

Headquarters
United States Army Europe
Wiesbaden, Germany

Army in Europe
Regulation 1-10*

Headquarters
United States Army Installation Management Command,
Europe Region
Sembach, Germany

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Administration
Staff Procedures

*This regulation supersedes AE Regulation 1-10, 18 April 2016.

For the Commander:

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Document Management

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

Summary of Change. This revision adds the new DCG, USAREUR, signature block in [figure 5](#).

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

Records Management. Records created as a result of processes prescribed by this regulation must be identified, maintained, and disposed of according to AR 25-400-2. Record titles and descriptions are on the U.S. Army Records Information Management System website at <https://www.arims.army.mil>.

Supplementation. Organizations will not supplement this regulation without approval of the Chief, Staff Actions Division, Office of the Secretary of the General Staff (OSGS), HQ USAREUR.

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

Suggested Improvements. The proponent of this regulation is the Staff Actions Division, OSGS, HQ USAREUR (AEGS-SAC, mil 537-0422). Users may send suggested improvements to this regulation by e-mail to *USARMY Wiesbaden USAREUR Mailbox USAREUR SGS ADMIN MBX*.

Distribution. This publication is available only electronically and is posted in the AEPUBS at <https://aepubs.army.mil/>.

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Glossary

SECTION I INTRODUCTION

1. PURPOSE

This regulation prescribes policy and procedures for—

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

2. REFERENCES

a. Publications.

- (1) AR 1-20, Legislative Liaison.
- (2) AR 25-50, Preparing and Managing Correspondence.
- (3) AR 25-400-2, The Army Records Information Management System (ARIMS).
- (4) DA Memorandum 25-52, Staff Action Process and Correspondence Policies.
- (5) [AE Regulation 1-40](#), Hosting Official Visitors.
- (6) [AE Regulation 10-5](#), Headquarters, United States Army Europe.
- (7) [AE Regulation 25-35](#), Preparing Army in Europe Publications.
- (8) [AE Regulation 25-38](#), Translations.
- (9) [AE Pamphlet 10-10](#), Directory of Army in Europe Key Personnel.
- (10) Memorandum, USAREUR, AEOP, 9 September 2015, subject: USAREUR 2020 Base Plan (http://www.eur.army.mil/2020/files/USAREUR2020_SignedMemo.pdf)
- (11) USAREUR CoS Long Range Training Calendar (staff synchronization matrix) (https://intranet.eur.army.mil/hq/cmd/cos/dcos/COS_LR_TRNG/SitePages/Home.aspx).

b. Forms.

- (1) [AE Form 1-10A](#), Staff Action Summary.

(2) [AE Form 1-10D](#), Request for Information.

3. EXPLANATION OF ABBREVIATIONS AND TERMS

The [glossary](#) defines abbreviations and terms.

4. RESPONSIBILITIES

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

b. The Document Management Branch (DMB), Garrison Support Element, IMCOM-Europe, is responsible for editing and publishing policy for the Army in Europe.

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

SECTION II COMMAND GROUP INTEREST

5. ITEMS OF USAREUR COMMAND GROUP INTEREST

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

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

(2) Proposed policy and proposed changes to policy that affect USAREUR ([sec IV](#)).

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

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

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

(6) Proposed USAREUR responses to higher headquarters taskers.

(7) Higher headquarters disapproval of recommendations previously approved by the USAREUR Command Group.

(8) Appeals submitted by USAREUR major subordinate or specialized commands to HQ USAREUR decisions or inspection results.

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

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

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

(12) Disapproval of proposals from commanders of USAREUR major subordinate and specialized commands.

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

(14) Outstanding accomplishments of USAREUR major subordinate and specialized commands.

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

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

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

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

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

(20) Unit moves in or to USAREUR.

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

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

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

b. [Table 1](#) shows which member of the USAREUR Command Group needs to see, approve, or sign specific items of Command Group interest.

6. USAREUR POINTS OF MAIN EFFORT (POME)

a. Senior Army in Europe commanders use the USAREUR Points of Main Effort (POME) report to communicate directly with the CG on a recurring basis. The CG uses POME reports to remain situationally aware of USAREUR activities, share lessons learned with the entire command and staff, and inform the HQ USAREUR staff of subordinate commander priorities, refinements to unit requirements, and any CG-directed changes to assigned missions.

b. [Appendix B](#) prescribes the format for the POME report and the reporting cycles.

7. CG, USAREUR, AUTOPEN

Items requiring CG signature ([table 1](#)) are sometimes signed with the CG autopen. [Appendix C](#) prescribes procedures for using the autopen.

Table 1	
Items That Require USAREUR Command Group Review or Signature	
CoS	<ul style="list-style-type: none"> ● AE publications that prescribe USAREUR policy when USAREUR is the proponent ● AE command memorandums prepared FOR THE COMMANDER unless TMT requires that the memorandum be prepared for DCG or CG signature (The CoS is also the primary signature authority for USAREUR correspondence addressed to higher headquarters (for example, HQDA) if the correspondence concerns administrative issues (for example, responses to Army-wide taskers to review draft policy).) ● Coordination comments from or concerning any of the following: <ul style="list-style-type: none"> ○ United States Army Audit Agency ○ Basic staff operation requirements ○ Budget and funding-related actions ○ Civilian personnel issues and actions ○ Internal Review and Audit Compliance Office ○ United States Government Accountability Office ● Distinguished visitor itineraries ● HQ USAREUR staff office changes, refurbishments, and moves ● IG and JA issues internal to HQ USAREUR ● Items requiring liaison with the German Army Forces Command and other allies ● Safety issues ● Strategic readiness update implementation and execution ● Staff synchronization meetings (reviews documents relating to these) ● HQ USAREUR personnel requirements (reviews before forwarding to the DCG)
DCG	<ul style="list-style-type: none"> ● AE command memorandums that affect USAREUR when IMCOM-Europe is the proponent (These memos are prepared for DCG signature with the DCG's office symbol (AEDC) and include an authority line FOR THE COMMANDER.) ● AE publications and AE command memorandums that affect IMCOM-Europe or prescribe IMCOM-Europe policy when USAREUR is the proponent (AE cmd memos of this type are prepared for DCG signature with the DCG's office symbol (AEDC) and include an authority line FOR THE COMMANDER.) ● AE publications that prescribe USAREUR policy when IMCOM-Europe is the proponent ● Awards (Meritorious Service Medal (if DCG rather than CG approval is requested), Superior Civilian Service Award, Outstanding Civilian Service Award (if DCG rather than CG approval is requested), and lower-level awards if requested to approve them) ● Balkans mission support ● Budget and funding-related strategy ● Correspondence addressed to HQDA in response to issues raised by the Chief of Staff of the Army, Vice Chief of Staff of the Army, or other members of the Army staff; or addressed to U.S. or foreign government officials when the personal signature of the CG is not necessary (If the correspondence provides a response on behalf of the CG, an authority line FOR THE COMMANDER is required.) ● DCG trip notes ● Deployment- and redeployment-related issues and actions ● Flight requests (U.S. flag officers, civilian equivalents, and spouses) ● Force-protection-related actions ● Force restructuring and stationing issues ● Issues raised by the USAREUR IG; USAREUR JA; Chief, Internal Review and Audit Compliance Office, HQ USAREUR; or the Commander, 409th Support Brigade, in his or her role as the Principal Assistant Responsible for Contracting ● IMCOM-Europe mission-support areas ● Reduction-in-force notification memorandums ● Requests to use Secretary of the Army official representation funds (limitation .0012) ● Requests for premium-class travel ● Strategic readiness update strategy ● USAREUR command-level personnel requirements ● USAREUR responses to USEUCOM (CoS and other HQ USEUCOM staff level)
CG	<ul style="list-style-type: none"> ● AE command policy letters (AE Reg 25-35, para 17) ● Awards (signs PCS Legion of Merit awards, the Meritorious Civilian Service Award (if CG approval is requested), the Outstanding Civilian Service Award (if CG approval is requested), the Civilian Award for Humanitarian Service, all awards at or above the Superior Civilian Service Award for non-U.S. personnel, and all awards for military personnel of foreign Forces; endorses nominations for the Decoration for Exceptional Civilian Service, the Decoration for Distinguished Civilian Service, and the Secretary of the Army Public Service Award) ● CG trip notes and field notes ● Commanding General's Initiatives Group products ● Flight requests for foreign officers and foreign civilians (delegated to the DCG) ● Letters to U.S. and foreign government officials and dignitaries when having the CG sign is more appropriate than having the DCG or CoS sign FOR THE COMMANDER ● Transformation-related activities and actions affecting USAREUR ● USAREUR IG and JA issues (only when the CG's personal involvement is needed) ● USAREUR responses to the Army Secretariat and Chief of Staff of the Army level ● USAREUR responses to NATO ● USAREUR responses to the CDRUSEUCOM or DCDRUSEUCOM ● Actions relating to the management of colonels

**SECTION III
STAFF ACTIONS**

8. USAREUR TASK MANAGEMENT TOOL

The USAREUR Task Management Tool (TMT) is the official tasking system for managing and assigning administrative staff actions to the HQ USAREUR staff and to USAREUR major subordinate and specialized commands. TMT is also the primary medium for providing information to the USAREUR Command Group and for requesting USAREUR Command Group decisions.

a. Responsibilities.

