Staff Work Guide

Canadian Armed Forces Junior Officer Development Programme

Canadian Forces Leadership and Recruit School

Version 4 – 15 July 2014

Table of Contents

Part V – Templates

References: A. A-AD-121-C01/FP-000 *Staff and Writing Procedures for the Department of National Defence and the Canadian Forces*
B. A-AD-121-F01/JX-000 Manual of Abbreviations, Department of National Defence and the Canadian Forces*
C. A-AD-D10-003/AX-000 *Information Classification Manual*, Volume 3 – Numerical File List (bilingual)*
D. DAOD 1000-3 Format for Signature Blocks in Correspondence
E. Treasury Board of Canada Secretariat Standard on Email Management http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=27600&section=text
F. Canadian Forces Address Book
G. Canadian Forces Logistics Training Centre – Resources Management Support Clerk QL3/QL5/QL6 Training – Military Writing Guide
H. *Academic Writing for Military Personnel*, University of Ottawa Press, 2009
I. Concise Oxford
J. The Canadian Style http://www.btb.termiumplus.gc.ca/tpv2guides/guides/tcdnstyl/index-eng.html?lang=eng
K. Termium Plus http://www.btb.termiumplus.gc.ca/tpv2alpha/alpha-eng.html?lang=eng&index=alt
L. Defence Terminology Bank http://terminology.mil.ca/term-eng.asp

*National Defence **Document Search** Website:
http://publications.mil.ca/pod/pubs/pubSearch.jsp

PART I – INTRODUCTION

Purpose

1.   The purpose of this guide is to provide essential information regarding writing military correspondence. Clear explanations and templates have been provided to simplify the task of a junior officer. The principal objectives are to:

      a.   present differences between different types of correspondence;

      b.   explain the specific characteristics of each document; and

      c.   standardize formats.

2.   Ref A is the foundation document for military writing in the Canadian Armed Forces (CAF). As a staff officer, it is important to note that commanders can establish their own military writing guidelines. This guide is a basic document and depending on where we work, we may be required to adjust our staff work. Flexibility and adaptability are essential.

Categories of correspondence

3.   The Department of National Defence (DND) and the CAF are subject to two sets of conventions for administrative correspondence: governmental regulations and North Atlantic Treaty Organization (NATO) regulations. These conventions cover two separate types of correspondence:

      a.   correspondence to military addressees. This is the normal means of corresponding within DND/CAF and between NATO addressees. This

        correspondence consists of letters, memoranda, reports and other communications; and

    b.   <u>correspondence to non-military addressees</u>. This is the normal means by which the DND/CAF and the public correspond.

<u>Quality</u>

4.   It is important to use the proper tone when producing military correspondence. Knowing the audience is crucial.

5.   The most recent edition of the Concise Oxford dictionary is the authority when it comes to spelling.

6.   *The Canadian Style* is the authority for matters such as grammar, style, punctuation and hyphenation.

PART II – GENERAL RULES

<u>Font and font size</u>

7.   The choice of font and font size is often determined by the unit of origin. Generally, the font used is Times New Roman or Arial, and the font size is 11 or 12.

<u>Use of bold</u>

8.   The use of bold is not permitted unless a particular word or thought in the text must be emphasized or highlighted to get the message across to the reader.

<u>Left justified</u>

9.   The format for administrative correspondence is left justification with minimum punctuation. All lines begin flush with the left margin.

<u>Vertical spacing</u>

10.   A space must be left in between each element of the document.

<u>Margins</u>

11.   The margins must be as follows for paper documents:

    a.   with header: 1.5 inches for left margin and the rest of the margins are at one inch; and

    b.   without header: all margins at one inch.

<u>Punctuation</u>

12.   The punctuation rules are as follows:

    a.   a single space must follow a colon (:);

b.   a single space must follow a question mark (?), an exclamation point (!) and a period (.) at the end of a sentence;

c.   periods shall not be used after initials except in signature blocks;

d.   when a comma (,) or a semicolon (;) is used in a sentence, it must be followed by one space; and

e.   subparagraphs shall end with a semicolon, with the second to last subparagraph ending with a semicolon plus the word "and" or "or". The last subparagraph shall end with a period. Sub-subparagraphs shall follow the same principles, except that a comma is used instead of a semicolon.

