pallone:

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- **The Honorable Lamar Smith**  
Chairman, House Committee on Science, Space, and Technology  
→ Dear Mr. Chairman:
- **The Honorable Eddie Bernice Johnson**  
Ranking Member, House Committee on Science, Space, and Technology  
→ Dear Congresswoman Johnson:

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- **The Honorable Lisa Murkowski**  
Chairman, Senate Committee on Energy and Natural Resources  
→ Dear Madam Chairman:
- **The Honorable Maria Cantwell**  
Ranking Member, Senate Committee on Energy and Natural Resources  
→ Dear Senator Cantwell:

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- **The Honorable John McCain**  
Chairman, Senate Armed Services Committee  
→ Dear Mr. Chairman:
- **The Honorable Jack Reed**  
Ranking Member, Senate Armed Services Committee  
→ Dear Senator Reed:

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- **The Honorable Mac Thornberry**  
Chairman, House Armed Services Committee  
→ Dear Mr. Chairman:
  
- **The Honorable Adam Smith**  
Ranking Member, House Armed Services Committee  
→ Dear Congressman Smith

**C. Memoranda to the White House**

The Secretary usually uses memorandum format to communicate with the President. To the right is an example of the style of memoranda for the President.

**D. White House Correspondence**

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

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

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

**VII. SECRETARIAL AWARD REQUESTS**

The Office of Human Capital Management is responsible for managing the Secretarial Awards Program. Additional information on the program and the nomination form are available at: <http://energy.gov/hc/downloads/secretarial-awards-program>.

The program is comprised of three award types: 1) The Secretary’s Honor Awards; 2) The Secretary’s Departure Awards; and 3) The Secretary’s Appreciation Awards.

**A. Responsibilities of Departmental Elements**

- The Departmental Element’s Human Resource Manager or designated official will submit nominations and supporting documents in accordance with Secretary Bodman’s July 23, 2008, Memorandum titled **Secretarial Awards Program**. The Secretarial

Officer is asked to personally review the nominations submitted for their organization to make sure the justifications are responsive to the award criteria and that they reflect long-term and exemplary achievements.

- In accordance with the DOE Correspondence Guide, the program office will submit a signed and dated Action Memo, and the completed nomination form, approved by the departmental head and Office of the Chief Human Capital Officer Program Manager, along with the citation and justification documents to the Office of the Executive Secretariat. In addition to the usual requirements -- outlined in the Action Memo guidance, the memo should also include the following information:
  1. When will the award be presented?
  2. Who will present the award?
  3. Is a photo opportunity with the Secretary requested? If so, what is the proposed date/time?
  4. If the answer to question 3 is yes, who will accompany the nominee(s) to the photo op?
  5. Who is the program office point of contact?
- Upload the completed action memo and nomination documents into eDOCS including a Microsoft word version of the citation and justification.

## **B. Responsibilities of the Executive Secretariat**

- **Prior to submission to the Office of the Secretary:**
  1. Verify that the Secretary's Awards Nomination Form is complete, appropriate boxes are checked, and that the approving Departmental Element and concurring officials (Office of Human Capital Management, etc.) have signed off on the form. The appropriate supporting documentation -- justification and citation -- should also be attached.
  2. Review justification language for completeness and responsiveness to award criteria.
  3. Review and revise citation language to meet the requirements set forth in the Secretarial Awards Program guidance and make sure that citations are clear, that the tone, grammar, and quality of expression reflect the character of award documents previously signed by the Secretary of Energy.
  4. Submit to the Secretary for approval, through the appropriate Under Secretary.
  5. Facilitate any changes required by the Office of the Secretary.
- **After Approval, the Executive Secretariat will:**
  1. Email a copy of the approved action memo and nomination form, as well as the Word version of the final approved citation to Laurie Morman in the Office of Management (MA-1). The supplemental information from the chronology should also be provided in the email.

2. If there is Secretarial involvement (i.e. a photo op with the Secretary is requested/approved), a copy of the justification, citation, and supplemental information should be emailed to the Office of Scheduling and Advance.
3. Return final/approved nomination package to the submitting organization.

**C. Responsibilities of the Office of Management**

- Prepare final certificate and accompanying award.
- Work with point of contact on appropriate delivery
- Manage the awards inventory.

## VIII. APPENDIX

### A. Internal Addresses

#### 1. General Designations

- a. Headquarters Elements are first-tier organizations at Headquarters. First tier organizations are:

Secretary

Deputy Secretary

Under Secretary for Management and Performance (S3)

Assistant Secretary for Environmental Management (EM)

Associate Under Secretary for Environmental, Health, Safety & Security (AU)

Chief Human Capital Officer (HC)

Chief Information Officer (CIO)

Director, Office of Economic Impact & Diversity (ED)

Director, Office of Hearings and Appeals (HG)

Director, Office of Legacy Management (LM)

Director, Office of Management (MA)

National Laboratory Operations Board

Under Secretary for Science and Energy (S4)

Assistant Secretary for Electricity Delivery and Energy Reliability (OE)

Assistant Secretary for Energy Efficiency and Renewable Energy (EE)

Assistant Secretary for Fossil Energy (FE)

Assistant Secretary for Nuclear Energy (NE)

Director, Office of Indian Energy Policy and Programs (IE)

Director, Office of Science (SC)

Director, Office of Technology Transitions (OTT)

Under Secretary for Nuclear Security/Administrator for National Nuclear Security Administration (NNSA)

Deputy Administrator for Defense Programs (DP)

Deputy Administrator for Defense Nuclear Nonproliferation (NN)

Deputy Administrator for NNSA's Office of Naval Reactors (NR)

Administrator, Energy Information Administration (EIA)

Assistant Secretary for Congressional and Intergovernmental Affairs (CI)

Assistant Secretary for International Affairs (IA)

Chief Financial Officer (CF)

General Counsel (GC)

Inspector General (IG)

Executive Director, Loan Programs Office (LP)

Director, Advanced Research Projects Agency – Energy (ARPA-E)

Director, Office of Energy Policy and Systems Analysis (EPSA)

Director, Office of Enterprise Assessments (EA)

Director, Office of Intelligence and Counterintelligence (IN)

Director, Office of Public Affairs (PA)

Director, Office of Small and Disadvantaged Business Utilization (SB)

Administrator, Bonneville Power Administration (BPA)

Administrator, Power Marketing Administration Liaison Office (PML)

- b. Program Secretarial Officers (PSOs) are the heads of the major Headquarters line programs. PSOs are:

Under Secretary for Management and Performance (S3)  
 Assistant Secretary for Environmental Management (EM)  
 Associate Under Secretary for Environmental, Health, Safety & Security (AU)  
 Chief Human Capital Officer (HC)  
 Chief Information Officer (CIO)  
 Director, Office of Economic Impact & Diversity (ED)  
 Director, Office of Hearings and Appeals (HG)  
 Director, Office of Legacy Management (LM)  
 Director, Office of Management (MA)  
 National Laboratory Operations Board

Under Secretary for Science and Energy (S4)  
 Assistant Secretary for Electricity Delivery and Energy Reliability (OE)  
 Assistant Secretary for Energy Efficiency and Renewable Energy (EE)  
 Assistant Secretary for Fossil Energy (FE)  
 Assistant Secretary for Nuclear Energy (NE)  
 Director, Office of Indian Energy Policy and Programs (IE)  
 Director, Office of Science (SC)  
 Director, Office of Technology Transitions (OTT)

Under Secretary for Nuclear Security/Administrator for National Nuclear Security Administration (NNSA)  
 Deputy Administrator for Defense Programs (DP)  
 Deputy Administrator for Defense Nuclear Nonproliferation (NN)  
 Deputy Administrator for NNSA's Office of Naval Reactors (NR)

Administrator, Energy Information Administration (EIA)  
 Assistant Secretary for Congressional and Intergovernmental Affairs (CI)  
 Assistant Secretary for International Affairs (IA)  
 Chief Financial Officer (CF)  
 General Counsel (GC)  
 Inspector General (IG)  
 Executive Director, Loan Programs Office (LP)  
 Director, Advanced Research Projects Agency – Energy (ARPA-E)  
 Director, Office of Energy Policy and Systems Analysis (EPSA)  
 Director, Office of Enterprise Assessments (EA)  
 Director, Office of Intelligence and Counterintelligence (IN)  
 Director, Office of Public Affairs (PA)  
 Director, Office of Small and Disadvantaged Business Utilization (SB)  
 Administrator, Bonneville Power Administration (BPA)  
 Administrator, Power Marketing Administration Liaison Office (PML)

- c. Lead Program Secretarial Officers (LPSOs) – A Lead PSO is assigned line management responsibility and accountability for Headquarters and field operations and to which one or more multi-program field offices report directly. LPSOs are:

**LPSO's****Reporting Site Offices/Service Center**

National Nuclear Security  
 Administration (NNSA)

Kansas City Site Office  
 Livermore Site Office  
 Los Alamos Site Office  
 Nevada Site Office

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	NNSA Service Center Pantex Site Office Sandia Site Office Savannah River Site Office Y-12 Site Office
Office of Science (SC)	Ames Site Office Argonne Site Office Berkeley Site Office Brookhaven Site Office Fermi Site Office Integrated Support Center New Brunswick Laboratory Oak Ridge National Laboratory Site Office Pacific Northwest Site Office Princeton Site Office SLAC Site Office Thomas Jefferson Site Office
Office of Fossil Energy (FE)	Albany (OR) Research Center National Energy Technology Laboratory (PA, WV, OR & AK) Rocky Mountain Oilfield Testing Center Strategic Petroleum Reserve Project Office
Office of Energy Efficiency and Renewable Energy (EE)	Golden Field Office National Renewable Energy Laboratory
Office of Environmental Management (EM)	Carlsbad Field Office (WIPP) Consolidated Business Center (CBC) Office of River Protection Portsmouth/Paducah Office Richland Office Savannah River Office
Office of Nuclear Energy (NE)	Idaho National Laboratory Idaho Operations Office Radiological and Environmental Science Laboratory

- d. Field Offices, Operations Offices, Support/Business Centers, PMAs and Laboratories are departmental components located outside the Washington Metropolitan area.