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

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

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

Table 2 Top-Level Tasking Authorities (Shown in TMT)		
Office of the Foreign Policy Advisor	ODCSENGR	RTF
PARC (409th Spt Bde)	OCH	IRACO
OCPA	21st TSC	Historian
OCSURG (Med Ops)	5th Signal Command	Safety
OIG	USARAF/SETAF	Science Advisor
OJA	IMCOM-Europe	G1, G2, G3/5/7, G4, G6, and G8 XOs
JMTC	DMB	RHCE (External)

c. Office of Primary Responsibility (OPR). Taskers may have only one OPR. The OPR is responsible for coordinating, consolidating, and preparing the response on behalf of the primary staff office. The OPR is also responsible for responding to the action in TMT and submitting it to the appropriate office or individual POC for conclusion.

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

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

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

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

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

9. TASKERS

a. Types of Taskers. The four types of taskers are as follows:

(1) **Command Group and External Taskers.** USAREUR staff action control officers (SACOs) issue these taskers on behalf of the USAREUR Command Group and on behalf of external headquarters. The taskers are issued to HQ USAREUR staff offices and USAREUR major subordinate and specialized commands (fig 1).

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

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

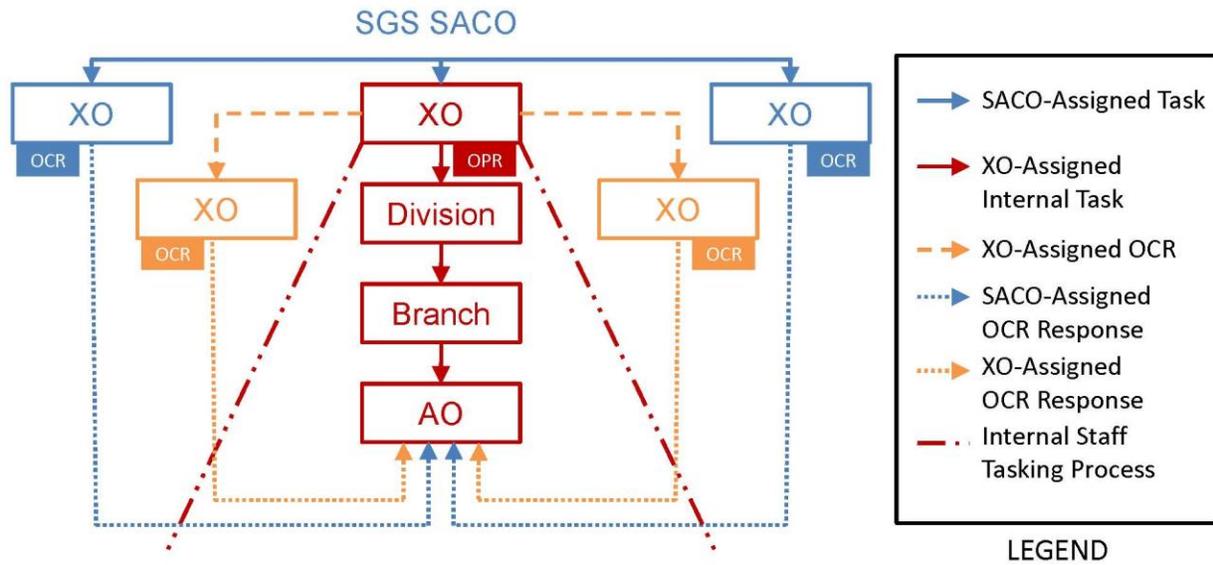
(4) **Internal Staff Taskers.** HQ USAREUR staff offices define their own internal processes for taskers that remain solely within the OPR's staff office. These types of actions may, however, be submitted to the SACOs later for forwarding to members of the USAREUR Command Group.

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

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

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

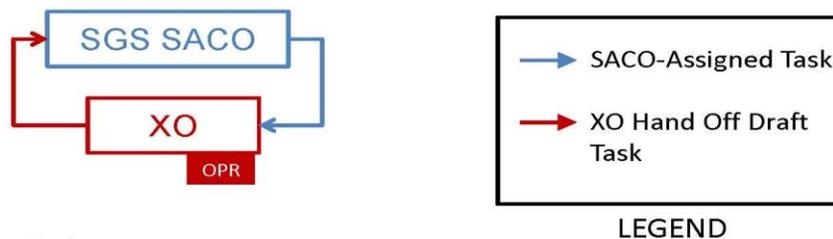
(3) **Final Documents.** This TMT folder is exclusively reserved for the OPR to upload final versions of documents that will be forwarded for approval or information. If the document required editing (table 3), the OPR will upload the DMB-edited RED TAB version of the document in this folder.



Business Rules

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

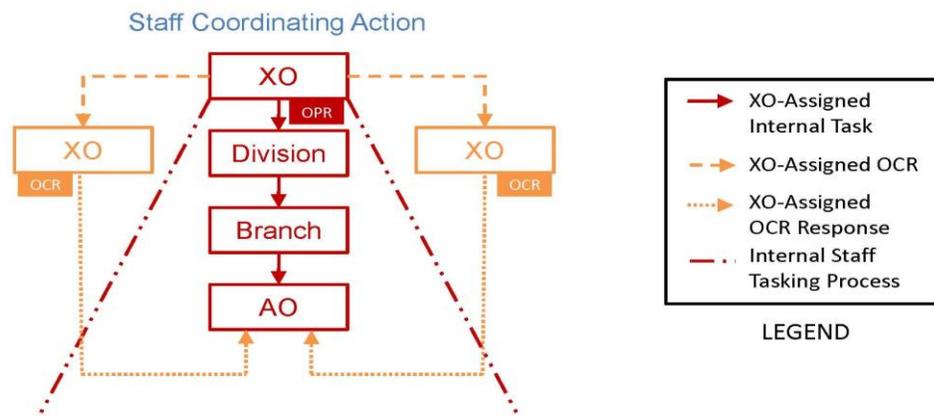
Figure 1. Command Group and External Tasking Flowchart and Business Rules



Business Rules

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

Figure 2. OPR Tasker Flowchart and Business Rules



Business Rules

- OPR XO can create the task and assign to staff office OCR XOs
- Normal task suspense will be no less than 10 workdays
- OCR XO has 24 hours to reclaim the tasker
- OPR XO has 72 hours to add additional OCR XOs
- Staff can assign within each office according to its internally established business rules

Figure 3. Staff Coordinating Actions Flowchart and Business Rules

Table 3

Items That Require DMB Editing and OJA Review

- AE supplements (Note 1)
- AE regulations (Note 1)
- AE circulars (Note 1)
- AE pamphlets (Note 1)
- AE posters (Note 1)
- Correspondence (that is, memorandums, letters, and star notes) prepared for signature by the CoS, HQ USAREUR; DCG, USAREUR; or CG, USAREUR

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

2. [Paragraph 10c\(3\)](#) provides details on coordination with the OJA.

10. COORDINATING TASKERS IN TMT

Staff actions must be coordinated with the appropriate commands, agencies, staff offices, and subject-matter experts. Coordination requirements vary depending on the particular action. When coordinating staff actions, the following applies:

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

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

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

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

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

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

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

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

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

2. Include promises of financial or other support on behalf of USAREUR.

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

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

11. RESPONDING TO TASKERS IN TMT

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

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

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

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

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

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

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

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

(3) When responding to the POC for a HQDA task by e-mail, the OPR should also Cc the USAREUR Liaison Officer to HQDA and the appropriate HQDA SACO, if specified in the tasker.

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

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

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

(1) Be submitted by the command SGS or staff office XO within 24 hours after receiving the tasker.

(2) Include the reason for the reclama, the recommended command or staff office to which the task should be reassigned, and the name of the authorized individual within the command or staff office that approved the reclama.

12. STAFF ACTION SUMMARY (SAS)

TMT is the primary medium for requesting USAREUR Command Group decisions and providing information to members of the USAREUR Command Group ([para 8](#)). An SAS is required with every staff action and, once approved by the staff principal or their designated representative, will be uploaded in the Final Documents folder of TMT. The action officer will also upload the content of the SAS into the *My Response* tab of TMT.

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

(1) Figures [4](#) and [5](#) and [table 4](#) provide guidance on preparing an SAS.

(2) The text of the SAS (the discussion block) will not be continued on additional pages. Originators therefore must be brief and concise. The coordination page of the SAS (page 2 and page 3 if a third page is necessary) must also be uploaded in Final Documents folder.