Capitalization

13.   The first word in a subparagraph shall not be capitalized unless it is a proper noun. Capital letters are used in three key ways:

a.   at the beginning of a sentence or an official title;

b.   with proper nouns; and

c.   in headings and captions.

14.   The following are examples of proper capitalization within DND correspondence:

a.   capitalize the names of governments and government bodies:

(1)   the Government of Canada, and

(2)   the House of Commons;

b.   capitalize civilian, military, religious and honorary titles, as well as titles of office, titles of rank and titles of nobility:

(1)   The Right Honourable Stephen Harper, Prime Minister of Canada, and

(2)   Colonel Theriault;

c.   capitalize titles of office but not names of professions:

(1)   Claire Smith, Director of Public Affairs, and

(2)   Jean Dupont, science teacher;

d.   do not capitalize a title of office when the person it refers to is not being directly addressed; for example, "the lieutenant-governors of Quebec and Ontario";

e.   capitalize titles used to address a person or replace the name of a particular person, e.g. "I already talked to you about it, Colonel";

f.   do not capitalize a title when the person who is being referred to is not being directly addressed:

        (1)   "they already talked about it to their colonel."

        (2)   "they already talked about it to the vice chair.";

   g.   capitalize languages, peoples and residents of a specific region:

        (1)   Francophone, and

        (2)   English;

   h.   capitalize the names of bases, units and decorations:

        (1)   The Canadian Armed Forces,

        (2)   Canadian Forces Base Borden, and

        (3)   The Victoria Cross;

   i.   write the names of exercises and ships, as well as the word ROTO, entirely in capital letters.

        (1)   Exercise RAPIER THRUST,

        (2)   HMCS HALIFAX, and

        (3)   ROTO 3;

   j.   capitalize salutations and complimentary closes:

        (1)   Dear Madam, and

        (2)   Yours truly.

<u>Use of Numbers</u>

15.   Numbers within DND/CAF correspondence are governed by the following regulations:

   a.   numbers from 0 to 9 are written in full (e.g. zero, one, two), excluding numbers written in a date;

   b.   numbers with two or more digits are to be expressed in numerals:

        (1)   10, and

        (2)   649;

   c.   ordinals should be treated in the same way as cardinals:

        (1)   seven (cardinal) / seventh (ordinal), and

        (2)   101 (cardinal) / 101st (ordinal);

d. a number or the word "number" is to be spelled out when it occurs at the beginning of a sentence. Any related numbers that closely follow it shall also be spelled out:

    (1) Three hundred people were expected, but only twenty-three showed up, and

    (2) Twelve officers were tasked for the exercise and six remained at the unit;

e. in the CAF, the 24-hour clock is used in operational documents. Time is expressed as a four-digit number in units of hours (00 to 23) followed by minutes (00 to 59):

    (1) 0815 hours (full format), and

    (2) 2030 hrs (abbreviated format);

f. when a number is used as a part of a unit, the digit should be used first:

    (1) 2 Service Battalion,

    (2) 1 Canadian Air Division,

    (3) 1 Canadian Mechanized Brigade Group, and

    (4) 1st Battalion, Royal Canadian Regiment.

Abbreviations and acronyms

16. Acronyms and abbreviations may be used in correspondence to DND/CAF addressees, but care should be exercised to avoid ambiguity. Consistency must be maintained throughout the document IAW ref B.

17. In letters addressed to the public, the use of abbreviations and acronyms should be kept to a minimum. Unless common abbreviations or acronyms are used three or more times in a document, they should be written in full each time. If an abbreviation or acronym is used, the word or words represented shall be written in full the first time it appears, followed by the abbreviation or acronym in brackets:

a. National Defence Headquarters (NDHQ);

b. Department of National Defence (DND); and

c. Canadian Armed Forces (CAF).