**OPERATIONS OFFICES/FIELD OFFICES/SUPPORT & BUSINESS CENTERS**

Idaho Operations Office	NNSA Service Center
Richland Operations Office	Carlsbad Field Office
Savannah River Operations Office	Golden Field Office
EM Consolidated Business Center	Paducah/Portsmouth Project Office
Integrated Support Office	

**POWER MARKETING ADMINISTRATIONS**

Bonneville Power Administration  
 Southeastern Power Administration  
 Southwestern Power Administration  
 Western Power Administration

**LABORATORIES AND TECHNOLOGY CENTERS**

Ames Laboratory  
 Argonne National Laboratory  
 Brookhaven National Laboratory  
 Environmental Measurements Laboratory  
 Fermi National Accelerator Laboratory  
 Idaho National Laboratory  
 Lawrence Berkeley National Laboratory  
 Lawrence Livermore National Laboratories  
 Los Alamos National Laboratory  
 National Energy Technology Laboratories  
 National Renewable Energy Laboratory  
 New Brunswick Laboratory  
 Oak Ridge Institute for Science and Education  
 Oak Ridge National Laboratory  
 Pacific Northwest National Laboratory  
 Princeton Plasma Physics Laboratory  
 Radiological & Environmental Sciences  
 Laboratory  
 Sandia National Laboratories, New Mexico and California  
 Savannah River Ecology Laboratory  
 Savannah River National Laboratory  
 Stanford Linear Accelerator Center (SLAC)  
 Stanford Synchrotron Radiology Laboratory  
 Thomas Jefferson National Accelerator Facility  
 Institute for Genomics and Proteomics

- e. All Departmental Elements may be used when addressing correspondence to first-level organizations at Headquarters and the Field.

Secretary

Deputy Secretary

Under Secretary for Management and Performance (S3)

Assistant Secretary for Environmental Management (EM)

Associate Under Secretary for Environmental, Health, Safety & Security (AU)

Chief Human Capital Officer (HC)

Chief Information Officer (CIO)

Director, Office of Economic Impact & Diversity (ED)

Director, Office of Hearings and Appeals (HG)

Director, Office of Legacy Management (LM)

Director, Office of Management (MA)

National Laboratory Operations Board

Under Secretary for Science and Energy (S4)

Assistant Secretary for Electricity Delivery and Energy Reliability (OE)

Assistant Secretary for Energy Efficiency and Renewable Energy (EE)

Assistant Secretary for Fossil Energy (FE)

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Assistant Secretary for Nuclear Energy (NE)  
 Director, Office of Indian Energy Policy and Programs (IE)  
 Director, Office of Science (SC)  
 Director, Office of Technology Transitions (OTT)  
 Under Secretary for Nuclear Security/Administrator for National Nuclear Security Administration (NNSA)  
     Deputy Administrator for Defense Programs (DP)  
     Deputy Administrator for Defense Nuclear Nonproliferation (NN)  
     Deputy Administrator for NNSA's Office of Naval Reactors (NR)  
 Administrator, Energy Information Administration (EIA)  
 Assistant Secretary for Congressional and Intergovernmental Affairs (CI)  
 Assistant Secretary for International Affairs (IA)  
 Chief Financial Officer (CF)  
 General Counsel (GC)  
 Inspector General (IG)  
 Executive Director, Loan Programs Office (LP)  
 Director, Advanced Research Projects Agency – Energy (ARPA-E)  
 Director, Office of Energy Policy and Systems Analysis (EPSA)  
 Director, Office of Enterprise Assessments (EA)  
 Director, Office of Intelligence and Counterintelligence (IN)  
 Director, Office of Public Affairs (PA)  
 Director, Office of Small and Disadvantaged Business Utilization (SB)  
 Administrator, Bonneville Power Administration (BPA)  
 Administrator, Power Marketing Administration Liaison Office (PML)

## 2. Headquarters Address Format

Never use two-letter routing symbols in correspondence or memoranda. The two letters followed by a number are mail routing symbols, not legitimate organizational indicators. The Department of Energy Organization Chart is available at <http://www.energy.gov/organization/orgchart.htm>.

### **SINGLE ADDRESSEES**

Secretary  
 Deputy Secretary  
 Under Secretary for Management and Performance (S3)  
     Assistant Secretary for Environmental Management (EM)  
     Associate Under Secretary for Environmental, Health, Safety & Security (AU)  
     Chief Human Capital Officer (HC)  
     Chief Information Officer (CIO)  
     Director, Office of Economic Impact & Diversity (ED)  
     Director, Office of Hearings and Appeals (HG)  
     Director, Office of Legacy Management (LM)  
     Director, Office of Management (MA)  
     National Laboratory Operations Board  
 Under Secretary for Science and Energy (S4)  
     Assistant Secretary for Electricity Delivery and Energy Reliability (OE)  
     Assistant Secretary for Energy Efficiency and Renewable Energy (EE)  
     Assistant Secretary for Fossil Energy (FE)  
     Assistant Secretary for Nuclear Energy (NE)

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Director, Office of Indian Energy Policy and Programs (IE)  
Director, Office of Science (SC)  
Director, Office of Technology Transitions (OTT)  
Under Secretary for Nuclear Security/Administrator for National Nuclear Security Administration (NNSA)  
Deputy Administrator for Defense Programs (DP)  
Deputy Administrator for Defense Nuclear Nonproliferation (NN)  
Deputy Administrator for NNSA's Office of Naval Reactors (NR)  
Administrator, Energy Information Administration (EIA)  
Assistant Secretary for Congressional and Intergovernmental Affairs (CI)  
Assistant Secretary for International Affairs (IA)  
Chief Financial Officer (CF)  
General Counsel (GC)  
Inspector General (IG)  
Executive Director, Loan Programs Office (LP)  
Director, Advanced Research Projects Agency – Energy (ARPA-E)  
Director, Office of Energy Policy and Systems Analysis (EPSA)  
Director, Office of Enterprise Assessments (EA)  
Director, Office of Intelligence and Counterintelligence (IN)  
Director, Office of Public Affairs (PA)  
Director, Office of Small and Disadvantaged Business Utilization (SB)  
Administrator, Bonneville Power Administration (BPA)  
Administrator, Power Marketing Administration Liaison Office (PML)

## B. External Addresses

### (1) General.

- a. When it is desirable to use a salutation and closing, the models of address in this chapter are the conventional forms of address in general use. Use them as patterns for other addresses. They may be varied under certain circumstances. For example, *The Honorable* may be replaced by a title such as *General*, *Dr.*, or *His Excellency*, as appropriate. All Presidential appointees and Federal and State elective officials are addressed as *The Honorable*. A person once entitled to *Governor*, *Judge*, *General*, *The Honorable*, *His Excellency*, or a similar distinctive title, may **retain the title throughout his or her lifetime**. In salutations to persons in positions that may be held by men or women, and only the title for men is shown in the examples given, substitute the title *Madam* for *Mr.* before such formal terms as *President*, *Vice President*, *Chairman*, *Chairperson*, *Secretary*, *Ambassador*, and *Minister*. Use the title *Senator* for a female member of the Senate and *Congresswoman* for a female member of the U.S. House of Representatives, Senator-elect, or Congresswoman-elect.
- b. Observe the following general rules when addressing communications to individuals by name and/or title:
  - (1) Use open punctuation in address (no punctuation at line ends).
  - (2) Spell out all titles in the address, except *Dr.*, *Mr.*, *Ms.*, and *Mrs.* Do not use two titles with the same meaning with one name. For example, use *Dr. Paul White* or *Paul White, M.D.*, but not *Dr. Paul White, M.D.*
  - (3) If it is not known whether the addressee is a man or a woman, omit the title. *Example:* Leslie Doe. If only the last name is known, use M. *Example:* Dear M. Doe.

- (4) If the addressee is a woman, the titles *Ms.*, *Mrs.*, or *Miss* may be used. The addressee's personal preference, when known, should be the determining factor.
  - (5) In some cases the person holding a Ph.D. degree may prefer to be addressed as *Dr.* (full name) rather than as *Dean*, or *Professor*.
  - (6) Although sincerely is used as the complimentary close for most Government correspondence, except that addressed to the President, there are occasions when protocol dictates the use of *Very truly yours*. Such exceptions are noted in the appropriate "Salutation and Complimentary Close" column of the individual categories.
- c. **External Models of Address.** The address element, salutation, and complimentary close, when used, are shown for certain elements in the following categories:
- (1) The White House
  - (2) The Vice Presidency
  - (3) Executive Departments
  - (4) The Judiciary
  - (5) The Congress
    - (a) Senate
    - (b) U.S. House of Representatives
  - (6) Legislative Agencies
  - (7) Independent Organizations
  - (8) Other Government
  - (9) American Missions
  - (10) Foreign Missions
  - (11) The Organization of American States
  - (12) United Nations
  - (13) State and Local Governments
  - (14) Tribal Nations
  - (15) Ecclesiastical Organizations
  - (16) Education Institutions
  - (17) Military
    - (a) Joint Chiefs of Staff
    - (b) Army, Air Force, Marine Corps
    - (c) Navy, Coast Guard
    - (d) Service Academy Members
  - (18) Corporations, Companies, Federations and Associations
  - (19) Medical
  - (20) Other Addressees
    - (a) Single
    - (b) Multiple

The following are guidelines for addressing key officials. There may be personal preferences that can be verified with a particular office. If you have any questions about these titles and addresses or any others, please call the Executive Secretariat at (202) 586-5230.