(3) Supporting documents, such as detailed analyses or explanations of information presented in the SAS, will be included as tabs attached to the SAS. If the SAS is being sent by e-mail, the tabs will be attached to the e-mail message as separate documents along with the SAS.

b. Tabs.

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

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

Print Form	E-mail Form	Reset Form	UNCLASSIFIED ▼			
Go to page	STAFF ACTION SUMMARY (AE Reg 1-10)		Control Number: ▼		Suspense Date:	
2	Internal Staff	Higher Headquarters #:	Headquarters #:	Division #:	Other #:	
3	Control #:					
Subject: Instructions for Completing an SAS						
Office Symbol:		Action Officer:		Telephone #:	E-Mail:	
AEXX-Y		LTC John Doe		537-XXXX	john.doe.mil@mail.mil	
Command Group Routing:		CoS <input checked="" type="checkbox"/>	CSM <input checked="" type="checkbox"/>	DCG <input checked="" type="checkbox"/>	CG <input checked="" type="checkbox"/>	
Staff Routing (check for):		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Standard: <input checked="" type="checkbox"/>		Specific: <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
For: Information <input type="checkbox"/>		Decision <input checked="" type="checkbox"/>	Read-Ahead <input type="checkbox"/>	Approval <input checked="" type="checkbox"/>	Signature <input checked="" type="checkbox"/>	
<p>1. PURPOSE. State the purpose of the SAS. If preparing a "decision SAS" (that is, an SAS recommending approval or signature of a document at RED TAB), briefly state what the decision will achieve (for example, The purpose of this SAS is to recommend the CG sign the memorandum at RED TAB to announce the upcoming Conference of European Armies.).</p> <p>2. BOTTOM LINE. Briefly describe why the requested decision or action is needed. If submitting the SAS for information, briefly describe the information.</p> <p>3. DISCUSSION. Decision and information SASs require three major paragraphs (PURPOSE, BOTTOM LINE, and DISCUSSION). The discussion will be as brief as possible. The discussion is used to tell the USAREUR Command Group what it needs to know about the particular action. If subparagraphs are needed, bullets are required. (The help screen displayed above when placing the cursor anywhere in the Discussion block shows which keys to press in order to create bullets. To deactivate the help screen, place the cursor in any block other than the Discussion block.)</p> <ul style="list-style-type: none"> • Subparagraphs must be short and to the point. Comments, if any, should provide facts that relate directly to the issue. If the recommended decision requires approval or signature of a document, that document will be forwarded as a RED TAB. • If the recommended decision or information is being forwarded because of a requirement in another document, that document will be forwarded as a BLUE TAB. • If the decision requires supporting documentation, each supporting document will be forwarded as a WHITE TAB. If the supporting document is longer than 10 pages, a summary of the document's key points must be added as the first page of the WHITE TAB. <p>NOTES:</p> <ol style="list-style-type: none"> 1. Table 4 provides specific instructions for completing each block of the SAS. 2. The list of coordinations on page 2 is merely an example that shows how the blocks should be completed. The decision as to which organizations need to receive the SAS for coordination will depend, case by case, on the particular SAS. 3. Press the Ctrl-E key combination to display the form-field text properties for formatting. To deactivate the screen, press the Ctrl-E key combination again. 4. To run a spellcheck, press the F7 key. 						
Recommendation: The originator will use this block to recommend a decision or signature, as appropriate. If the SAS is being used to provide information that does not require a decision or action, this block will be left blank.						
Releaser: OPR's staff principal						
Command Group Approval: Approved <input type="checkbox"/> Disapproved <input type="checkbox"/> Returned <input type="checkbox"/> See Me <input type="checkbox"/> Other <input type="checkbox"/>						
		Name		Signature		
Approving Authority		Table 4 and figure 5 provide instructions for completing this block.				
		Date				

Figure 4. Sample SAS

Print Form E-mail Form Reset Form

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Coordination:

1	Organization	Name/Position Title	Concur/Nonconcur	Date
	ODCS, G1, HQ USAREUR	Mr. Larry D. Gottardi / USAREUR G1	Concur	20160305
3	ODCS, G3/5/7, HQ USAREUR	BG Timothy J. Daugherty / USAREUR G3/5/7	Concur	20160306
	ODCS, G4, HQ USAREUR	COL Edward J. Burke / USAREUR G4	Concur	20160307
	OIG, HQ USAREUR	COL David H. Carstens / USAREUR IG	Noted	20160305
	21st TSC	MG Duane A. Gamble / CG, 21st TSC	Concur	20160306
	IMCOM-Europe	Mr. Michael D. Formica / Director	Concur	20160306
	DMB	Mr. Dwayne J. Viergutz / Chief, Document Management Branch	Edited	20160311
	OJA, HQ USAREUR	COL Scott W. Arnold / USAREUR JA	No Legal Objection	20160313

End of Coordination (click button to add/remove additional coordination page) Delete Page 3

Command Group Routing:

<input checked="" type="checkbox"/> CoS	Approved <input type="checkbox"/>	Disapproved <input type="checkbox"/>	Returned <input type="checkbox"/>	See Me <input type="checkbox"/>	Other <input type="checkbox"/>	Date:
Comments:						
<input checked="" type="checkbox"/> CSM	Approved <input type="checkbox"/>	Disapproved <input type="checkbox"/>	Returned <input type="checkbox"/>	See Me <input type="checkbox"/>	Other <input type="checkbox"/>	Date:
Comments:						
<input checked="" type="checkbox"/> DCG	Approved <input type="checkbox"/>	Disapproved <input type="checkbox"/>	Returned <input type="checkbox"/>	See Me <input type="checkbox"/>	Other <input type="checkbox"/>	Date:
Comments:						
<input checked="" type="checkbox"/> CG	Approved <input type="checkbox"/>	Disapproved <input type="checkbox"/>	Returned <input type="checkbox"/>	See Me <input type="checkbox"/>	Other <input type="checkbox"/>	Date:
Comments:						

Figure 4. Sample SAS—Continued

Table 4 Instructions for Preparing an SAS	
Block	Instructions
Control Number	Enter the TMT unclassified tasker (TA) number or the TMT classified tasker (CT) number, as applicable, to which the SAS is responding.
Suspense Date	Enter the suspense date (YYYYMMDD) established in TMT for completing the tasker. If using the SAS to forward an action not tied to TMT (for example, an internal action that will not be sent to the USAREUR Command Group), enter the suspense date the action must be completed. If the action is not tied to a suspense date, leave this block blank.
Internal Staff Control #	Enter the tracking numbers established by higher headquarters (for example, HQDA), by the local headquarters (for example, IMCOM-Europe), and by the OPR's internal division or administrative office (for example, GSE).
Subject	Enter the subject of the staff action. If preparing the SAS in response to a TMT tasker, use the same subject line as established in the tasker.
Office Symbol	Enter the office symbol of the action officer.
Action Officer	Enter the grade (if military) and name of the action officer.
Telephone #	Enter the military telephone number of the action officer.
E-Mail	Enter the e-mail address of the action officer.
Command Group Routing	Click on the block or blocks to show which members of the USAREUR Command Group (CoS, CSM, DCG, CG) need to see the SAS. Always click on the CoS block when clicking on any of the other blocks. All actions intended for the CG must include an X in the CoS and DCG blocks. If the action concerns enlisted Soldiers, also click on the CSM block.
Staff Routing	<p>Standard: This option is used for internal staff coordination that can be directed using the options in the drop-down menus. To activate this feature and the drop-down menus, click on the block after the word <i>Standard</i>. Then, within each menu, select the member in the OPR's chain of command who needs to see the SAS in the order in which the SAS will be routed. The order in which to indicate the routing flow is from left to right, starting in the lower row. If the SAS is from IMCOM-Europe and needs to be sent to the USAREUR Command Group, select <i>RD</i> from the drop-down menu in the last block of the upper staff-routing row. Then complete the Command Group Routing blocks.</p> <p>-----</p> <p>Specific: This option is used for internal routing that requires designations not available in the standard drop-down menus. To activate this feature, click on the block after the word <i>Specific</i>. This activates the drop-down menu in the upper of the two staff-routing rows and leaves the lower row open for the user to enter (by typing) up to four specific offices or position titles. The order in which to list the routing addressees is from left to right.</p>
For	Click on the block or blocks that describe the intent of the action.
Discussion	<p>Purpose: State the purpose of the SAS.</p> <p>-----</p> <p>Bottom Line: State the intended objective of the recommended action or summarize the information being provided.</p> <p>-----</p> <p>Discussion: Explain the situation or issue that requires involvement of the USAREUR Command Group. Also give a brief description of what generated the requirement. If the SAS is in response to a USAREUR Command Group or higher level tasker, refer to the tasker by TA or CT number.</p> <p>The pop-up window that appears on screen when placing the cursor in the Discussion block provides guidance on how to create special characters such as bullets (●).</p> <p>Supporting documents, if needed, must be referred to as tabs (para 12b).</p> <p>If an action requires high priority, the reason for the priority must be stated.</p> <p>If CG, DCG, or CoS signature is being requested in exception to any of the requirements listed in table 1, the reason for the exception must be stated.</p>