PART III – CONVENTION AND LAYOUT

Security markings

18. All classified/designated correspondence is to bear the appropriate security classification or designation markings. Markings will be flush with the left margin at one inch from the top and bottom of each page, underlined and in uppercase. Originators shall give special consideration to downgrading instructions and use of the "less…" statement. Classified

documents and documents with a security designation of PROTECTED B or higher must be produced with proper security equipment.

Headers

19.   The header block precedes the text and is composed of a number of elements:

Example – Header	
for a letter	for a memorandum
✓ Sender's address ✓ File number / drafter's position in parentheses ✓ Date ✓ Addressee's position ✓ Addressee's address ✓ Subject of the letter	✓ File number / drafter's position in parentheses ✓ Date ✓ Addressee's position ✓ Subject of the memorandum

File numbers / suffixes

20.   The most appropriate file number is chosen for the correspondence according to its subject. This filing system allows the unit to easily locate the file for future reference. The Information Classification Manual, Volume 3, at ref C provides an exhaustive list used by the entire CAF. Be aware that your organization probably has its own file number classification document. Check with your orderly room.

21.   The drafter composes the document for the originator. The drafter's position/appointment is normally shown after the file number as the suffix. Here are two examples:

     a.   5600-1 (CC) – we understand that:

          (1)   the number 5600 refers to **Service Personnel – Postings and Transfers**,

          (2)   the number 1 means **general**, and

          (3)   CC indicates that the Chief Clerk is the drafter.

     b.   3350-2 (Ops O) – we understand that:

          (1)   the number 3350 refers to **Plans, Operations and Readiness – Operations, Exercises and Manoeuvres**,

          (2)   the number 2 means **Operations Orders**, and

          (3)   Ops O indicates that the operations officer drafted the correspondence.

<u>Dates</u>

22.   The date contains the day, month and year, in that order, including in correspondence to the public. The following rules apply:

   a.   the month and year shall be spelled out in full in all letters (i.e. 15 March 2014);

   b.   the month and year shall be abbreviated in memoranda (i.e. 1 Oct 13). There is no abbreviation for May;

   c.   the month is never indicated by a number;

   d.   the cipher shall not be used with the dates 1 to 9; and

   e.   if the date of signature is uncertain, the space for the day may be left blank, and the information penned in by the signatory when the correspondence is signed. Five blank spaces shall be left from the left margin for this purpose.

<u>Addressees</u>

23.   The addressee is the authority, individual, unit or agency for whom the correspondence is intended. Addressees shall be identified by appointment and not by name, except in letters to the public. Correspondence simply addressed to an organization is deemed to be addressed to the officer in charge by default.

24.   Official correspondence is intended for a position (an office of primary interest), not the individual in that position.

25.   Classified/designated correspondence to be opened only by a specific authority should be so annotated.

26.   Only personal correspondence should be addressed to an individual. It should bear the name of that person, and it will not be opened or actioned by anyone else in the organization, even someone appointed in an acting capacity.

27.   Honorifics are used only with correspondence destined to the public. In those letters, the honorific "Mister" or "Madam" is used and the name is left blank. The CO will write in the name by hand at the moment of signature.

28.   **Single DND/CAF addressees**. Correspondence to a single DND/CAF addressee is identified in the heading of the document below the date. i.e. Admin O or the full address if he/she is away from the base/unit/ship.

29.   **Multiple DND/CAF addressees**. In correspondence to multiple DND/CAF addressees, the words "Distribution List" (for letters) or "Distr List" (for memoranda) shall be used in the heading of the document below the date. The list of addressees shall be shown under the signature block.

30.   **Retired military members**. Correspondence to an officer or non-commissioned member who was honourably released after serving in the CAF for 10 years or more shall be identified by the rank held at the time of release, initials, name, decorations and the word Retired or its abbreviation (Ret'd), e.g. Major I.M. Smart, CD (Retired).

31.   **Public addressees**. In correspondence to a public addressee, the full address is identified in the heading of the document below the date. If additional addressees are required, be they DND/CAF or public, their names shall be listed below the signature block under the abbreviation "c.c."