ADDRESSEE	ADDRESS ON LETTER AND ENVELOPE	SALUTATION
(1) <u>THE WHITE HOUSE</u>		
The President	The President The White House Washington, DC 20500	Dear Mr. President: Respectfully,
	Memorandum: MEMORANDUM FOR THE PRESIDENT	
<i>(Most information directed to the President from the Secretary should be in letterhead memorandum format.)</i>		
Chief of Staff to the President	The Honorable (full name) Chief of Staff to the President The White House Washington, DC 20500	Dear Mr. or Ms. (surname): (Appropriate Closing),
	Memorandum: MEMORANDUM FOR THE HONORABLE (SURNAME) CHIEF OF STAFF TO THE PRESIDENT	
Wife of the President	Mrs. (full Name) The White House Washington, DC 20500	Dear Mrs. (surname): (Appropriate Closing),
Secretary to the President	The Honorable (full name) Secretary to the President The White House Washington, DC 20500	Dear Mr. or Ms. (surname): (Appropriate Closing),
Secretary to the President (military rank)	(full rank) (full name) Secretary to the President The White House Washington, DC 20500	Dear (rank) (surname): (Appropriate Closing),
Former President	The Honorable (full name) (local address) 00000	Dear President (surname): (Appropriate Closing),
Assistant to the President	The Honorable (full name) Assistant to the President The White House Washington, DC 20500	Dear Mr. or Ms. (surname): (Appropriate Closing),
National Security Advisor	The Honorable (full name) Assistant to the President for National Security Affairs The White House Washington, DC 20500	Dear Mr. or Ms. (surname): (Appropriate Closing),
	Memorandum: MEMORANDUM FOR THE HONORABLE (SURNAME) ASSISTANT TO THE PRESIDENT FOR NATIONAL SECURITY AFFAIRS	

ADDRESSEE	ADDRESS ON LETTER AND ENVELOPE	SALUTATION
Secretary to the Cabinet	The Honorable (full name) Secretary to the Cabinet The White House Washington, DC 20500	Dear Mr. or Ms. (surname): (Appropriate Closing),
	Memorandum: MEMORANDUM FOR THE HONORABLE (SURNAME) SECRETARY TO THE CABINET	
Office of Management & Budget	The Honorable (full name) Director Office of Management and Budget Old Executive Office Building Washington, DC 20503	Dear Mr. or Ms. (surname): (Appropriate Closing),
	Memorandum: MEMORANDUM FOR THE HONORABLE (SURNAME) DIRECTOR, OFFICE OF MANAGEMENT AND BUDGET	
Assistant to the President for for Science and Technology Policy	The Honorable (full name) Assistant to the President for Science and Technology Policy Old Executive Office Building, Room 360 Washington, DC 20506	Dear Mr. or Ms. (surname): (Appropriate Closing),
	Memorandum: MEMORANDUM FOR THE HONORABLE (SURNAME) ASSISTANT TO THE PRESIDENT FOR SCIENCE AND TECHNOLOGY POLICY	
(2) <u>THE VICE PRESIDENT</u>		
The Vice President (Formal Address)	The Honorable (full name) The Vice President of the United States Washington, DC 20501	Dear Mr. Vice President: (Appropriate Closing),
	Memorandum: MEMORANDUM FOR THE VICE PRESIDENT	
The Vice President (Informal Address)	The Honorable (full name) The Vice President of the United States Washington, DC 20501	Dear Mr. or Ms. Vice President: (Appropriate Closing),
Former Vice President	The Honorable (full name) (local address) 00000	Dear Mr. or Ms. (surname): (Appropriate Closing),

ADDRESSEE	ADDRESS ON LETTER AND ENVELOPE	SALUTATION
<b>(3) EXECUTIVE DEPARTMENTS/MEMBERS OF THE CABINET</b>		
Attorney General (Head of the Department of Justice)	The Honorable (full name) Attorney General Department of Justice Washington, DC 20530	Dear Mr. or Madam Attorney General (Appropriate Closing),
Department of Agriculture	The Honorable (full name) <sup>1</sup> Secretary of Agriculture Washington, DC 20250	Dear Mr. or Madam Secretary: (Appropriate Closing),
Deputy Secretary of a Department	The Honorable (full name) Deputy Secretary of (name of Department) Washington, DC 00000	Dear Mr. or Ms. (surname): (Appropriate Closing),
Under Secretary of a Department	The Honorable (full name) Under Secretary of (name of department) Washington, DC 00000	Dear Mr. or Ms. (surname): (Appropriate Closing),
Assistant Secretary of a Department	The Honorable (full name) Assistant Secretary of (name of Department) Washington, DC 00000	Dear Mr. or Ms. (surname): (Appropriate Closing),
Central Intelligence Agency	The Honorable (full name) Director, Central Intelligence Agency Washington, DC 20505	Dear Mr. or Madam Director (Appropriate Closing),
Department of Commerce	The Honorable (full name) Secretary of Commerce Washington, DC 20230	Dear Mr. or Madam Secretary: (Appropriate Closing),
Department of Defense	The Honorable (full name) Secretary of Defense Washington, DC 20301	Dear Mr. or Madam Secretary: (Appropriate Closing),
Department of Education	The Honorable (full name) Secretary of Education Washington, DC 20202	Dear Mr. or Madam Secretary: (Appropriate Closing),
Department of Health and Human Services	The Honorable (full name) Secretary of Health and Human Services Washington, DC 20201	Dear Mr. or Madam Secretary: (Appropriate Closing),

<sup>1</sup> Executive Departments are: Agriculture, Commerce, Defense, Education, Energy, Health and Human Services, Homeland Security, Housing and Urban Development, (the) Interior, Justice, Labor, State, Transportation, and (the) Treasury.

ADDRESSEE	ADDRESS ON LETTER AND ENVELOPE	SALUTATION
Department of Homeland Security	The Honorable (full name) Secretary of Homeland Security Washington, DC 20528	Dear Mr. or Madam Secretary: (Appropriate Closing),
Department of Housing and Urban Development	The Honorable (full name) Secretary of Housing and Urban Development Washington, DC 20410	Dear Mr. or Madam Secretary: (Appropriate Closing),
Department of the Interior	The Honorable (full name) Secretary of the Interior Washington, DC 20240	Dear Mr. or Madam Secretary: (Appropriate Closing),
Department of Labor	The Honorable (full name) Secretary of Labor Washington, DC 20210	Dear Mr. or Madam Secretary: (Appropriate Closing),
Department of State	The Honorable (full name) Secretary of State Washington, DC 20520	Dear Mr. or Madam Secretary: (Appropriate Closing),
Department of Transportation	The Honorable (full name) Secretary of Transportation Washington, DC 20590	Dear Mr. or Madam Secretary: (Appropriate Closing),
Department of the Treasury	The Honorable (full name) Secretary of the Treasury Washington, DC 20220	Dear Mr. or Madam Secretary: (Appropriate Closing),
Department of Veterans Affairs	The Honorable (full name) Secretary of Veterans Affairs Washington, DC 20420	Dear Mr. or Madam Secretary: (Appropriate Closing),
Environmental Protection Agency Administrator:	The Honorable (full name)  Administrator Environmental Protection Agency Washington, DC 20460	Dear Mr. or Madam  (Appropriate Closing),
United States Trade Representative	The Honorable (full name) U.S. Trade Representative Washington, DC 20506	Dear Mr. or Madam Ambassador: (Appropriate Closing),
Federal Energy Regulatory Commission	The Honorable (full name) Chair Federal Energy Regulatory Commission 829 North Capitol Street, NE Washington, DC 20426	Dear Mr. or Madam Chair: (Appropriate Closing),

ADDRESSEE	ADDRESS ON LETTER AND ENVELOPE	SALUTATION
National Aeronautics and Space Administration	The Honorable (full name) Administrator: Administrator National Aeronautics and Space Administration Washington, DC 20546	Dear Mr. or Madam  (Appropriate Closing),
(4) <u>THE JUDICIARY</u>		
The Chief Justice	The Chief Justice of the United States The Supreme Court of the United States Washington, DC 20543	Dear Mr. Chief Justice: (Appropriate Closing),
Associate Justice	Mr./Madam Justice (full name) The Supreme Court of the United States Washington, DC 20543	Dear Mr. or Madam Justice: (Appropriate Closing),
Retired Justice	The Honorable (full name) (local address) 00000	Dear Mr. or Madam Justice: (Appropriate Closing),
Presiding Justice	The Honorable (full name) Presiding Justice (name of court) (local address) 00000	Dear Mr. or Madam Justice (Appropriate Closing),
Judge of a Court	The Honorable (full name) Judge of the (name of court; if a U.S. District Court, give district) (local address) 00000	Dear Judge (surname): (Appropriate Closing),
Clerk of a Court	Mr./Ms. (full name) Clerk of the (Name of Court; if a U.S. District Court, give district) (local address) 00000	Dear Mr. or Ms. (surname): (Appropriate Closing),
Justice of the Peace	The Honorable (full name) Justice of the Peace (local address) 00000  <b>or</b> The Justice of the Peace (name) District (local address) 00000	Dear Judge (surname): (Appropriate Closing),  Dear Sir or Madam: (Appropriate Closing),
Constable (or Sheriff)	Mr./Ms. (full name), Constable (local address) 00000  <b>or</b> The Constable of (District) (local address) 00000	Dear Mr. or Ms. (surname): (Appropriate Closing),  Dear Sir: (Appropriate Closing),

ADDRESSEE	ADDRESS ON LETTER AND ENVELOPE	SALUTATION
Lawyer	Mr./Ms. (full Name) Attorney at Law (local address)	Dear Mr. or Ms. (surname): (Appropriate Closing),
	<b>OR</b> (full name) Esq. (local address)	Dear Mr. or Ms. (surname): (Appropriate Closing),
(5) <u>THE CONGRESS</u>		
(a) <u>Senate</u>		
The President of the Senate	The Honorable (full name) President of the Senate Washington, DC 20510	Dear Mr. or Madam President: (Appropriate Closing),
President pro tempore	The Honorable (full name) President pro tempore of the Senate Washington, DC 20510	Dear Mr. or Madam President: (Appropriate Closing),
United States Senator (In Washington, DC)	The Honorable (full name) United States Senate Washington, DC 20510	Dear Senator (surname): (Appropriate Closing),
United States Senator (Away from Washington, DC)	<b>OR</b> The Honorable (full name) United States Senator (local address) 00000	Dear Senator (surname): (Appropriate Closing),
Senator-elect	The Honorable (full name) United States Senator-elect (local address, if given) 00000	Dear Mr. or Ms. (surname): (Appropriate Closing),
	<b>OR</b> The Honorable (full name) Senator-elect United States Senate Washington, DC 20510	Dear Mr. or Ms. (surname): (Appropriate Closing),
Former Senator	The Honorable (full name) (no title) (local address) 00000	Dear Senator (surname): (Appropriate Closing),
Senate Majority Leader	The Honorable (full name) Senate Majority Leader Washington, DC 20510	Dear Senator (surname): (Appropriate Closing),
Minority Leader	The Honorable (full name) Senate Minority Leader Washington, DC 20510	Dear Senator (surname): (Appropriate Closing),
Committee Chairman	The Honorable (full name) Chairman, Committee on (name) United States Senate Washington, DC 20510	Dear Mr. Chairman or Madam Chairwoman: (Appropriate Closing),

ADDRESSEE	ADDRESS ON LETTER AND ENVELOPE	SALUTATION
Chairman of a Joint Committee	The Honorable (full name) Chairman, Joint Committee on (name) Congress of the United States Washington, DC 20510	Dear Mr. Chairman/ Madam Chairwoman: (Appropriate Closing),
Subcommittee Chairman <sup>2</sup>	The Honorable (full name) Chairman, Subcommittee on (name) (name of parent committee) United States Senate Washington, DC 20510	Dear Mr. Chairman or Madam Chairwoman: (Appropriate Closing),
Ranking Member	The Honorable (full name) Ranking Member Committee on (name) United States Senate Washington, DC 20510	Dear Senator (surname): (Appropriate Closing),
Secretary of the Senate	The Honorable (full name) Secretary of the Senate Washington, DC 20510	Dear Mr. or Ms. (surname): (Appropriate Closing),
Secretary/Administrative Assistant to a Senator	Mr. or Ms. (full name) Secretary/Administrative Assistant to the Honorable (full name) Senate Office Building Washington, DC 20510	Dear Mr. or Ms. (surname): (Appropriate Closing),
Chaplain of the Senate	The Reverend (full name) Chaplain of the Senate Washington, DC 20510	Dear (Title) (surname): <sup>3</sup> (Appropriate Closing),
Office of a Deceased Senator	Mr. or Ms. (full name) Administrative Assistant to the late Senator (full name) United States Senate Washington, DC 20510 <b>or</b> Secretary to the late Senator (full name) United States Senate Washington, DC 20510	Dear Mr. or Ms. (surname): (Appropriate Closing), Dear Mr. or Ms. (surname): or Dear Sir or Madam: <sup>4</sup> (Appropriate Closing),

<sup>2</sup> If the complete address exceeds five lines, omit the name of the parent committee from the letter. However, the complete address always should be included on the envelope. When the subcommittee chairman is a female, the salutation is: Dear Madam Chairwoman.