Table 4 Instructions for Preparing an SAS—Continued									
Recommendation	Provide a clear and concise statement of what the USAREUR Command Group is requested to do (for example, approve, sign). Be specific (for example, Recommend DCG sign memorandum at <u>RED TAB</u>).								
Releaser	<p>If the SAS originates within HQ USAREUR, type in the name, grade (if military), and position of the HQ USAREUR staff principal.</p> <p>If the SAS originates within IMCOM-Europe and will be routed from IMCOM-Europe to the USAREUR Command Group, type in the name and position title of the Director, IMCOM-Europe.</p> <p>NOTES: 1. Digital signatures are authorized but not required. 2. When sending a new or revised AE publication or correspondence to the USAREUR Command Group for approval or signature, the publication or correspondence must be edited by DMB and reviewed by OJA before being submitted to the releasing authority.</p>								
Date	This field will be automatically filled when the form is digitally signed. The date may also be entered manually by highlighting and deleting the word <i>Autodate</i> and typing in the date (YYYYMMDD).								
Command Group Approval	Leave blank. This block is for use by the Command Group.								
Approving Authority	If the SAS is requesting approval, enter the signature block of the requested approving authority (fig 5). Otherwise, leave this block blank.								
Signature	Leave blank. This block is for the approving authority to sign the SAS.								
Date	Leave blank. This block is for the approving authority to show the date the SAS is approved.								
Coordination	<table border="1"> <tr> <td>Organization</td> <td>Enter the abbreviated names of the organizations with which the SAS was coordinated.</td> </tr> <tr> <td>Name/ Position Title</td> <td>Enter the names and position titles of those who concur or nonconcur on behalf of their organizations. For actions requiring DCG or CG decision or signature, only commanders, staff principals, and those authorized to respond on behalf of their respective commander or staff principal are authorized to concur or nonconcur. Original signatures are not required. NOTE: Refer to paragraphs 12c(3) through (5) for guidance on which response to use for OIG, OJA, and DMB.</td> </tr> <tr> <td>Concur/ Nonconcur</td> <td>Using the drop-down menu, select the appropriate response according to paragraph 12c.</td> </tr> <tr> <td>Date</td> <td>Select the date the coordination response was received.</td> </tr> </table>	Organization	Enter the abbreviated names of the organizations with which the SAS was coordinated.	Name/ Position Title	Enter the names and position titles of those who concur or nonconcur on behalf of their organizations. For actions requiring DCG or CG decision or signature, only commanders, staff principals, and those authorized to respond on behalf of their respective commander or staff principal are authorized to concur or nonconcur. Original signatures are not required. NOTE: Refer to paragraphs 12c(3) through (5) for guidance on which response to use for OIG, OJA, and DMB.	Concur/ Nonconcur	Using the drop-down menu, select the appropriate response according to paragraph 12c.	Date	Select the date the coordination response was received.
	Organization	Enter the abbreviated names of the organizations with which the SAS was coordinated.							
	Name/ Position Title	Enter the names and position titles of those who concur or nonconcur on behalf of their organizations. For actions requiring DCG or CG decision or signature, only commanders, staff principals, and those authorized to respond on behalf of their respective commander or staff principal are authorized to concur or nonconcur. Original signatures are not required. NOTE: Refer to paragraphs 12c(3) through (5) for guidance on which response to use for OIG, OJA, and DMB.							
	Concur/ Nonconcur	Using the drop-down menu, select the appropriate response according to paragraph 12c.							
Date	Select the date the coordination response was received.								
End of Coordination	Click on the box to delete or add page 3, depending on whether or not additional coordination lines are needed.								
Command Group Routing	<p>Routing Blocks: These blocks are linked to the routing blocks at the top of page 1 and are automatically checked according to which members of the applicable command group are selected on page 1. These blocks are for members of a command group to complete if they have comments. These blocks also allow members of a command group to enter digital signatures, which are optional. If a digital signature is used, the date block will be filled automatically when the form is digitally signed. If the form will not be digitally signed, the reviewer may manually enter the date by using the YYYYMMDD format.</p>								
	<p>Comments Blocks: Leave these blocks blank.</p>								
<p>NOTE: Use the drop-down menu at the top of the form for classification and special-handling markings. This block is not optional. Action officers must ensure that classified SASs are never prepared on the NIPRNET. To prepare a classified SAS, users must use the SIPRNET. A copy of the SAS is available on the SIPRNET version of TMT under <i>Action Officer Tools</i>.</p>									

Command Group Approval:		Approved <input type="checkbox"/>	Disapproved <input type="checkbox"/>	Returned <input type="checkbox"/>	See Me <input type="checkbox"/>	Other <input type="checkbox"/>
Approving Authority	Name	Signature			Date	
	MARKUS T. LAUBENTHAL Brigadier General, GS Chief of Staff	[Signature]			[Date]	

AE FORM 1-10A, AUG 13

Previous editions are obsolete.

LCD Vers. 02.01

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Command Group Approval:		Approved <input type="checkbox"/>	Disapproved <input type="checkbox"/>	Returned <input type="checkbox"/>	See Me <input type="checkbox"/>	Other <input type="checkbox"/>
Approving Authority	Name	Signature			Date	
	TIMOTHY P. MCGUIRE Major General, USA Deputy Commanding General	[Signature]			[Date]	

Previous editions are obsolete.

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UNCLASSIFIED

Command Group Approval:		Approved <input type="checkbox"/>	Disapproved <input type="checkbox"/>	Returned <input type="checkbox"/>	See Me <input type="checkbox"/>	Other <input type="checkbox"/>
Approving Authority	Name	Signature			Date	
	FREDERICK "BEN" HODGES Lieutenant General, USA Commanding	[Signature]			[Date]	

AE FORM 1-10A, AUG 13

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Figure 5. SAS Signature Blocks for USAREUR Approval Authorities

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

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

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

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

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

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

(2) **Nonconcur.** Reviewers who disagree with a recommendation or with the proposed information will prepare a statement of nonconcurrence in memorandum format to explain why (fig 6). The originator of the SAS will try to resolve the nonconcurrence before sending the SAS to the staff principal for release. If the nonconcurrence cannot be resolved, the action officer will do the following:

(a) Prepare a consideration of nonconcurrence using the sample in figure 7.

(b) Attach the statement of nonconcurrence and the consideration of nonconcurrence under one WHITE TAB and refer to the tab in the discussion paragraph of the SAS before sending the SAS to the staff principal for review and approval to release. If more than one organization nonconcur, the SAS may have one consideration of nonconcurrence that addresses all statements of nonconcurrence.

(3) **Noted or Noted With Comment.** The Office of the Inspector General (OIG), HQ USAREUR, is the only office authorized to use these statements. OIG comments, if any, will be attached to the SAS as a WHITE TAB. If the OIG does not comment, the action officer will enter *Noted* in the OIG coordination line.

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

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

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

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

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

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



DEPARTMENT OF THE ARMY
UNIT NAME
UNIT NUMBER
APO AE 00000-0000

OFFICE SYMBOL

Date

MEMORANDUM FOR *Originator of proposed action*

SUBJECT: Statement of Nonconcurrency (*Subject of action being coordinated*)

1. The originating staff office will make every attempt to resolve differences with the nonconcurring staff office. Major differences should be specified and discussed during informal coordination.
2. If differences cannot be resolved, the nonconcurring staff office will prepare a statement of nonconcurrency. Standard correspondence-preparation procedures will be used for formatting this memorandum. The statement must—
 - a. Specify the reasons for the nonconcurrency.
 - b. Be signed by or for the head of the organization.
3. The originating staff office will include the statement of nonconcurrency (with a consideration of nonconcurrency (fig 7)) as a WHITE TAB to the SAS.

SIGNATURE BLOCK

Figure 6. Statement of Nonconcurrency



DEPARTMENT OF THE ARMY
UNIT NAME
UNIT NUMBER
APO AE 00000-0000

OFFICE SYMBOL

Date

MEMORANDUM FOR *Position title of USAREUR Command Group member to whom the proposed action is addressed (CoS, DCG, or CG)*

SUBJECT: Consideration of Nonconcurrency (*Subject of proposed action*)

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

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

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

a. If the original recommendation remains unchanged despite the nonconcurrency, include the following statement: "I adhere to my original recommendation."

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

Encl

SIGNATURE BLOCK

Figure 7. Consideration of Nonconcurrency

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

d. Naming Conventions.

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

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

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

13. ASSEMBLING A HARD-COPY SAS

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

- (1) Use a standard manila folder to package the documents, ensuring that the folder is long enough to protect all documents.
- (2) Ensure that documents are separated by the appropriate RED, WHITE, and BLUE TABs.
- (3) Ensure tabs are assembled in the order shown in [figure 8](#).
- (4) If slides are attached, insert them under the tab with the top of each slide rotated to the left.
- (5) Remove the document to be approved or signed, if applicable, then staple the assembled package (all other documents and tabs).
- (6) Insert the document that requires approval or signature, if applicable, under the RED TAB.