Subjects

32.   The subject line is a brief description of the general content of the correspondence or a title. It is used in all correspondence to DND/CAF addressees and is optional for correspondence to public addressees.

33.   The subject shall be written or typed in uppercase letters and underlined. If it is expressed in two or more lines, only the last line, which must be the longest, is underlined. Subject lines shall generally not extend beyond the centre of the page.

References

34.   The body of the correspondence includes references and the correspondence itself.

35.   Correspondence to DND/CAF addressees may include references. The term "Reference(s)" for letters, or "Ref(s)" for memoranda, will be used to introduce the list of reference documents followed by a colon and one space. Each document is identified by an uppercase letter, followed by a period and one space. If there is only one reference, it is not lettered.

36.   References shall be referred to within the body of the correspondence and shall be listed in the order in which they appear. The word "reference" or "ref" shall not be capitalized when used within the body of the correspondence. Any reference not available to all addressees shall be suffixed "(NOTAL)," meaning "not to all." A reference enclosed with the document shall be suffixed "(enclosed)" for letters or "(encl)" for memoranda.

37.   References shall be identified as per the following examples:

Type of reference	Explanation	Example
Letter	When the reference is a letter, the identification shall include the file number, file suffix and date written in full. If the referenced letter originated from outside an addressee's unit, the unit acronym shall also be included in order to clearly identify its origin.	CFB Borden 1000-1 (Admin O) 1 July 2014
Memorandum	When the reference is a memorandum, the identification shall include the file number, file suffix and abbreviated date. If the referenced memorandum originated from outside an addressee's unit, the unit acronym shall also be included	5525-1 (O Ops) 2 Apr 14

Type of reference	Explanation	Example
	in order to clearly identify its origin.	
Publication	When the reference is a publication, the identification shall include the acronym and/or a number.	QR&O 1.04 A-AD-133-001/AX-001 MARCORD 2-14 – Flexible Work Schedule
Excerpt	When the reference is a document excerpt, the identification shall include the chapter, article and paragraph numbers, but never the page number.	*Liquor Licensing Act* Section 30 (8)
Message	When the reference is a message, the identification shall include the abbreviation of the originating unit, message number and date-time group.	NDHQ DGCB OTTAWA DCBA 01/11 151400Z JAN 14
Email	When the reference is an email, the identification shall include the sender, the word "email," the abbreviated date and the time sent.	Bloggins Sgt IM email 21 Feb 13 0937hrs
Telephone conversation	When the reference is a telephone conversation, the identification shall include the positions/titles of the participants, the word "telecon" and the abbreviated date.	Telecon 25 CFSD Adjt/3 CSU CC 26 Feb 14

38.   References shall not be listed in correspondence to public addressee(s) but may be referred to within the body of the letter. If it is not convenient to do so, use footnotes, endnotes, bibliographies and/or indexes.

Paragraphs and indentations

39. The numbering of paragraphs can become complex, especially in longer documents. All indents must be 0.5 inch. The following paragraph demonstrates paragraph numbering:

40. Xxx:

    a. xxx;

        (1) xxx,

            (a) xxx,

                i. xxx,

                    aa. xxx,

                    ab. xxx.

Close

41. The close includes all of the information that appears below the last line of text in the body. It includes:

    a. the signature block;

    b. the authority line (when required);

    c. the list of annexes; and

    d. the distribution list.

42. The signatory is the person whose signature appears on a document.

Signature blocks

43. Generally, all correspondence shall include a signature block as per ref D. Signature blocks are discretionary on reports, papers, etc.

44. The signature block shall follow the last line of text in the body of the document and shall be preceded by five blank lines, thus allowing sufficient space for signing. In multiple page documents, a minimum of two lines of text shall precede the signature block so that the signature block does not appear at the top of a page.

45. A handwritten or stamped signature must always appear on the original document, except for correspondence transmitted electronically. Normally, the person named in the signature block should sign correspondence. If the correspondence is signed on behalf of someone else, that person shall have prior authority to sign for the named person and shall sign their own name and rank, if applicable, "for" the named person.