<sup>3</sup> Use appropriate title such as *Dr.* or *Mr.* The title reverend is not used with the surname alone but may be used with another title, e.g., Reverend Dr. Smith or Rev. Mr. Smith

<sup>4</sup> If it is not known whether the addressee is a man or a woman, use either the full name such as “Dear Leslie Doe” or “Dear M. Doe.”

ADDRESSEE	ADDRESS ON LETTER AND ENVELOPE	SALUTATION
(b) House of Representatives.		
Speaker of the House of Representatives	The Honorable (full name) Speaker of the House of Representatives Washington, DC 20515	Dear Mr. or Madam Speaker: (Appropriate Closing),
United States Representative (In Washington, DC)	The Honorable (full name) U. S. House of Representatives Washington, DC 20515	Dear Congressman or Congresswoman (surname): (Appropriate Closing),
United States Representative (Away from Washington, DC)	The Honorable (full name) Member, U.S. House of Representatives (local address) 00000	Dear Congressman/ Congresswoman (surname): Sincerely,
Representative-elect	The Honorable (full name) Representative-elect U.S. House of Representatives Washington, DC 20515	Dear Mr. or Ms. (surname): (Appropriate Closing),
Former Representative	The Honorable (full name) (local address) 00000	Dear Mr. or Ms. (surname): (Appropriate Closing),
Majority Leader	The Honorable (full name) House Majority Leader Washington, DC 20515	Dear Congressman or Congresswoman (surname): (Appropriate Closing),
Minority Leader	The Honorable (full name) House Minority Leader Washington, DC 20515	Dear Congressman or Congresswoman (surname): (Appropriate Closing),
Committee Chairman	The Honorable (full name) Chairman, Committee on (name) U.S. House of Representatives Washington, DC 20515	Dear Mr. Chairman or Madam Chairwoman: (Appropriate Closing),
Subcommittee Chairman <sup>5</sup>	The Honorable (full name) Chairman, Subcommittee on (name) (Name of Parent Committee) U.S. House of Representatives Washington, DC 20515	Dear Mr. Chairman or Madam Chairwoman: (Appropriate Closing),
Ranking Member	The Honorable (full name) Ranking Member Committee on (name) U.S. House of Representatives Washington, DC 20515	Dear Congressman or Congresswoman (surname): (Appropriate Closing),

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<sup>5</sup> See Footnote 3

ADDRESSEE	ADDRESS ON LETTER AND ENVELOPE	SALUTATION
Clerk of the House	The Honorable (full name) <sup>6</sup> Clerk of the House of Representatives Washington, DC 20515	Dear Mr. or Ms. (surname): (Appropriate Closing),
Chaplain of the House	The Reverend (full name) Chaplain of the House of Representatives Washington, DC 20515	Dear Title (surname): <sup>7</sup> (Appropriate Closing),
Office of a Deceased Representative	Mr. or Ms. (full name) Administrative Assistant to the late (full name) U.S. House of Representatives Washington, DC 20515	Dear Mr. or Ms. (surname): (Appropriate Closing), or Dear Sir: <sup>8</sup> (Appropriate Closing),
Resident Commissioner	The Honorable (full name) Resident Commissioner from (name of area) U.S. House of Representatives Washington, DC 20515	Dear Mr. or Ms. (surname): (Appropriate Closing),
Staff of Senator/Congressman	Mr. or Ms. (full name) Office of Congressman (full name) U.S. House of Representatives Washington, DC 20515	Dear Mr. or Ms. (surname): (Appropriate Closing),
<b>(6) <u>LEGISLATIVE AGENCIES</u></b>		
Comptroller General (Head of the Government Accountability Office)	The Honorable (full name) Comptroller General of the United States Government Accountability Office Washington, DC 20548	Dear Mr. or Ms. (surname): (Appropriate Closing),
Public Printer (Head of U.S. Government Printing Office)	The Honorable (full name) Public Printer U.S. Government Printing Office Washington, DC 20401	Dear Mr. or Ms. (surname): (Appropriate Closing),
Librarian of Congress (Head of the Library of Congress)	The Honorable (full name) Librarian of Congress Library of Congress Washington, DC 20540	Dear Mr. or Ms. (surname): (Appropriate Closing),

<sup>6</sup> If the Clerk's name is not known, use only the title in the address and *Dear M. Clerk:* in the salutation.

<sup>7</sup> See Footnote 4

<sup>8</sup> See Footnote 5

ADDRESSEE	ADDRESS ON LETTER AND ENVELOPE	SALUTATION
<b>(7) <u>INDEPENDENT- ORGANIZATIONS</u></b>		
Director of the Office of Management and Budget	The Honorable (full name) Director, Office of Management and Budget Washington, DC 20503	Dear Mr. or Ms. (surname): (Appropriate Closing),
Postmaster General (Head of the U.S. Postal Service)	The Honorable (full name) Postmaster General Washington, DC 20260	Dear Mr. or Ms. Postmaster: (Appropriate Closing),
Head of a Federal Agency, Authority, or Board	The Honorable (full name) (Title), (Name of Agency) Washington, DC 00000	Dear Mr. or Ms. (surname): (Appropriate Closing),
Head of a Major Organization within an Agency (If the official is appointed by the President)	The Honorable (full name) (Title), (Name of Organization) (Name of Agency) Washington, DC 00000	Dear Mr. or Ms. (surname): (Appropriate Closing),
President of a Commission	The Honorable (full name) President, (name of Commission) Washington, DC 00000	Dear Mr. or Ms. (surname): (Appropriate Closing),
Chairman of a Commission	The Honorable (full name) Chairman, (name of Commission) Washington, DC 00000	Dear Mr. Chairman or Madam Chairwoman: (Appropriate Closing),
Chairman of a Board	The Honorable (full name) Chairman, (name of board) Washington, DC 00000	Dear Mr. Chairman or Madam Chairwoman: (Appropriate Closing),
<b>(8) <u>OTHER GOVERNMENT</u></b>		
Commissioner of Internal Revenue	The Honorable (full name) Commissioner of Internal Revenue Department of the Treasury Washington, DC 20224	Dear Mr. or Ms. (surname): (Appropriate Closing),
District Director of Internal Revenue	Mr./ or Ms. (full name) District Director of Internal Revenue (local address) 00000	Dear Mr. or Ms. (surname): (Appropriate Closing),
<b>(9) <u>AMERICAN MISSIONS</u></b>		
American Ambassador	The Honorable (full name) Ambassador to (full name of country) (City), (Country)	<i>Formal</i> Sir or Madam: (Appropriate Closing), <i>Informal</i> Dear Mr. or Madam Ambassador: (Appropriate Closing),

ADDRESSEE	ADDRESS ON LETTER AND ENVELOPE	SALUTATION
American Embassy Employee	Mr. or Ms. (full name) Embassy of the United States of America (City), (Country)	Dear Mr. or Ms. (Appropriate Closing),
Former American Ambassador	The Honorable (full name) (local address) 00000	Dear Mr. or Madam Ambassador: (Appropriate Closing),
American Minister	The Honorable (full name) American Minister (city), (country)	<i>Formal</i> Sir or Madam: (Appropriate Closing), <i>Informal</i> Dear Mr. or Madam Minister: (Appropriate Closing),
American Minister (with military rank)	(full rank) (full name) American Minister (city), (country)	<i>Formal</i> Sir or Madam: Very truly yours, <i>Informal</i> Dear Mr. or Madam Minister: (Appropriate Closing),
American Consul General or American Consul	Mr./Ms. (full name) American Consul General (or American Consul) (city), (country)	Dear Mr. or Ms. (surname): (Appropriate Closing),
<b>(10) <u>FOREIGN MISSIONS</u></b>		
Foreign Ambassador	His/Her Excellency (full name) Ambassador of (full name of country) (local address) 00000	<i>Formal</i> His/Her Excellency: (Appropriate Closing), <i>Informal</i> Dear Mr. or Madam Ambassador: (Appropriate Closing),
Embassy Employee	Mr./Ms. (full name) Embassy of (Country) (local address) 00000 (City), (Country)	Dear Mr. or Ms. (Appropriate Closing),
Foreign Minister	The Honorable (full name) Minister of "Oil and Gas" (or whatever the title is for that country) (local address) 00000 (country)	<i>Formal</i> Sir or Madam: (Appropriate Closing), <i>Informal</i> Dear Mr. Minister: (Appropriate Closing),

ADDRESSEE	ADDRESS ON LETTER AND ENVELOPE	SALUTATION
Foreign Charge d'Affaires in the United States	Mr. or Ms. (full name) Charge d'Affaires of (country) (local address) 00000 (country)	<i>Formal</i> Sir or Madam: (Appropriate Closing), <i>Informal</i> Dear Mr. or Madam Charge d' Affaires