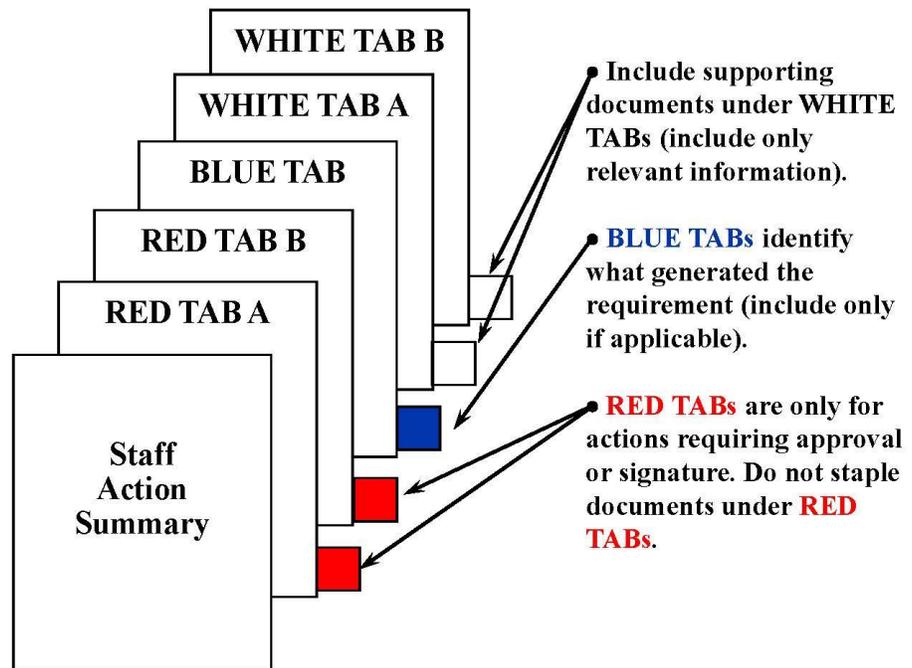
- Annotate the tasker number on the SAS.

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

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

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

- The SAS may have multiple tabs.



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

Figure 8. Assembling a Hard-Copy SAS

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

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

14. CG AND DCG MEETING REQUIREMENTS AND SUMMARIES

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

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

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

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

(1) Prepare a meeting summary no later than 72 hours after the meeting. [Figure 9](#) shows the format. The meeting summary must—

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

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

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

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

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

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

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

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

CLASSIFICATION

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

OFFICE SYMBOL

Date

MEETING SUMMARY

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

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

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

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

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

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

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

All tasks from the meeting are included below:

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

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

TASK 2: *Briefly summarize the issue.*

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

TASK 3: *Briefly summarize the issue.*

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

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

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

CLASSIFICATION

Figure 9. Meeting Summary Format

15. USAREUR COMMAND GROUP CORRESPONDENCE

AR 25-50 prescribes procedures for preparing military correspondence. [AE Regulation 25-35](#) prescribes procedures that apply specifically to AE command memorandums. Correspondence requiring CoS, DCG, or CG review, approval, or signature must be submitted through TMT.

a. Unless officially delegated in writing (for example, when delegated to serve as Acting CoS, HQ USAREUR), HQ USAREUR staff principals are not authorized to sign correspondence *For the Commander*. Action officers preparing correspondence for recommended signature by a member of the USAREUR Command Group will coordinate the draft correspondence in accordance with [paragraph 10](#).

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

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

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

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

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

e. Correspondence templates are available in AEPUBS under [Action Officer Tools, AE Letterhead](#).

16. TALKING POINTS

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

a. Prepared in the format shown in [figure 10](#).

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

(1) For CG visitors:

(a) The CG XO.

(b) The CG Aide.

- (c) The Executive Assistant to the CG.
- (d) The CIG.
- (2) For DCG visitors:
 - (a) The DCG XO.
 - (b) The DCG Aide.
 - (c) The Executive Assistant to the DCG.

USAREUR Commanding General Office Call With

**NAME OF VISITOR
OFFICIAL TITLE OF VISITOR
DTG OF VISITOR'S TIME WITH CG**

<p>Bottom Line:</p> <ul style="list-style-type: none">•
--

Background:

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

Talking Points:

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

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

Prepared by YOUR NAME AND TELEPHONE NUMBER

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

Figure 10. Talking Points Format

17. USAREUR COMMAND GROUP TASK SUSPENSES

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

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

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

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

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

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

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

		Suspense					
		3 workdays	7 workdays	10 workdays	15 workdays	20 workdays	30 calendar days
Action							
CG reply to four-star note or Personal For (PFOR) message		X					
CG request for update of previous charts		X					
Normal CG task			X				
CG community-visit task						X	
Normal DCG task				X			
DCG task requiring coordination within HQ USAREUR				X			
DCG task requiring coordination outside HQ USAREUR					X		
CG or DCG request for additional information requiring coordination within HQ USAREUR		X					
CG or DCG request for additional information requiring coordination outside HQ USAREUR					X		
Staff response to higher headquarters requiring coordination with—	HQ USAREUR staff			X			
	USAREUR major subordinate and specialized commands						X
Task to provide information for an upcoming CoS Update				X			

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

18. READ-AHEAD

Members of the staff who have appointments with the CG, DCG, or CoS (except as noted in [subpara c](#) below) will send a read-ahead to the DCoS and to the CG, DCG, and CoS XOs no less than 48 hours before the meeting (2 full workdays before the day of the meeting). If, for example, the meeting is on a Friday, the read-ahead is due by 1700 on the Wednesday before that Friday; if the meeting is on a Monday, the read-ahead is by due by 1700 on the previous Thursday. Read-aheads will include the information shown in [figure 11](#).

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

- (1) Decision briefings.
- (2) Semiannual training briefings and quarterly readiness reviews.
- (3) Office calls with GOs.
- (4) Office calls with key military or political officials (foreign and U.S.).
- (5) Meetings with congressional visitors and delegations.
- (6) In-progress reviews.
- (7) USEUCOM briefings.
- (8) Visits by or with the Chief of Staff of the Army, Vice Chief of Staff of the Army, or CDRUSEUCOM.
- (9) Three-star or DA-level conferences or video-teleconferences (VTCs).

b. The OPR is responsible for creating and providing the Office of the CG (OCG) two hard-copy binders of all read-ahead material no less than 72 hours before the meeting. This is in addition to the electronic copy that the OPR is required to submit through TMT.

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

- (1) Internal USAREUR Command Group office ceremonies.
- (2) Internal USAREUR Command Group office meetings (for example, calendar synchronization).
- (3) Operations and intelligence updates.
- (4) Prebriefings.

Print Form	E-mail Form	Reset Form	UNCLASSIFIED ▼			
STAFF ACTION SUMMARY (AE Reg 1-10)	Control Number: ▼		Suspense Date:			
2 Internal Staff	Higher Headquarters #:	Headquarters #:	Division #:	Other #:		
3 Control #:						
Subject: Instructions for Preparing a Read-Ahead SAS						
Office Symbol:	Action Officer:	Telephone #:	E-Mail:			
AEXX-Y	LTC John Doe	537-XXXX	john.doe.mil@mail.mil			
Command Group Routing:		DCoS <input checked="" type="checkbox"/>	CoS <input checked="" type="checkbox"/>	DCG <input checked="" type="checkbox"/>	CG <input checked="" type="checkbox"/>	
Staff Routing (check for):		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Standard: <input type="checkbox"/>	Specific: <input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
For:	Information <input type="checkbox"/>	Decision <input type="checkbox"/>	Read-Ahead <input checked="" type="checkbox"/>	Approval <input type="checkbox"/>	Signature <input type="checkbox"/>	
<p>1. PURPOSE. State the reason for the meeting, briefing, or official call with the CofS, DCG, or CG (for example, to provide information, to conduct an in-progress review, to provide an update, to obtain a decision).</p> <p>2. BOTTOM LINE. State the desired outcome of the meeting.</p> <p>3. DISCUSSION. Specify who the appointment is with (CofS, DCG, or CG). This should correspond to the Command Group routing lock above. If subparagraphs are used, use bullets. (Bullets (•) can be inserted by hitting the <i>Grave Accent</i> key.)</p> <ul style="list-style-type: none"> • Specify the date and time of the appointment and the required uniform. • Provide a summary of the issues as <u>WHITE TAB A</u>. • Provide a list of names and grades of attendees as <u>WHITE TAB B</u>. • If distinguished visitors will attend, provide biographical information and itineraries as <u>WHITE TAB C</u>. • Provide suggested remarks or points, if any, for the CofS, DCG, or CG, as applicable, as <u>WHITE TAB D</u>. • Enclose slides, point papers, information papers, or other items as additional white tabs if they will help the CofS, DCG, or CG understand the issues to be presented. <p>Send the read-ahead SAS to the SACO through TMT by close of business at least 72 hours before the day of the appointment. If the appointment is on a Monday, the SAS must arrive by close of business the preceding Thursday.</p> <p>NOTES:</p> <p>1. Press the <i>Ctrl-E</i> key combination to display the form-field text properties for formatting. To deactivate the screen, press the <i>Ctrl-E</i> key combination again.</p> <p>2. To run a spellcheck, press the <i>F7</i> key.</p>						
Recommendation: Leave blank.						
Releaser: OPR's staff principal						
Command Group Approval: Approved <input type="checkbox"/> Disapproved <input type="checkbox"/> Returned <input type="checkbox"/> See Me <input type="checkbox"/> Other <input type="checkbox"/>						
Name	Signature		Date			
Approving Authority	Leave blank.					