46. Signature blocks include the following:

    a. name of the sender;

b.   rank (for military personnel only);

c.   position or title; and

d.   phone number (optional).

Example – Signature block (see ref D & E for details)	
for a letter	*Enter x5* M.J.M. Halle Captain (Navy) Base Commander
for a memo	*Enter x5* M.J.M. Halle Capt(N) B Comd 2066
for an official email	*Enter x5* Rank, First & Last names *Enter x1* Position title, sub-unit, unit Department of National Defence / Government of Canada firstname.lastname@forces.gc.ca / Tel: 450-xxx-xxxx ext xxxx / CSN: 668-xxxx / cel: 450-xxx-xxxx *Enter x1* Le titre du poste, la sous-unité, unité Ministère de la Défense nationale / Gouvernement du Canada prénom.nomdefamille@forces.gc.ca / Tél. : 450-xxx-xxxx poste xxxx / RCCC : 668-xxxx / cell. : 450-xxx-xxxx

Annexes and appendices

47.   Annexes and appendices are generally only used in correspondence to DND/CAF addressees and are rarely used in correspondence to public addressees. All annexes and appendices shall be referred to in the body of their parent document. They have the same classification/designation as the main document.

a.   Annexes. Annexes are supplementary documents that amplify or explain the parent document. They are used when it would make it cumbersome to include all details in the parent document. They shall be lettered consecutively with capital letters (i.e. A, B, C **in the order in which they are referred to in the parent document**. A single annex is Annex A. Each annex shall have its own subject heading. The first page only of each annex shall contain a header, flush with the left margin, consisting of the annex name, file number and suffix of the parent document, and issue date of the parent document.

Example: Annex A
                      5600-1 (B Admin O)
                      7 January 2014

b.   Appendices. Appendices are supplementary documents that amplify or explain the parent annex. They are used when it would make it cumbersome to include all details in the annex. They shall be numbered consecutively with Arabic numerals (i.e. 1, 2, 3) in the order in which they are referred to in the body of the parent annex. A single appendix is Appendix 1. Each appendix shall have its own subject heading. The first page only of each appendix shall contain a header,

flush with the left margin, consisting of the appendix name, file number and suffix of the parent document, and issue date of the parent document.

Example: Appendix 2
Annex A
5600-1 (B Admin O)
7 January 2014

48.   The heading "Annex(es):" shall appear below the signature block. Annexes and appendices shall be listed in consecutive order.

Enclosures

49.   An enclosure is a supplementary document that is neither an annex nor an appendix. If a reference has been enclosed, it shall be indicated as such. The word "Enclosure(s)" for a letter, and "Encl(s)" for a memorandum, shall be used, followed by a colon, one space and the applicable number of enclosure(s) or a description of the enclosure(s) (i.e. four 3-inch x 4-inch color photos). If a document has no annexes/appendices, enclosures shall appear above the distribution list.

Examples: Enclosures: 2
Enclosure: 1
Encls: 2
Encl: 1

Distribution lists

50.   Correspondence to DND/CAF addressees shall be identified by position or appointment, not by name. Addressees on a distribution list are divided into two categories:

a.   action; or

b.   information.

51.   Each category of addressees shall be listed in logical sequence. Examples are external/internal addressees, by hierarchical order (in alphabetical order if they are of equal status), or by geographical/functional grouping. When used, a military address must appear as it does in the CAF address book (see ref F). Here is an example of a distribution list – Letter from CFLTC Borden:

Distribution List

Action

Canadian Forces Base Borden

Information

4th Canadian Division Training Centre
RR 1 Grey Rd 112
Meaford ON N4L 0A1
RMS Trg Cadre
Sup Trg Cadre

52.   Standard distribution lists are lists of addressees who are contacted regularly. These lists may be used to save time. For example, a headquarters may use List A, which contains all of the Reserve units under its authority.

<u>Carbon copy</u>

53.   The carbon copy is used only for correspondence sent to public addressees and is used in place of distribution lists. The abbreviation "c.c." is used, followed by the addressees receiving copies of the letter. The carbon copy advises the recipient of who else is receiving the correspondence.