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

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

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

(11) THE ORGANIZATION OF AMERICAN STATES

Secretary General of the Organization of American States	The Honorable (full name) Secretary General of the Organization of American States Pan American Union Washington, DC 20006	<i>Formal</i> Sir or Madam: (Appropriate Closing), <i>Informal</i> Dear Mr. or Madam Secretary General: or Dear Mr. or Ms. (Dr.) (surname): (Appropriate Closing),
Assistant Secretary General of the Organization of American States	The Honorable (full name) Assistant Secretary General of the Organization of American States Pan American Union Washington, DC 20006	<i>Formal</i> Sir or Madam: (Appropriate Closing), <i>Informal</i> Dear Mr. or Ms. (Dr.) (surname): (Appropriate Closing),
United States Representative on the Council of the Organization of American States	The Honorable (full name) United States Representative on the Council of the Organization of American States Department of State Washington, DC 20520	<i>Formal</i> Sir or Madam: (Appropriate Closing), <i>Informal</i> Dear Mr. or Ms. (Dr.) (surname): (Appropriate Closing),

ADDRESSEE	ADDRESS ON LETTER AND ENVELOPE	SALUTATION
<p>(12) <u>UNITED NATIONS</u>. (Communications to the United Nations are addressed to the United States Representatives to the United Nations, through the Department of State. Exceptions that are sent directly to the United States Representative include: those intended for the Economic and Social Council, the Disarmament Commission, the Trusteeship Council, and the delegation to the General Assembly when it is session. Subject to exceptions, direct communication with the United Nations is inappropriate. When necessary, the communication should be sent to the Secretary General of the United Nations through the United States Representative by means of a covering letter.)</p>		
Secretary General of the United Nations	His Excellency (full name) Secretary General of the United Nations New York, New York 10017	<u>Formal</u> Excellency: (Appropriate Closing), <u>Informal</u> Dear Mr. or Madam Secretary General: (Appropriate Closing),
United States Representative	The Honorable (full name) United States Representative to the United Nations New York, New York 10017	<u>Formal</u> Sir or Madam: (Appropriate Closing), <u>Informal</u> Dear Mr. or Madam Ambassador (Appropriate Closing),
Chairman, United States Delegation to the United Nations	The Honorable (full name) Chairman, United States Delegation to the United Nations New York, New York 10017	<u>Formal</u> Sir or Madam: (Appropriate Closing), <u>Informal</u> Dear Mr. or Ms. (surname): (Appropriate Closing),
Chairman, United States Delegation to the United Nations Military Staff	The Honorable (full name) Chairman, United States Delegation United Nations Military Staff Committee United States Mission to the United Nations New York, New York 10017	<u>Formal</u> Sir or Madam: (Appropriate Closing), <u>Informal</u> Dear Mr. or Ms. (surname) (Appropriate Closing),
Senior Representative of the United States to the General Assembly of the United Nations	The Honorable (full name) Senior Representative of the United States to the General Assembly of the United Nations New York, New York 10017	<u>Formal</u> Sir or Madam: (Appropriate Closing), <u>Informal</u> Dear Mr. or Ms. (surname) (Appropriate Closing),
Senior Military Advisor to the United States Delegation to the United Nations	(full rank) (full name) Senior Military Adviser United States Delegation to the United Nations General Assembly New York, New York 10017	Dear (rank) (surname): (Appropriate Closing),

ADDRESSEE	ADDRESS ON LETTER AND ENVELOPE	SALUTATION COMPLIMENTARY CLOSE
United States Representative to the Economic and Social Council	The Honorable (full name) United States Representative on the Economic and Social Council of the United Nations New York, New York 10017	<i>Formal</i> Sir or Madam: (Appropriate Closing), <i>Informal</i> Dear Mr. or Ms. (Surname): (Appropriate Closing),
United States Representative to the United Nations Disarmament Commission	The Honorable (full name) United States Representative on the Disarmament Commission of the United Nations New York, New York 10017	<i>Formal</i> Sir or Madam: (Appropriate Closing), <i>Informal</i> Dear Mr. or Ms. (Surname) Sincerely,
United States Representative to the Trusteeship Council	The Honorable (full name) United States Representative on the Trusteeship Council of the United Nations New York, New York 10017	<i>Formal</i> Sir or Madam: (Appropriate Closing), <i>Informal</i> Dear Mr./Ms. (Surname) (Appropriate Closing),
<b>(13) <u>STATE AND LOCAL GOVERNMENTS</u></b>		
Governor of a State	The Honorable (full name) Governor of (name of State) (local address) 00000	Dear Governor (surname): (Appropriate Closing),
Former Governor of a State	The Honorable (full name) (local address) 00000	Dear Governor (surname): (Appropriate Closing),
Acting Governor of a State	The Honorable (full name) Acting Governor of (name) (local address) 00000	Dear Mr. or Ms. (surname): (Appropriate Closing),
Lieutenant Governor	The Honorable (full name) Lieutenant Governor of (name) (local address) 00000	Dear Mr. or Ms. (surname): (Appropriate Closing),
Secretary of State of a State	The Honorable (full name) Secretary of State of (name) (local address) 00000	Dear Mr. or Ms. Secretary: (Appropriate Closing),
Chief Justice of the Supreme Court of a State	The Honorable (full name) Chief Justice Supreme Court of the State of (name) (local address) 00000	Dear Mr. or Ms. Chief Justice: (Appropriate Closing),
Attorney General of a State	The Honorable (full name) Attorney General State of (name) (local address) 00000	Dear Mr. or Ms. Attorney General: (Appropriate Closing),

ADDRESSEE	ADDRESS ON LETTER AND ENVELOPE	SALUTATION
Treasurer, Comptroller, or Auditor of a State	The Honorable (full name) State Treasurer (Comptroller) (Auditor) State of (name) (local address) 00000	Dear Mr. or Ms. (surname): (Appropriate Closing),
President of the Senate of a State	The Honorable (full name) President of the Senate of of the State of (name) (local address) 00000	Dear Mr. or Ms. (surname): (Appropriate Closing),
State Senator	The Honorable (full name) (name of State) Senate (local address) 00000	Dear Mr. or Ms. (surname): (Appropriate Closing),
Speaker of the House of Representatives or the Assembly or the House of Delegates of a State <sup>9</sup>	The Honorable (full name) Speaker of the House of Representatives (or Assembly or House of Delegates) of the State of (name) (local address) 00000	Dear Mr. or Ms. (surname): (Appropriate Closing),
State Representative, Assemblyman, or Delegate	The Honorable (full name) (name of State) House of Representatives (or Assembly or House of Delegates) (local address) 00000	Dear Mr. or Ms. (surname): (Appropriate Closing),
Mayor	The Honorable (full name) Mayor of (name of City) (local address) 00000	Dear Mayor (surname): (Appropriate Closing),
President of a Board of Commissioners	The Honorable (full name) President, Board of Commissioners of (name of City) (local address) 00000	Dear Mr. or Ms. (surname): (Appropriate Closing),
(14) <u>TRIBAL NATIONS</u> <sup>10</sup>		
Chairman	The Honorable (full name) Chairman Name of Organization (local address) 00000	Dear Chairman (surname): (Appropriate Closing),
Chief	The Honorable (full name) Chief Name of Organization (local address) 00000	Dear Chief (surname): (Appropriate Closing),

<sup>9</sup> In most States, the lower branch of the legislature is the House of Representatives. In some States, such as California, New York and Wisconsin, the lower house is known as the Assembly. In others, such as Maryland, Virginia and West Virginia, it is known as the House of Delegates. Nebraska has a one-house legislature. Its members are classed as senators.

<sup>10</sup> Contact with tribal nations should be diplomatic in tone. Tribal council officials should be treated as officials of another government. Other titles would include Tribal Chief, Principal Chief, Secretary, Treasurer, Town King, and Superintendent.

ADDRESSEE	ADDRESS ON LETTER AND ENVELOPE	SALUTATION AND COMPLIMENTARY CLOSE
Governor	The Honorable (full name) Governor Name of Organization (local address) 00000	Dear Governor (surname): (Appropriate Closing),
President	The Honorable (full name) President Name of Organization (local address) 00000	Dear President (surname): (Appropriate Closing),
Secretary	The Honorable (full name) Secretary Name of Tribe (local address) 00000	Dear Secretary (surname): (Appropriate Closing),
(15) <u>ECCLESIASTICAL ORGANIZATIONS</u>		
<u>Roman Catholic Church</u> <sup>11</sup>		
The Pope	His Holiness the Pope Vatican City, Italy	<i>Formal</i> Your Holiness: (Appropriate Closing), <i>Usual</i> Most Holy Father: (Appropriate Closing),
Cardinal	His Eminence (given name) Cardinal (surname) Archbishop of (diocese) (local address) 00000	<i>Formal</i> Your Eminence: (Appropriate Closing), <i>Informal</i> Dear Cardinal (surname): (Appropriate Closing),
Archbishop	The Most Reverend (full name) Archbishop of (diocese) (local address) 00000	<i>Formal</i> Your Excellency: (Appropriate Closing), <i>Informal</i> Dear Archbishop (surname): (Appropriate Closing),
Bishop	The Most Reverend (full name) Bishop of (province) (local address) 00000	<i>Formal</i> Your Excellency: (Appropriate Closing), <i>Informal</i> Dear Bishop (surname): (Appropriate Closing),

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<sup>11</sup> Additional ecclesiastical information may be found in *The World Almanac* and *Book of Facts*.

ADDRESSEE	ADDRESS ON LETTER AND ENVELOPE	SALUTATION
Monsignor <sup>12</sup>	The Right Reverend Monsignor (full name) (local address) 00000	<i>Formal</i> Right Reverend Monsignor: (Appropriate Closing), <i>Informal</i> Dear Monsignor (surname): (Appropriate Closing),
	<b>or</b>	
	The Very Reverend Monsignor (full name) (local address) 00000	<i>Formal</i> Very Reverend Monsignor: (Appropriate Closing), <i>Informal</i> Dear Monsignor (surname): (Appropriate Closing),
Priest	The Reverend <sup>13</sup> (full name) (add initials of order, if any) (local address) 00000	<i>Formal</i> Reverend Sir: (Appropriate Closing), <i>Informal</i> Dear Father (surname): (Appropriate Closing),
Superior of a Sisterhood	The Reverend Mother Superior (name of the order) (local address) 00000	<i>Formal</i> Dear Reverend Mother: (Appropriate Closing), <i>Informal</i> Dear Mother (name): (Appropriate Closing),
Sister	Sister (full name) (name of the order) (local address) 00000	Dear Sister (full name): (Appropriate Closing),
Superior of a Brotherhood	Brother Superior (name of the order) (local address) 00000	Dear Brother: (Appropriate Closing),
Member of a Brotherhood	Brother (full name) (name of the order) (local address) 00000	Dear Brother (full name): (Appropriate Closing),

<sup>12</sup> There are two classes of Monsignor: one (Domestic Prelates) are addressed as *The Right Reverend*. The other (Papal Chamberlains) are addressed as *The Very Reverend*. The official Catholic Directory will give the correct designation. In the absence of definite information, it is always courteous to address any Monsignor as *The Right Reverend*.