Figure 11. Read-Ahead SAS

19. INFORMATION PAPER

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

- a. Download a copy of the information-paper template from AEPUBS. The template is under *Action Officer Tools, Staff Actions*.
- b. Follow the instructions in [figure 12](#).
- c. Send the information paper to the USAREUR Command Group through TMT as a WHITE TAB attached to an information SAS. The information SAS should serve only as a routing document that shows coordination, if needed, and refer to the information paper without duplicating the content.

20. POINT PAPER

Point papers provide members of the USAREUR Command Group a list of key issues presented as points ([fig 13](#)). The intent is to provide points that members of the USAREUR Command Group should consider or use during briefings and discussions with other key leaders. The points should represent the USAREUR position on a given issue. To prepare a point paper, action officers will—

- a. Download a copy of the point-paper template from AEPUBS. The template is under *Action Officer Tools, Staff Actions*.
- b. Follow the instructions in [figure 13](#).
- c. Send the point paper to the USAREUR Command Group through TMT as a WHITE TAB attached to an information SAS. The information SAS should serve only as a routing document that shows coordination, if needed, and refer to the point paper without duplicating the content.

21. TRIP BOOK

a. When the DCG or CG plans to visit a unit, community, or country, the CG XO, DCG XO, or designated representative will task the staff in TMT to provide specific information about the unit, community, country, or ongoing activities and operations for a trip book. The subject of these types of taskers will begin with the phrase “CG Travel Prep.” The task will—

- (1) Briefly describe the purpose of the trip and issues to be addressed during the visit.
- (2) Provide a POC to whom the information should be submitted.
- (3) Specify a suspense date (usually 3 workdays before the trip) by which the material must be submitted. Unless otherwise stated, the response is due by noon on the suspense date.

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

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

CLASSIFICATION

OFFICE SYMBOL

Date

INFORMATION PAPER

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

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

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

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

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

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

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

CLASSIFICATION

Figure 12. Information Paper

CLASSIFICATION

OFFICE SYMBOL

Date

POINT PAPER

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

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

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

USEUCOM POSITION: State USEUCOM position, if applicable.

DA POSITION: State the DA position, if applicable.

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

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

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

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

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

CLASSIFICATION

Figure 13. Point Paper

22. TRIP REPORT

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

- (1) Concise facts about the trip.
- (2) Objectives of the trip and statements concerning whether or not those objectives were met.
- (3) Events, topics, or issues that were discussed during the trip.
- (4) Requirements identified during the trip that require follow-on taskers.
- (5) POCs at the places visited.

b. Trip reports must be—

(1) Prepared as shown in [figure 14](#) by the senior representative of the OPR who participated in the trip. A template for the trip report is available in AEPUBS under *Action Officer Tools, Staff Actions*.

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

23. MESSAGES

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

(1) The draft message must—

- (a) Be prepared as a Microsoft Word document.
- (b) Include a suspense date, if needed, in parentheses after the subject.
- (c) Have the DCG or CG, as appropriate, identified as the releaser. ([Table 1](#) provides guidance on who should release it, based on the content or intent of the message.)
- (d) Have a USAREUR POC line (name, office symbol, and telephone number) in the last paragraph. Personal For (PFOR) messages ([e below](#)) will not end with a POC line.
- (e) Be in accordance with the USAREUR Orders and Messages Memorandum of Instruction (available on the USAREUR G3 SharePoint Portal (SIPRNET)).

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

CLASSIFICATION

OFFICE SYMBOL

Date

TRIP REPORT

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

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

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

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

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

- **OPTION A: Event-Based Report.** This type of summary is organized according to the sequence of events that took place during the trip. Each bullet applies to an event of USAREUR interest. An overview of the itinerary may be included, but is optional. This is recommended if the itinerary involved several locations or several important events.
 - Enter Name of Event, Location, Time, and Host (if applicable).
 - Summarize the event.
 - State why it concerns USAREUR.
 - Make a recommendation (if applicable).
 - Enter Name of Event, Location, Time, and Host (if applicable).
 - Summarize the event.
 - State why it concerns USAREUR.
 - Make a recommendation (if applicable).
-

Figure 14. Trip Report

- **OPTION B: Topic-Based Report.** This type of summary is organized in order of significance. This is the preferred option for summarizing events the CG or DCG attended, such as conferences. Each bullet applies to a topic of USAREUR interest. Topics must be listed in order of significance to USAREUR.
- **Most Important Topic: Location, Time, and Host (if applicable).**
 - Summarize the topic.
 - State why it concerns USAREUR.
 - Make a recommendation (if applicable).
- **Next Most Important Topic: Location, Time, and Host (if applicable).**
 - Summarize the topic.
 - State why it concerns USAREUR.
 - Make a recommendation (if applicable).

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

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

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

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

CLASSIFICATION

Figure 14. Trip Report—Continued

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

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

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

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

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

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

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

(4) The SSO (mil 537-0437) will provide instructions on preparing Eyes-Only messages.

c. USAREUR Organizational Tasking and Coordination Messages. Tasking and coordination messages that are sent outside an organization that require USAREUR G3/5/7 approval will be prepared in accordance with the following:

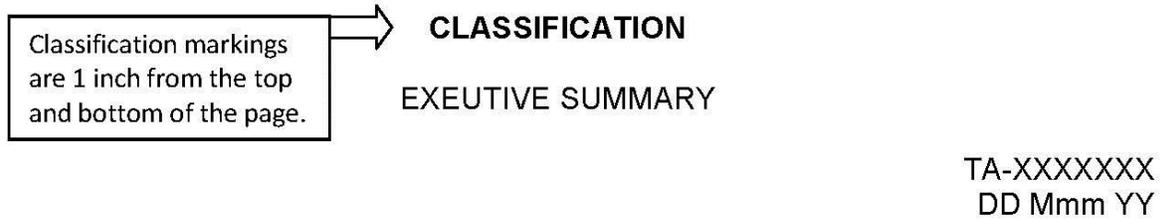
(1) Messages must be prepared as Word documents and released for coordination with an electronic SAS.

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

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

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

e. PFOR Messages. GOs and DA civilians of equivalent grade are authorized to send PFOR messages. PFOR messages are used when the originator wants to restrict distribution of the message. PFOR messages will not be used for operational matters. These messages are distributed only to the designated recipients or personnel authorized by the recipient to receive PFOR messages (fig 15). PFOR messages will be processed using the same procedures as those for preparing and sending organizational messages (a above).



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

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

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

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

CLASSIFICATION

Figure 16. EXSUM Format

SECTION IV ESTABLISHING ARMY IN EUROPE POLICY

26. ARMY IN EUROPE PUBLICATIONS

AE publications are the only authorized medium for issuing administrative command policy unique to the Army in Europe that applies to USAREUR, IMCOM-Europe, or both organizations. [AE Regulation 25-35](#) prescribes Army in Europe publishing policy, defines the various media available for various publishing needs, and provides guidance on how to prepare AE publications.

a. Proposed new AE publications and revisions to policy in existing AE publications that apply to USAREUR require USAREUR Command Group approval. This applies regardless of whether the proponent is assigned to USAREUR or IMCOM-Europe. Proposed new or revised publications that apply only to IMCOM-Europe require only IMCOM-Europe Command Group approval when the proponent of the publication is assigned to IMCOM-Europe. Administrative revisions to existing publications that neither change nor introduce new policy do not require USAREUR or IMCOM-Europe Command Group approval to publish; nor do they require a legal review.

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

(1) Writing and coordinating the draft.

(2) Resolving issues that arise through coordination.

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

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

SECTION V PRESIDENTIAL, CONGRESSIONAL, AND SPECIAL-INTEREST INQUIRIES

27. GENERAL

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

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

(1) Prepare a proposed response.

(2) Obtain a legal review of the proposed response.

(3) Have the first lieutenant colonel or civilian equivalent in the organization's chain of command approve the response before uploading it in TMT and sending it to the OSGS for forwarding to the Office of the Chief of Legislative Liaison.

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

(5) Send the response to the OSGS to provide to the Office of the Chief of Legislative Liaison.