Example: c.c.

        Dr. J.K. Plante
        Director Agriculture Research Department
        Greenthumbs of Canada
        416 Main Street
        Saskatoon SK S7H 5M5

<u>Page numbers</u>

54.   All page numbers shall be numbered in sequence using Arabic numerals. The number shall appear at the bottom left-hand corner of each page or two lines above the security marking. It is not necessary to number a single-page document, annex or appendix.

55.   The number preceding the oblique indicates the page number. The number following the oblique indicates the total page count in the document.

        Example: 1/15 represents page 1 of a document containing 15 pages.

56.   To number the page of an annex or appendix, use the letter and/or number of the annex or appendix followed by a space, then a dash, a space and the page number.

        Examples: A – 3/5 Represents page 3 of Annex A, which contains 5 pages
                     A1 – 2/4 Represents page 2 of Appendix 1, which contains 4 pages and
                     belongs to Annex A

<u>Envelope addressing</u>

57.   In accordance with Canada Post standards, all lines of the address shall be formatted with a uniform left margin. Uppercase letters should be used throughout the address blocks that appear on the envelope (return and addressee block). All non-critical punctuation will be omitted.

58.   Envelopes shall bear privacy markings appropriate to the level of privacy required. If the correspondence must be opened only by a specific person, then it shall indicate "TO BE OPENED BY…" to the left of, and in line with, the top line of the address. Care should be exercised in addressing by name, as no one other than the named individual may open an envelope so marked, whereas an envelope addressed by appointment may be opened by any person acting for the principal.

59.   No markings shall be made below the postal code on an envelope. Special markings such as "REGISTERED" or "URGENT" should appear to the left of, and in line with, the top line of the address.

60.   Addressee information, delivery address, municipality, province and postal code shall always be at the bottom three or four lines of the address block. Except as otherwise noted, address components and elements on the same line will be separated from each other by one space. The number sign (#) or any other punctuation such as commas shall not be used. The postal code shall be separated from the province by two spaces. The two-letter abbreviation for a province or state shall be used rather than the full name.

61.   The return address shall be indicated at the top left-hand corner of the envelope.

62.   A DND 709 may also be placed at the back of the sealed envelope over the flap for internal correspondence.

PART IV - Examples
EXAMPLE OF E-MAIL CONSIDERED OFFICIAL CORRESPONDENCE

This example uses 10 pt for demo purposes only, actual document should be Times New Roman or Arial 11 or 12pt.

From: Beck.IM@forces.gc.ca	Sent: Wed 2014-12-28 10:18 AM
To: Whiz.G@forces.gc.ca	
Cc: Kay.O@forces.gc.ca	
Subject: PROTECTED A STANDARD E-MAIL MESSAGE FORMAT	

PROTECTED A ⟵———————— *Classification/Designation, if necessary.*
See para 5 of text.

1000-1 (COS)

Refs: A. B Comd e-mail 21 Feb 14 0937 hrs
B. CFAO 2-15 Official Languages

1.   In keeping with Departmental policy, all official correspondence must be assigned a file number with all minutes attached. This policy also includes official correspondence staffed via e-mail. It is understood that the majority of e-mails are of a minor administrative nature and no further action needs to be taken. For guidance, any e-mail which comment on policy, define a position, are linked in a decision making process or are otherwise deemed important, are not considered a transitory document, and therefore must be retained on file.

2.   All signature blocks for e-mail are to be positioned five spaces below the body, flush left. The term //Original signed by// shall be entered over the signature block by the releasing/approving authority indicating that a hard copy has been signed.

3.   The same conventions are utilized for e-mail as for other methods of correspondence. External is in letter format, internal may be in memorandum format or documents may be attached and the e-mail may be used as a minute sheet.

4.   Classified/designated processing of any electronic documents containing critical information must be done with a Public Key Infrastructure (PKI) card. An Entrust profile must be obtained. Go to the Information Management Group website for details. (http://img-ggi.mil.ca/nls-snn/sec/com-sec/pki-icp/index-eng.asp).