<sup>13</sup> In all cases, *The Reverend* should not be used with a surname only, as *The Reverend Smith*. To say *The Reverend Smith* is like saying *The Respected Smith*. Hence, there must always be an intervening given name or initial, or a title such as *Dr.*, *Mr.*, or *Professor*, between *The Reverend* and the surname.

ADDRESSEE	ADDRESS ON LETTER AND ENVELOPE	SALUTATION
(b) <u>Protestant Episcopal Church</u> <sup>14</sup>		
Bishop	The Right Reverend (full name) Bishop of (name) (local address) 00000	<i>Formal</i> Right Reverend Sir: (Appropriate Closing), <i>Informal</i> Dear Bishop (name): (Appropriate Closing),
Archdeacon	The Venerable (full name) Archdeacon of (name) (local address) 00000	<i>Formal</i> Venerable Sir: (Appropriate Closing), <i>Informal</i> My Dear Archdeacon (surname): (Appropriate Closing),
Dean	The Very Reverend (full name) Dean of (church) (local address) 00000	<i>Formal</i> Very Reverend Sir: (Appropriate Closing), <i>Informal</i> Dear Dean (surname): (Appropriate Closing),
Canon	The Reverend (full name) Canon of (church) (local address) 00000	<i>Formal</i> Reverend Sir: (Appropriate Closing), <i>Informal</i> My Dear Canon (surname): (Appropriate Closing),
Rector	The Reverend (full name) Canon of (church) (local address) 00000	<i>Formal</i> Reverend Sir: (Appropriate Closing), <i>Informal</i> Dear (Dr. or Mr.) (surname): (Appropriate Closing),
(c) <u>Clergy of Other Denominations</u>		
Methodist Bishop	The Reverend (full name) Methodist Bishop (local address) 00000	<i>Formal</i> Reverend Sir: (Appropriate Closing), <i>Informal</i> Dear Bishop (surname): (Appropriate Closing),
Presbyterian Moderator	The Moderator of (name) (local address) 00000 <i>or</i> The Reverend (full name) Moderator of (name) (local address) 00000	<i>Formal</i> My Dear Mr. Moderator: (Appropriate Closing), <i>Informal</i> Dear (Dr. or Mr.) (surname): (Appropriate Closing),

<sup>14</sup> The names of the clergy of the Episcopal Church may be found in the *The Episcopal Church Annual*.

ADDRESSEE	ADDRESS ON LETTER AND ENVELOPE	SALUTATION
Rabbi (with doctoral degree)	Rabbi (full name) (local address) 00000	Dear Dr. (surname): or Dear Rabbi (surname): (Appropriate Closing),
Rabbi (without doctoral degree)	Rabbi (full name) (local address) 00000	Dear Rabbi (surname): (Appropriate Closing),
Mormon President <sup>15</sup>	The President Church of Jesus Christ of Latter Day Saints (local address) 00000	<i>Formal</i> My Dear President: (Appropriate Closing), <i>Informal</i> Dear President (surname): (Appropriate Closing),
Mormon Bishop <sup>16</sup>	Bishop (full name) Church of Jesus Christ of Latter Day Saints (local address) 00000	<i>Formal</i> Sir: (Appropriate Closing), <i>Informal</i> Dear Bishop (surname): (Appropriate Closing),
Mormon Elder <sup>16</sup>	Elder (or Brother) (full name) Church of Jesus Christ of Latter Day Saints (local address) 00000	Dear Elder (surname): ,
Seventh-Day Adventist President	The President General Conference of Seventh-Day Adventists (local address) 00000	<i>Formal</i> My Dear President: (Appropriate Closing), <i>Informal</i> Dear President (surname): (Appropriate Closing),
Seventh-Day Adventist Elder <sup>16</sup>	Elder (or Brother) (full name) General Conference of Seventh-Day Adventists (local address) 00000	Dear Elder (surname): (Appropriate Closing),
Minister, Pastor, or Rector (with doctoral degree)	The Reverend (full name) (title), (name of church) (local address) 00000	Dear Dr. (surname): (Appropriate Closing),
Minister, Pastor, or Rector (without doctoral degree)	The Reverend (full name) (title, service designation) (local address) 00000	Dear Mr. (surname): (Appropriate Closing),
Chaplain (military services)	Chaplain (full name) (rank), (name of church) (post office address of organization and station)	Dear Chaplain (surname): (Appropriate Closing),

<sup>15</sup> The title *Reverend* is not used in either the Mormon Church or the Seventh-day Adventist. *Mr.* may be used for any of their ecclesiastical ranks; or preferably *Elder* for their pastors.

ADDRESSEE	(local address) 00000 ADDRESS ON LETTER AND ENVELOPE	SALUTATION
(15) <u>EDUCATIONAL INSTITUTIONS</u> <sup>16</sup>		
President of a University or College (with doctoral degree)	Dr. (full name) President, (name of institution) (local address) 00000	Dear Dr. (surname): (Appropriate Closing),
President of a University or College (without doctoral degree)	Mr. or Ms. (full name) President, (name of institution) (local address) 00000	Dear Mr. or Ms. (surname): (Appropriate Closing),
President of a Theological Seminary	The Very Reverend (full name) President, (name of institution) (local address) 00000	Dear President (surname): <u>or</u> Dear Dr. (surname): (Appropriate Closing),
President of a Religious School	The President of (name of institution) President, (name of institution) (local address) 00000	<i>Formal</i> My Dear Sir: (Appropriate Closing), <i>Informal</i> Dear Sir: (Appropriate Closing),
	<u>or</u> The Reverend (full name) President of (name of institution) (local address) 00000	<u>or</u> <i>Formal</i> My Dear President (surname): (Appropriate Closing), <i>Informal</i> Dear Dr. (surname): (Appropriate Closing),
Dean of a University or College (with doctoral degree)	Dr. (full name) Dean, School of (name) (name of institution) (local address) 00000	Dear Dr. (surname): (Appropriate Closing),
Dean of a University or College (without doctoral degree)	Dean (full name) School of (name) (name of institution) (local address) 00000	Dear Dean (surname): (Appropriate Closing),
Professor (with doctoral degree)	Dr. or Professor (full name) Department of (name) (name of institution) (local address) 00000	Dear Dr. (surname): <u>or</u> Dear Professor (surname): (Appropriate Closing),
Professor (without doctoral degree)	Professor (full name) Department of (name) (name of institution) (local address) 00000	Dear Professor (surname): (Appropriate Closing),

<sup>16</sup>The names and addresses of educational officials may be found in the *Educational Directory* issued by the Department of Education, or in *Patterson's American Education Directory*. The names of the governing officials of American colleges and universities may be found in various current American almanacs.

ADDRESSEE	ADDRESS ON LETTER AND ENVELOPE	SALUTATION
Professor in a Theological Seminary	The Reverend Professor (full name) (name of institution) (local address) 00000	Dear Professor (surname): <i>or</i> Dear Dr. (surname):
Associate Professor or Assistant Professor	Mr. (full name) Associate (or Assistant) Professor Department of (name) (name of institution) (local address) 00000	Dear Professor (surname): (Appropriate Closing),
Superintendents of Schools (State and local)	The Superintendent of (name) (local address) 00000 <i>or</i> Dr. (Mr. or Ms.) (full name) Superintendent of (name) Schools (local address) 00000	Dear Sir or Madam: (Appropriate Closing),  Dear Dr. (Mr. or Ms.) (surname) (Appropriate Closing),
Board of Education <i>or</i> Members, Board of Education (State and Local)	The Board of Education <i>or</i> Mr. or Ms. (full name) Member, (location) Board of Education (local address) 00000	Gentlemen or Gentlewomen: (Appropriate Closing), Dear Mr. or Ms. (surname): (Appropriate Closing),
School Board <i>or</i> Member of School Board	The (location) School Board Mr. or Ms. (full name) Member, (location) School Board (local address) 00000	Gentlemen or Gentlewomen: Dear Mr. or Ms. (surname): (Appropriate Closing),
Principal of a School	Mr. or Ms. (full name) Principal of (school) (local address) 00000	Dear Mr. or Ms. (surname): (Appropriate Closing),
Teacher	Mr. or Ms. (full name) (school) (local address) 00000	Dear Mr. or Ms. (surname): (Appropriate Closing),

(16) MILITARY<sup>17</sup>(1) Joint Chiefs of Staff

Chairman	(full grade, name, and abbreviation of service designation) Chairman Joint Chiefs of Staff Washington, DC 20301	Dear General or Admiral (surname): (Appropriate Closing),
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<sup>17</sup> Written forms of address are the same for women officers and women enlisted personnel as for their male counterparts. Medical Department personnel are addressed by their military titles, regardless of rank. Chaplains are addressed as *Chaplains* regardless of grade. The customs of the military in the matter of titles and addresses are followed for National Guard and Reserve Officers on active military duty.