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

28. PROCESSING PRESIDENTIAL AND SPECIAL-INTEREST INQUIRIES

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

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

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

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

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

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

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

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

SECTION VI BRIEFINGS, CONFERENCES, AND MEETINGS

29. RESPONSIBILITIES

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

b. Calendar Scheduling. The OPR responsible for the BCM is responsible for scheduling the event. To do so, the OPR will—

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

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

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

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

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

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

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

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

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

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

f. VTC and Automation Requirements.

(1) **Meetings in the Keyes Building.** The OPR will coordinate with the CG Secretary or CG AXO, the DCG Secretary, or CoS XO, as required, for automation support. For meetings supporting the CG or DCG, the CG Secretary or CG AXO or the DCG Secretary will coordinate with the CG Communications Team that will run the event. For meetings supporting the CoS, the CoS XO will coordinate with the Keyes Building Information Management Officer (IMO) to run the event.

(2) **Meetings Outside of the Keyes Building.** The OPR is responsible for coordinating with the owner of the room for automation support. If the owner of the room (for example, USAREUR G3/5/7 for the Marshall Room) is unavailable to operate automation equipment, the OPR is responsible for finding someone to operate the equipment. If the CG or DCG is present at the BCM, the CG Secretary or CG AXO or the DCG Secretary will notify the CG Communications Team to ensure the team provides a representative. The CG Communications Team will provide only technical support and will not operate the equipment, unless the requirement to do so was previously coordinated.

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

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

i. Read-Ahead and Briefing Packets.

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

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

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

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

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

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

- (1) The OPR for initial scheduling and any changes to schedules.
- (2) The CG Communications Team for representation.

k. CoS (Including ESD and IMO) Responsibilities.

- (1) The ESD will—
 - (a) Provide assistance and subject-matter expertise for BCMs as required.
 - (b) Assist the OPR if refreshments will be served during the BCM.
 - (c) Resolve any scheduling conflicts relating to BCMs.
- (2) The IMO will provide operator assistance for automation equipment as required.

30. USE OF THE BERLIN AND HEIDELBERG CONFERENCE ROOMS

The ESD is the OPR for maintaining the Berlin and Heidelberg conference rooms. The business rules outlined below define support and requirements for hosting official meetings and providing beverage service. Beverage service (coffee, tea, bottled water) may not be purchased using appropriated funds.

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

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

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

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

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

b. ESD. The ESD will—

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

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

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

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

(5) Request ORF if the visiting dignitary qualifies for catered coffee service and arrange for this service.

c. Responsibilities of the Meeting Host. The meeting host will do the following:

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

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

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

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

APPENDIX A USAREUR STAFF ORIENTATION COURSE

A-1. PURPOSE

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

A-2. OBJECTIVE

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

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

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

A-3. RESPONSIBILITIES

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

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

(2) Manage the USOC student-registration process.

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

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

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

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

c. **USOC Instructors.** Instructors will—

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

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

(3) Devote most of the allotted time to the specific topic and, to prevent scheduling conflicts, ensure the presentation does not exceed the time allowed.

d. Leaders. USAREUR leaders will support the USOC by ensuring their personnel attend.

A-4. ATTENDANCE REQUIREMENTS

The following personnel must attend the USOC:

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

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

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

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

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

A-5. USOC SCHEDULE, ENROLLMENT PROCEDURES, AND TRAINING MATERIAL

The USOC schedule, enrollment procedures, and the training material presented during the USOC are available on the USAREUR portal at <https://intranet.eur.army.mil/hq/cmd/dcg/usoc>.

APPENDIX B

USAREUR POINTS OF MAIN EFFORT (POME)

B-1. REFERENCES

a. Memorandum, USAREUR, AEOP, 9 September 2015, subject: USAREUR 2020 Base Plan (http://www.eur.army.mil/2020/files/USAREUR2020_SignedMemo.pdf)

b. USAREUR CoS Long Range Training Calendar (Staff Synchronization Matrix) at https://intranet.eur.army.mil/hq/cmd/cos/dcos/COS_LR_TRNG/SitePages/Home.aspx.

B-2. PURPOSE

This appendix establishes requirements governing the format, content, releasing authority, and timeline for sending Points of Main Effort (POME) reports to the CG, USAREUR.

B-3. OVERVIEW

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

- a. Remain situationally aware of USAREUR activities.
- b. Share lessons learned through POME reports with the entire command and staff.
- c. Inform the HQ USAREUR staff of subordinate-commander priorities, refinements to unit requirements, and any CG-directed changes to assigned missions.

B-4. SUBMISSION REQUIREMENTS

a. POME Submission Groups. Units and activities subject to the POME requirement are divided among three groups ([table B-1](#)), each group of which has a different reporting timeline:

(1) **Groups A and C.** These reports are due on the first Friday of every month.

(2) **Group B.** These reports are due on the third Friday of every month.

NOTE: If a particular Friday is a nonduty day (for example, U.S. Federal holiday, USAREUR training holiday), the report is due on the Thursday before the first or third, as applicable, Friday of the month.

b. Timeline. Commanders will send a POME report by 1800 on the last USAREUR duty day (but not earlier than the day before) of the required week according to the USAREUR training-week number* and the group submission guidance in [table B-1](#).

***NOTE:** The USAREUR training guidance and the USAREUR CoS Long Range Training Calendar ([ref B-1b](#)) identify training-week numbers associated with calendar weeks.

Table B-1 POME Reporting Groups	
Group A	
2d Cavalry Regiment	18th Military Police Brigade
2d Signal Brigade	19th Battlefield Coordination Detachment
7th Signal Brigade	
10th Army Air and Missile Defense Command	66th Military Intelligence Brigade
12th Combat Aviation Brigade	173d Airborne Brigade Combat Team
16th Sustainment Brigade	
18th Engineer Brigade	Multinational Battle Group East
Group B	
30th Medical Brigade	USAG Bavaria
Army and Air Force Exchange Service, Europe	USAG Benelux
	USAG Italy
Europe Regional Dental Command	USAG Rheinland-Pfalz
Landstuhl Regional Medical Center	USAG Stuttgart
Public Health Command Region-Europe	USAG Wiesbaden
	United States Army Medical Materiel Center, Europe
United States Army Corps of Engineers, Europe District	USANATO Brigade
USAG Ansbach	Headquarters and Headquarters Battalion, HQ USAREUR
Group C	
21st Theater Sustainment Command	7th Civil Support Command
	Seventh Army Joint Multinational Training Command
United States Army Installation Management Command, Europe Region	Regional Health Command Europe
5th Signal Command	United States Army Joint Multinational Readiness Center

c. Format and Content. Commanders and directors of organizations listed in [table B-1](#) will—

(1) Prepare the POME report using the format shown in [figure B-1](#) and the following:

(a) Prepare the report in MS Word using Times New Roman 11-point font with 1-inch page margins (as a size constraint), ensuring that the document does not exceed one page.

(b) Copy and paste the text of the Word document into the body of an e-mail message. To ensure the formatting requirements specified in [\(a\) above](#) are retained, the content should not be changed after being pasted into the e-mail message.

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

(3) Limit the description of individual Soldier accomplishments to achievements above the reporting organization's level (for example, awards for valor, USAREUR Soldier of the Year, recognition by the CDRUSEUCOM).

“ORGANIZATION NAME” POME Report (*Use this title in the e-mail “Subject” line.*)

Date

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

- Last 2 Weeks:
 1. This paragraph identifies the top three things that occurred in the sending unit’s operations over the past 2 weeks.
 2. For Group C reports, this paragraph identifies the top three things that occurred in the sender’s unit in the previous month.
 3. The three entries will be entered as three separate, indented bullets or subparagraphs.

- Focus for the Next 2 Weeks:
 1. This paragraph identifies the top three focus areas or events that will occur in the sender’s unit in the next 2 weeks.
 2. For Group C reports, this paragraph identifies the top three focus areas or events that will occur in the next month.
 3. The three entries will be entered as separate, indented bullets or subparagraphs.

- Comments About the CG-Designated Focus Areas: This paragraph addresses the current status of any significant changes to CG-designated focus areas (for example, the status of DA Form 4833 actions, the status of hiring actions to support Sexual Harassment/Assault Response and Prevention).

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

NOTE: In the actual e-mail message, include the signature block of the POME report releasing authority together with his or her contact information.

Figure B-1. POME Report Format

(4) Address CG-designated focus areas (for example, the status of the unit's DA Form 4833 (Commanders' Report of Disciplinary or Administrative Action), the status of the unit's hiring actions in support of the Sexual Harassment/Assault Response and Prevention Program).

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

d. Delivery Method. Commanders and directors will send their POME reports directly to the CG, USAREUR, by e-mail, Cc'ing all personnel on the POME distribution list (DL) and any other personnel, if required. Senders can access the current POME DL in either of the following two ways:

(1) By e-mail address. Copy and paste or type the following POME DL address into the e-mail Cc line: *usarmy.wiesbaden.usareur.list.usareur-cdr-pome@mail.mil*. This is the preferred method for senders who are not listed in the Army Global Address List (GAL) or .EUR domain. These senders will also not be able to see the DL membership.