5.   All classified/designated e-mails are to contain the security classification/designation at the beginning of the subject line, and again before the first and after last line of text in the e-mail.

//Original signed by//
Commander Mike Beck

Chief of Staff, Canadian Forces Base Esquimalt
Department of National Defence / Government of Canada
Marcel.Beck@forces.gc.ca / Tel: 250-363-4001 ext 2434 / CSN: 663-2434

Chef d'état-major, Base des Forces canadiennes Esquimalt
Ministère de la Défense nationale / Gouvernement du Canada
Marcel.Beck@forces.gc.ca / Tél. : 250-363-4001 poste 2434 / RCCC : 663-2434

PROTECTED A

EXAMPLE OF A MEMORANDUM

This example uses 10 pt for demo purposes only,
actual document should be Times New Roman or Arial 11 or 12 pt

Memorandum

1000-1 (Admin O)

2 Mar 14

Cmdt

MILITARY CORRESPONDENCE

Refs: A. 1000-1 (Adjt) 1 Feb 14 (encl)
B. CFAO 2-15 Official Languages

1.	Correspondence to military addressees of a routine nature is used for communications between addressees within the same unit. The tone is business like and to the point, but is at the discretion of the originator, depending on the purpose, the reader and the writer. Routine documents create the written record.

2.	The memorandum is prepared on standard white paper; the following characteristics apply:

    a.	the unit addressee is not shown;

    b.	short titles are used to identify the addressees and the originator in the signature block;

    c.	maximum use may be made of abbreviations and acronyms; and

    d.	the heading "Memorandum" may be used at the top of the document if the originator so desires.

3.	The document is left justified. The width of the margins is set at 1 inch all around. Five blank lines are left between the last line of text and the signature block.

I.M. Ross
Lt(N)
Admin O
5566

Annex:

Annex A	(if required) example shown on p.23
Appendix 1	(if required) example shown on p.24

Encl: 1

1 inch margin for top, bottom, left and right-hand margin.

EXAMPLE OF A MEMORANDUM - MINUTES

Memorandum

5500-1 (DCO)

24 May 14

Distr List

1

REMAINING ANNUAL LEAVE

Ref: 5500-1 (G1) 12 May 14

1.   As directed at reference, all personnel shall have no more than 15 days annual leave remaining after 31Aug 14.

2.   Confirm all personnel within your areas of responsibility will meet the above direction.

I.M. Manley
Maj
DCO
5566

Distr List

OC A Coy
OC B Coy
OC C Coy

*Minutes are handwritten
onto the correspondence.*

2   Position being addressed
Action to be taken/Decision being made
goes here. All necessary information should be
included.

// signature//
Name
Rank
Position
Contact information (ie telephone number)
Date of signature

1 inch margin for top, bottom, left and right-hand margin.

EXAMPLE OF A MINUTE SHEET (DND 317 FORM)

![National Defence / Défense nationale] **National Défense** **Defence nationale** MINUTE SHEET - NOTE	DESIGNATION - DÉSIGNATION *Same as letter/memo*	SECURITY CLASSIFICATION - COTE DE SÉCURITÉ *Same as letter/memo*
	FILE NO - NO DE DOSSIER *Same as letter/memo*	

SUBJECT - SUJET	DATED - DATÉE
Same as letter/memo	*Same as letter/memo*

REFERRED TO TRANSMISE À	REMARKS - REMARQUES (TO BE SIGNED IN FULL SHOWING APPOINTMENT, TELEPHONE NUMBER AND DATE) (ATTACHÉ DE SIGNATURE, FONCTION, NUMÉRO DE TÉLÉPHONE ET DATE)
(2) OC A coy (Put position of person the minute sheet is addressed to here)	1. A minute sheet is used to add information/comments to a piece of correspondence when a simple annotation on the original is not practicable. 2. The designation or security classification of the minute sheet is the same as the original piece of correspondence. 3. The file number, subject and date also refer to the information on the original piece of correspondence. 4. The number "2" in brackets signifies that this is minute number two (minute one being the original piece of correspondence). The signature block shall include all the information below, as well as the date it is signed. Name Rank Position Contact information (ie telephone number) Date of signature

DND 317 (3-90) 7530-21-904-3144

EXAMPLE OF A LETTER TO A DND/CAF ADDRESSEE

This example uses 10 pt for demo purposes only,
actual document should be Times New Roman or Arial 11 or 12 pt.