ADDRESSEE	ADDRESS ON LETTER AND ENVELOPE	SALUTATION
Chief of Staff U.S. Army	General (full name), USA Chief of Staff United States Army Washington, DC 20301	Dear General (surname): (Appropriate Closing),
Chief of Naval Operations	Admiral (full name), USN Chief of Naval Operations Washington, DC 20301	Dear Admiral (surname): (Appropriate Closing),
Chief of Staff U.S. Air Force	General (full name), USAF Chief of Staff United States Air Force Washington, DC 20301	Dear General (surname): (Appropriate Closing),
Commandant of the Marine Corps	General (full name), USMC Commandant of the Marine Corps Washington, DC 20301	Dear General (surname): (Appropriate Closing),
<b>(b) <u>Army, Air Force, Marine Corps</u></b>		
General, Lieutenant General, Major General, Brigadier General	(full grade, name, and abbreviation of service designation) (title) (post office address of organization and station) 00000	Dear General (surname): (Appropriate Closing),
Colonel, Lieutenant Colonel	(full grade, name, and abbreviation of service designation) (title) (post office address of organization and station) 00000	Dear Colonel (surname): (Appropriate Closing),
Major	(same as above)	Dear Major (surname): (Appropriate Closing),
Captain	(same as above)	Dear Captain (surname): (Appropriate Closing),
First Lieutenant, Second Lieutenant	(same as above)	Dear Lieutenant (surname): (Appropriate Closing),
Chief Warrant Officer, Warrant Officer	(same as above)	Dear Mr. (surname): (Appropriate Closing),
Sergeant Major	(same as above)	Dear Sergeant Major (surname): (Appropriate Closing),
Master Sergeant, Gunnery Sergeant, Technical Sergeant, Staff Sergeant, Sergeant	(same as above)	Dear Sergeant (surname): (Appropriate Closing),

ADDRESSEE	ADDRESS ON LETTER AND ENVELOPE	SALUTATION
Corporal, Lance Corporal	(same as above)	Dear Corporal (surname): (Appropriate Closing),
Specialist, Classes 4 to 9	(same as above)	Dear Specialist (surname): (Appropriate Closing),
Private First Class, Private	(same as above)	Dear Private (surname): (Appropriate Closing),
Recruit	(same as above)	Dear Recruit (surname): (Appropriate Closing),
Airman First Class Airman Second Class, Airman Third Class, Basic Airman	(full grade, name, and abbreviation of service designation) (title) (post office address of organization and station) 00000	Dear Airman (surname): (Appropriate Closing),
Retired Officer	(full grade) (full name) (abbreviation of service designation), Retired (local address) 00000	Dear (rank) (surname): (Appropriate Closing),
(c) <u>Navy, Coast Guard</u>		
Admiral, Vice Admiral, Rear Admiral	(full grade, name, and abbreviation of service designation) (title) (post office address of organization and station) 00000	Dear Admiral (surname): (Appropriate Closing),
Commodore	(same as above)	Dear Commodore (surname): (Appropriate Closing),
Captain	(same as above)	Dear Captain (surname): (Appropriate Closing),
Commander, Lieutenant Commander	(same as above)	Dear Commander (surname): (Appropriate Closing),
Lieutenant, Lieutenant (jg)	(same as above)	Dear Lieutenant (surname): (Appropriate Closing),
Ensign, Chief Warrant Officer, Warrant Officer	(same as above)	Dear Ensign (surname): Dear Chief Warrant Officer (surname): Dear Warrant Officer (surname): (Appropriate Closing),
Chief Petty Officer	(same as above)	Dear Chief Petty Officer (surname): (Appropriate Closing),

ADDRESSEE	ADDRESS ON LETTER AND ENVELOPE	SALUTATION
Petty Officer First Class, Petty Officer Second Class, and Petty Officer Third Class	(full grade, name, and abbreviation of service designation) (title) (post office address of organization and station) 00000	Dear Petty Officer (surname): (Appropriate Closing),
Seaman, Seaman Apprentice,	(same as above)	Dear Seaman (surname): (Appropriate Closing),
Fireman, Fireman Apprentice, and Fireman Recruit	(same as above)	Dear Fireman (surname): (Appropriate Closing),
Airman, Airman Apprentice, and Airman Recruit	(same as above)	Dear Airman (surname): (Appropriate Closing),
Construction Man, Construction Man Apprentice, Construction Man Recruit	(same as above)	Dear Construction Man (surname): (Appropriate Closing),
Hospitalman, Hospitalman Apprentice, Hospitalman Recruit	(same as above)	Dear Hospitalman (surname): (Appropriate Closing),
Dentalman, Dentalman Apprentice, Dentalman Recruit	(same as above)	Dear Dentalman (surname): (Appropriate Closing),
Stewardsman, Stewardsman Apprentice, Stewardsman Recruit	(same as above)	Dear Stewardsman (surname): (Appropriate Closing),
Retired Officer	(full grade) (full name) (abbreviation of service designation), Retired (local address) 00000	Dear (rank) (surname): (Appropriate Closing),
<b>(d) <u>Service Academy Members</u></b>		
Army or Coast Guard (Cadet)	Cadet (full name) (service designation) (local address) 00000	Dear Cadet (surname): (Appropriate Closing),
Navy (Midshipman)	Midshipman (full name) (service designation) (local address) 00000	Dear Midshipman (surname): (Appropriate Closing),
Air Force (Air Cadet)	Air Cadet (full name) Service designation) (local address) 00000	Dear Air Cadet (surname): (Appropriate Closing),

ADDRESSEE	ADDRESS ON LETTER AND ENVELOPE	SALUTATION
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(17) CORPORATIONS, COMPANIES, FEDERATIONS, AND ASSOCIATIONS

A Company or Corporation	Mr. or Ms. (full name) (title) (name of Company or Corporation) (local address) 00000	Dear Mr. or Ms. (surname): (Appropriate Closing),
A Federation or Association	Mr. or Ms. (full name) (title), (name of federation or association) (local address) 00000	Dear Mr. or Ms. (surname): (Appropriate Closing),

(18) MEDICAL<sup>18</sup>

Physician	(full name), (appropriate abbreviation) (local address) 00000	Dear Dr. (surname): (Appropriate Closing),
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<u>Abbreviations</u> <sup>19</sup>	
<i>C.B.</i>	<i>Bachelor of Surgery</i>
<i>D.O.</i>	<i>Doctor of Osteopathy</i>
<i>D.P.H.</i>	<i>Doctor of Public Health</i>
<i>M.B. ( or B.M.)</i>	<i>Bachelor of Medicine</i>
<i>M.D.</i>	<i>Doctor of Medicine</i>
<i>Pod.D.</i>	<i>Doctor of Podiatry</i>

Two Physicians	Drs. (full name) and (full name) (local address) 00000 or Drs. (same surname) (local address) 00000	Dear Drs. (surname) and (surname): (Appropriate Closing), or Dear Drs. (surname): (Appropriate Closing),
Dentist	(full name), (Appropriate abbreviation) (local address) 00000	Dear Dr. (surname): (Appropriate Closing),

<u>Abbreviations</u> <sup>20</sup>	
<i>B.D.S.</i>	<i>Bachelor of Dental Surgery</i>
<i>D.D.S.</i>	<i>Doctor of Dental Surgery</i>
<i>D.M.D.</i>	<i>Doctor of Dental Medicine</i>
<i>M.D.S.</i>	<i>Master of Dental Surgery</i>

<sup>18</sup> Titles may be used in connection with *Dr.* except *M.D.*, *D.D.*, or other degree letters that mean Doctor.

<sup>19</sup> These abbreviations do not constitute a complete listing but represent the most frequently used to serve as a guideline. Appropriate abbreviations may be found in a standard dictionary and other reference books available from the Department of Energy Library and the GSA Retail Store. References should also be made to incoming correspondence, if any, for correct degree letters and titles.

ADDRESSEE	ADDRESS ON LETTER AND ENVELOPE	SALUTATION
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Veterinarian

(full name), (appropriate abbreviation) Dear Dr. (surname):  
 (local address) 00000 (Appropriate Closing),

<u>Abbreviations</u> <sup>20</sup>	
<i>B.V.Sc...</i>	<i>Bachelor of Veterinary Science</i>
<i>D.V.M</i>	<i>Doctor of Dental Surgery</i>
<i>D.M.D..</i> (or <i>V.M.D.</i> )	<i>Doctor of Veterinary Medicine</i>

Pharmacist

Mr. or Ms. (full name), (appropriate abbreviation) Dear Mr. or Ms. (surname):  
 (local address) 00000 (Appropriate Closing),  
 or  
 (full name), (appropriate abbreviation) Dear Dr. (surname):  
 (local address) 00000 (Appropriate Closing),

<u>Abbreviations</u> <sup>20</sup>	
<i>Phar.B.</i>	<i>Bachelor of Pharmacy</i>
<i>Phar.D.</i>	<i>Doctor of Pharmacy*</i>
<i>Phar.M.</i>	<i>Master of Pharmacy</i>
<i>Ph.C.</i>	<i>Pharmaceutical Chemist</i>
<i>R.Ph.</i>	<i>Registered Pharmacist</i>

Nurse

Mr. or Ms. (full name), (appropriate abbreviation) Dear Mr. or Ms. (surname):  
 (local address) 00000 (Appropriate Closing),

<u>Abbreviations</u> <sup>20</sup>	
<i>L.P.N.</i>	<i>Licensed Practical Nurse</i>
<i>P.N.</i>	<i>Practical Nurse</i>
<i>R.N.</i>	<i>Registered Nurse</i>

(20) OTHER ADDRESSES

(a) Single

A Man

Mr. (full name) Dear Sir:  
 (local address) 00000 (Appropriate Closing),  
 or  
 Dear Mr. (surname):  
 (Appropriate Closing),

ADDRESSEE	ADDRESS ON LETTER AND ENVELOPE	SALUTATION AND COMPLIMENTARY CLOSE
An Unmarried Woman	Ms. or Miss (full name) (local address) 00000	Dear Ms. (surname): (Appropriate Closing),
A Married Woman <sup>20</sup> or Widow	Mrs. (husband's full name) (local address) 00000	Dear Mrs. (surname): (Appropriate Closing),
(b) <u>Multiple</u> <sup>21</sup>		
Two or More Men	Messrs. (full name) and (full name) (local address) 0000 or Mr. (full name) and Mr. (full name) (local address) 00000	Gentlemen: (Appropriate Closing), or Dear Mr. (surname) and Mr. (surname): (Appropriate Closing),
Two or More Men of the Same Name	Messrs. (full name) and (full name) (local address) 00000 or The Messrs. (full name) (local address) 00000	Dear Messrs. (surname): (Appropriate Closing), or Gentlemen: (Appropriate Closing),
Two or More Unmarried <sup>22</sup> Women	The Mses. (full name) and (full name) (local address) 00000 or Miss (full name) and Miss (full name) (local address) 00000	Ladies or Mesdames: (Appropriate Closing), or Dear Misses (surname) and (surname): (Appropriate Closing),
Two or More Women <sup>21</sup>	Ms. (full name) and Mrs. (full name) (local address) 00000	Ladies or Mesdames: (Appropriate Closing),
One Man and One Woman <sup>21</sup>	Mr. (full name) and Ms. (full name) (local address) 00000 or Mr. and Ms. (his surname and her surname separated by a hyphen) (local address) 00000	Dear Mr. (surname) and Ms. (surname): (Appropriate Closing), or Dear Mr. and Ms. (surname- surname): (Appropriate Closing),

<sup>20</sup> In modern usage, women may be addressed by *Ms.*, *Mrs.*, or *Miss*. Married women may assume the name of their husband, or retain the name they had before marriage. In some instances, married couples combine their surnames with a hyphen. In all cases it is the preference of the addressee, when known, that should be followed. Incoming correspondence, if any, should be referenced. For Secretarial correspondence, the Office the Executive Secretariat may be contacted. In the case of local correspondence, when such questions arise, a telephone call to the addressee's office may be made to obtain the information.