(2) By the display name in the GAL. Click on the Cc button, search for *USARMY Wiesbaden USAREUR List USAREUR CDR POME*, double-click on it, then hit the OK button.

B-5. REQUESTS FOR EXCEPTIONS AND SUGGESTED CHANGES

Requests for exception to the policy or procedures in this appendix and suggested changes may be sent to the Secretary of the General Staff, HQ USAREUR.

APPENDIX C CG, USAREUR, AUTOPEN

C-1. GENERAL

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

C-2. PROCEDURES

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

b. Routing for Signature.

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

- (a) Ensure editorial and legal review of the document when required ([table 3](#)).
- (b) Enable the CG's XO to review the document before it is signed.
- (c) Establish an audit trail for the document before and after it is signed.
- (d) Provide a system for archiving documents signed by the CG.

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

c. Approval for Signature.

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

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

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

(c) No Signature Required. Authorization documents that remain within HQ USAREUR (for example, information papers, monthly statistical reviews, TDY requests) do not require a signature.

(2) Verbal Order of the Commander (VOCO) Approval (Non-TMT). When the CG is unable to complete a tasker or an award in TMT, the CG will authorize (through VOCO or e-mail) the SGS, the CG XO, or the CoS to autopen the signature. In these cases, the SGS will do the following:

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

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

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

AEGS

MEMORANDUM FOR RECORD

SUBJECT: Autopen Signature Authorization

1. The CG, USAREUR, authorized autopen signature for the following:
 - a. Document title:
 - b. Authorizing official: *(CG's XO or CoS, HQ USAREUR)*
 - c. Date authorized:
2. A copy of this memorandum will be maintained with the autopen log for 2 years.

MARK G. KAPPELMANN
Lieutenant Colonel, GS
Secretary of the General Staff

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

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

C-3. EXCEPTIONS AND CHANGES

Requests for exceptions or changes to the policy or procedures in this appendix will be sent to the SGS, HQ USAREUR, for consideration.

APPENDIX D VISUAL AIDS AND PRESENTATIONS

D-1. ASSISTANCE

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

D-2. BRIEFING SLIDES AND SLIDESHOW PRESENTATIONS

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

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

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

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

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

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

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

c. Action officers—

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

(2) Must contact the ESD to reserve the Berlin or Heidelberg Conference Room for rehearsal if they wish to rehearse their briefings. This reservation may be made when reserving the conference room for the actual briefing.

D-3. DOWNLOADING AND MERGING STANDARD USAREUR SLIDES WITH DIFFERENT CLASSIFICATION TEMPLATES

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

(1) Click on the link for the Standard USAREUR Slides at <https://aepubs.army.mil/ae/public/staff-actions.aspx>.

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

(3) In the *Save As* box, click on—

(a) *Save In* to select the target folder.

(b) *Save* to save the file.

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

(1) Open the first slide in PowerPoint.

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

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

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

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

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

(7) Click on the *Insert All* button, and then click on the *Close* button.



UNCLASSIFIED

Title Page (Arial, 32-point)

The title of the briefing will appear below where it currently states "Title of Brief." Briefers will make the change in the slide master.

Army Strong! Strong Europe!

UNCLASSIFIED

Title of Brief

As of 19 Nov 14



UNCLASSIFIED

Title (Arial, 32-point)

SUBTITLE (Arial, 28-point)

- **MAIN BULLETS (Arial, 24-point)**
 - **SUB-BULLETS (Arial, 18-point)**
 - Use bold, black font for titles and bullets
 - The USAREUR logo is in the upper-left corner
 - The title of the briefing goes in the lower-right corner in Arial, 9-point, bold, italics
 - The date of the briefing also goes in the lower-right corner after the briefing title (for example: As of 11 Jul 11) in Arial, 9-point
 - The slide page-number is included automatically starting on slide 2
 - Complete basic information on slides 1 and 2 (title at the top of the slide, title of briefing at the bottom of the slide, and date of briefing in the lower right corner of the slide)
 - After completing the basic information, copy and paste slide 2 to create new slides

POC name and DSN number
(only on first slide)

Army Strong! Strong Europe!

UNCLASSIFIED

Title of Brief

As of 19 Nov 14

2

Figure D-1. Standard USAREUR Slides (Title Page and First Slide)

GLOSSARY

SECTION I ABBREVIATIONS

21st TSC	21st Theater Sustainment Command
AE	Army in Europe
AEPUBS	Army in Europe Library & Publishing System
AMHS	Automated Message Handling System
AO	action officer
AR	Army regulation
AXO	assistant executive officer
BCM	briefing, conference, or meeting
BLUF	bottom line up front
CDRUSAFRICOM	Commander, United States Africa Command
CDRUSEUCOM	Commander, United States European Command
CG	commanding general
CIG	Commanding General's Initiatives Group, USAREUR
cmd	command
CONUS	continental United States
CoS	chief of staff
CSM	command sergeant major
CT	classified tasker
DA	Department of the Army
DCG	deputy commanding general
DMB	Document Management Branch, Garrison Support Element, United States Army Installation Management Command, Europe Region
encl	enclosure
ESD	Executive Services Division, Office of the Chief of Staff, Headquarters, United States Army Europe
EXSUM	executive summary
fig	figure
FOUO	For Official Use Only
GENADMIN	general administration
GO	general officer
GSE	Garrison Support Element, United States Army Installation Management Command, Europe Region
HQDA	Headquarters, Department of the Army
HQ USAREUR	Headquarters, United States Army Europe
ICW	in coordination with
IG	inspector general
IMCOM-Europe	United States Army Installation Management Command, Europe Region
IMO	information management officer
IRACO	Internal Review and Audit Compliance Office, United States Army Europe
JA	judge advocate
JMTC	Seventh Army Joint Multinational Training Command
KBCR	Keyes Building Conference Room
KM	knowledge management
memo	memorandum

NATO	North Atlantic Treaty Organization
NIPRNET	Unclassified but Sensitive Internet Protocol Router Network
OCG	Office of the Commanding General, Headquarters, United States Army Europe
OCH	office of the chaplain
OCoS	Office of the Chief of Staff, Headquarters, United States Army Europe
OCPA	Office of the Chief, Public Affairs, Headquarters, United States Army Europe
OCR	office of coordinating responsibility
OCSURG	Office of the Command Surgeon, Headquarters, United States Army Europe
ODCG	Office of the Deputy Commanding General, Headquarters, United States Army Europe
ODCSENGR	Office of the Deputy Chief of Staff, Engineer, Headquarters, United States Army Europe
OIG	Office of the Inspector General, Headquarters, United States Army Europe
OJA	Office of the Judge Advocate, Headquarters, United States Army Europe
OPR	office of primary responsibility
ORF	official representation funds
OSGS	Office of the Secretary of the General Staff, Headquarters, United States Army Europe
para	paragraph
PARC	Principal Assistant Responsible for Contracting, United States Army Europe
PCS	permanent change of station
PFOR	personal for [message]
POC	point of contact
POME	points of main effort
RFI	request for information
RHCE	Regional Health Command Europe
RTF	Relocation Task Force
SACO	staff action control officer
SAS	Staff Action Summary (AE Form 1-10A)
SGS	secretary of the general staff
SIPRNET	Secret Internet Protocol Router Network
SSO	Special Security Office, Intelligence Support Division, Office of the Deputy Chief of Staff, G2, Headquarters, United States Army Europe
SPP	strategy, policy, and programs
TA	tasker [unclassified]
TMT	Task Management Tool
TRADOC	United States Army Training and Doctrine Command
URL	uniform resource locator
U.S.	United States
USAG	United States Army garrison
USARAF/SETAF	United States Army Africa/Southern European Task Force
USAREUR	United States Army Europe
USAREUR G1	Deputy Chief of Staff, G1, United States Army Europe
USAREUR G2	Deputy Chief of Staff, G2, United States Army Europe
USAREUR G3/5/7	Deputy Chief of Staff, G3/5/7, United States Army Europe
USAREUR G4	Deputy Chief of Staff, G4, United States Army Europe
USAREUR G6	Deputy Chief of Staff, G6, United States Army Europe
USAREUR G8	Deputy Chief of Staff, G8, United States Army Europe
USEUCOM	United States European Command

USOC	United States Army Europe Staff Orientation Course
VCR	videocassette recorder
VTC	video-teleconference
XO	executive officer

SECTION II

TERMS

Army in Europe publication

Any of the Army in Europe regional publications defined in [AE Regulation 25-35](#).

HQ USAREUR staff principals

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

IMCOM-Europe Command Group

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

Keyes Building

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

special-interest inquiry

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

staff

The HQ USAREUR staff

staff action control officer

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

USAREUR Command Group

The CG, USAREUR; DCG, USAREUR; CSM, USAREUR; CoS, HQ USAREUR; and DCoS, HQ USAREUR