<sup>21</sup> A letter to two or more persons may be addressed as illustrated, or to only one of them when the other is mentioned by name in the opening paragraph.

<sup>22</sup> The plural of *Ms.* is either *Mses.* or *Mss.*

ADDRESSEE	ADDRESS ON LETTER AND ENVELOPE	SALUTATION
Men and Women <sup>23</sup>	Ms. (full name), Mrs. (full name) and Mr. (full name) (local address) 00000	Mesdames and Dear Sir: (Appropriate Closing),
	or Mrs. (full name), Mr. (full name), and Mr. (full name) (local address) 00000	or Dear Madam and Gentlemen: (Appropriate Closing),

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<sup>23</sup> When the names of both men and women occur in the inside address, the individual whose name appears first should be addressed in the salutation.

**C. Information Memo for S1's Briefing Book****Department of Energy**

Washington, DC 20585

[Date]

## MEMORANDUM FOR THE SECRETARY

FROM: [Name]  
[Title]  
[Office]  
[Phone Number]

SUBJECT: [Subject]

MEMO TYPE: [INFORMATIONAL or FEEDBACK REQUESTED]

Use "informational" when S1 requested information or follow up; use "Feedback Requested" on items that need his review and feedback (paper drafts, outgoing correspondence, press releases, etc.)

## BACKGROUND/CONTEXT:

Use this section to provide such details as: a) when/in what meeting S1 requested the information b) what information is being provided c) what type of feedback you need or he agreed to provide, etc. The purpose of this memo is to remind the Secretary of the context in which he requested the information and/or his feedback is needed. If feedback is requested, please clearly state the timeframe in which his response is needed.

## ATTACHMENTS:

- List attachments by name if more than one document is being included.

## REVIEWED BY:

- If other Programs or Senior Advisors have equities in the subject of this memo, please run it by them for a quick review before submission and note their names here. Otherwise, please leave this section blank.



## D. Foreign Travel Templates

001372

NATIONAL SECURITY COUNCIL  
WASHINGTON, D.C. 20504

March 5, 2010

**SUBJECT:** Foreign Travel by U.S. Officials

This memorandum serves as a reminder to addressees of Administration policy concerning foreign travel by U.S. officials.

Foreign travel by senior U.S. officials is essential to the conduct of our Nation's business, and specifically, to the formulation and execution of our national security policy. However, to be effective, travel must be coordinated and consistent with our national security objectives.

Foreign travel requests (FTR) for officials at or above the rank of Assistant Secretary (or equivalent) of executive departments and agencies are to be submitted to the National Security Staff. Such notifications should be submitted as early as possible but at least 7 workdays prior to travel. Please include the following information:

- objective(s) of the trip;
- name(s) of senior participants;
- itinerary; and
- list of major events, meetings, and appearances.

Please fax unclassified FTRs to (202) 456-9460. Classified FTRs should be ewashed or sent via washfax. FTRs submitted after the travel is initiated will not be considered. If you have any questions, please contact Hilda V. Esquivel at (202) 456-9461 or via email at [hesquivel@nss.eop.gov](mailto:hesquivel@nss.eop.gov).

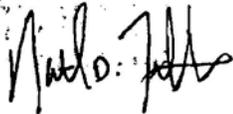
  
Nathan D. Tibbits  
Executive Secretary

Figure 1: National Security Council Memo on Foreign Travel

MEMORANDUM FOR THE CHIEF OF STAFF

THROUGH: APPROPRIATE UNDER SECRETARY

FROM: NAME  
TITLE & OFFICE

SUBJECT: Request Approval for Foreign Travel to New Zealand & Antarctica  
January 13, 2010 – January 27, 1010 for

I request approval of foreign travel to \_\_\_\_\_, from  
\_\_\_\_\_ through \_\_\_\_\_ for the purpose of  
\_\_\_\_\_.

*Note: Give some background on the “what” and “why” of the proposed travel. Include any issues and time constraints, or other special considerations.*

Proposed Itinerary:

*List where you will be for each day of travel*

Attachments

\_\_\_\_\_ Approve \_\_\_\_\_ Disapprove \_\_\_\_\_ Date

Figure 2: Memo to the Chief of Staff Template



**Department of Energy**  
Washington, DC 20585

MEMORANDUM FOR NATIONAL SECURITY COUNCIL

SUBJECT: Request for Foreign Travel Approval

Name of Senior Official and Title:

Purpose of Travel:

Itinerary: See attached

<u>Date</u>	<u>City</u>	<u>Country</u>	<u>Major Event/Meeting</u>
00/00	DC	USA	Departure
00/00	City	Country	Arrival

Sincerely,

Erica De Vos  
Deputy Chief of Staff and  
Executive Secretary

Attachment(s)

**Figure 3: Memo to the National Security Staff Requesting Approval of Foreign Travel**

001639

THE WHITE HOUSE

WASHINGTON

April 6, 2015

MEMORANDUM FOR MS. ERICA DE VOS  
Deputy Chief of Staff  
Department of Energy

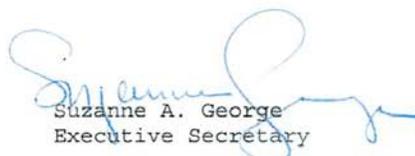
SUBJECT: Foreign Travel Approval

This memorandum is to confirm that the following foreign travel request has been approved:

Mr. Jonathan H. Elkind  
Acting Assistant Secretary for  
International Affairs  
Department of Energy

April 10-18, 2015

China



Suzanne A. George  
Executive Secretary

Figure 4: NSS Approval of Foreign Travel

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## E. Congressional Distribution List

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Following is a typical list of Congressional Members that would receive Reports to Congress.

- **The Honorable Joseph Biden**  
President of the Senate  
→ Dear Mr. President:
  
- **The Honorable John Boehner**  
Speaker of the House of Representatives  
→ Dear Mr. Speaker:

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- **The Honorable Thad Cochran**  
Chairman, Senate Committee on Appropriations  
→ Dear Mr. Chairman:
  
- **The Honorable Barbara Mikulski**  
Ranking Member, Senate Committee on Appropriations  
→ Dear Senator Mikulski:

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- **The Honorable Harold Rogers**  
Chairman, House Committee on Appropriations  
→ Dear Mr. Chairman:
  
- **The Honorable Nita M. Lowey**  
Ranking Member, House Committee on Appropriations  
→ Dear Congresswoman Lowey:

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- **The Honorable Lamar Alexander**  
Chairman, Subcommittee on Energy and Water Development  
Senate Committee on Appropriations  
→ Dear Mr. Chairman:
  
- **The Honorable Dianne Feinstein**  
Ranking Member, Subcommittee on Energy and Water Development  
Senate Committee on Appropriations  
→ Dear Senator Feinstein:

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- **The Honorable Mike Simpson**  
Chairman, Subcommittee on Energy and Water Development  
House Committee on Appropriations  
→ Dear Mr. Chairman:
- **The Honorable Marcy Kaptur**  
Ranking Member, Subcommittee on Energy and Water Development  
House Committee on Appropriations  
→ Dear Congresswoman Kaptur:

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- **The Honorable Fred Upton**  
Chairman, House Committee on Energy and Commerce  
→ Dear Mr. Chairman:
- **The Honorable Frank Pallone, Jr.**  
Ranking Member, House Committee on Energy and Commerce  
→ Dear Congressman Pallone:

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- **The Honorable Lamar Smith**  
Chairman, House Committee on Science, Space, and Technology  
→ Dear Mr. Chairman:
- **The Honorable Eddie Bernice Johnson**  
Ranking Member, House Committee on Science, Space, and Technology  
→ Dear Congresswoman Johnson:

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- **The Honorable Lisa Murkowski**  
Chairman, Senate Committee on Energy and Natural Resources  
→ Dear Madam Chairman:
- **The Honorable Maria Cantwell**  
Ranking Member, Senate Committee on Energy and Natural Resources  
→ Dear Senator Cantwell:

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- **The Honorable John McCain**  
Chairman, Senate Armed Services Committee  
→ Dear Mr. Chairman:
- **The Honorable Jack Reed**  
Ranking Member, Senate Armed Services Committee  
→ Dear Senator Reed:

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- **The Honorable Mac Thornberry**  
Chairman, House Armed Services Committee  
→ Dear Mr. Chairman:
  
- **The Honorable Adam Smith**  
Ranking Member, House Armed Services Committee  
→ Dear Congressman Smith

F. Congressional Reports Templates



U.S. DEPARTMENT OF  
**ENERGY**

**Name  
Of  
Report**

Report to Congress  
[date of submission]

**United States Department of Energy  
Washington, DC 20585**

## Message from the Secretary

Use this space for the introductory language that would generally go in a transmittal letter, followed by a list of those Members of Congress to whom the report will be sent.

Pursuant to statutory requirements, this report is being provided to the following Members of Congress:

- **The Honorable Member of Congress**  
Title, House or Senate Committee
- **The Honorable Member of Congress**  
Title, House or Senate Committee
- **The Honorable Member of Congress**  
Title, House or Senate Committee
- **The Honorable Member of Congress**  
Title, House or Senate Committee

If you have any questions or need additional information, please contact me or Mr. Brad Crowell, Assistant Secretary for Congressional and Intergovernmental Affairs, at (202) 586-5450.

Sincerely,

Ernest J. Moniz

---

Department of Energy | [Month YEAR]

## Executive Summary

Provide a one to two paragraph summary of the report that follows. If you had 1 minute to run through the report's key points, what would you say?

---

[Name of Report] | Page ii

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Department of Energy | [Month YEAR]



## NAME OF REPORT

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VI.	Conclusion.....	1

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[Name of Report] | Page iii

## **I. Legislative Language**

This report responds to legislative language set forth in Name of bill that requires the report on page page(s), wherein it is stated:

... *"Legislative Language."*

## **II. Section Header**

Section Text

## **III. Section Header**

Section Text

## **IV. Section Header**

Section Text

## **V. Section Header**

Section Text

## **VI. Conclusion**

Report Conclusion