PROTECTED A (Unclassified less enclosures)

Canadian Forces Base Esquimalt
PO Box 17000 Station Forces
Victoria BC V9A 7N2

Classification/Designation, if necessary.

Leave 5 blank spaces before the month for
the date to be penned in, if applicable.

1000-1 (position of person drafting the letter)

All indents shall be half inch.

   February 2014

Commanding Officer
Canadian Forces Base Petawawa
PO Box 9999 Stn Forces
Petawawa ON K8H 2X3

LETTER TO DND/CAF ADDRESSEE

References: A. CFAO 62-6 Authorization of Special Stationery
B. NDHQ OTTAWA J2 005 271200Z JAN 14 RDIMS# 42678 (enclosed)
C. 1000-1 2 January 2014 (enclosed)

1.   This is an example of a letter to DND/CAF addressees. The security marking, if required, is placed at a one inch margin from the top and bottom. Other conventions in the layout of the head of a letter are as follows:

   a.   the originator's and receiver's address are to be written as detailed in the CAF addresses manual:

      (1)   file number, suffix, date and addressee are as per this example, and

      (2)   the subject line is fully capitalized and underlined, it should not extend beyond the center of the page. If there is more than one line in the subject, only the bottom line is underlined;

   b.   the inclusion of a service number automatically makes the document PROTECTED A; and

   c.   it is not necessary to number a single page, however, if you have more than one page, they must be numbered.

2.   The body of the letter includes the references and the text. Note that a salutation is not to be used in a letter to DND/CAF addressees.

1/2

PROTECTED A (Unclassified less enclosures)

PROTECTED A (Unclassified less enclosures)

3.   The close of a letter of this type consists of everything below the last line of the body. This includes the signature block, annexes and appendixes, enclosures and distribution list. This example should give you some idea of how they all should look when properly written.

4.   Acronyms, abbreviations and short titles should not be used unless there is no doubt that they will be understood by all. Otherwise, they will be spelled out in full and then followed by the acronym.

5.   A signature block should never be on a page by itself. All letters leaving the Base should be signed by or for the Base Commander. There are five clear spaces between the last line of the body and the first line of the signature block.

6.   All DND correspondence shall follow a logical sequence including an introduction, development of the body of the text and a conclusion. The body should be accurate, brief in description and clear in direction. All information included in a piece of correspondence should be relevant to the subject. Annexes and appendices are an excellent way to include large amounts of organized information that is pertinent to the subject of the document.

7.   Lastly, the document shall be free of spelling and typographical errors.

I.M. Boggins
Captain(Navy)
Base Commander

Annexes:

Annex A   Annex A Title
Appendix 1   Appendix to Annex A Title
Annex B   Annex B Title
Appendix 1   Appendix 1 to Annex B Title
Appendix 2   Appendix 2 to Annex B Title

These are not shown in the examples.

Enclosures: 2

2/2

PROTECTED A (Unclassified less enclosures)

1 inch margin for top, bottom, left and right-hand margin.

EXAMPLE OF AN ANNEX

PROTECTED A (Unclassified less enclosures)

Annex A
1000-1 (position of person drafting the letter) ← *The relationship to the parent document is shown in the header on only the first page of the Annex.*
5 February 2014

EXAMPLE OF AN ANNEX A

1.   Annexes are pages supplementary to the main document. Some conventions are:

    a.   annexes are supplementary documents that amplify or explain the parent document;

    b.   annexes are used when the inclusion of all the detail in the body of the document would be cumbersome;

    c.   annexes shall be lettered consecutively in capitals (i.e. A, B, C, etc.); and

    d.   annexes shall have their own title headings.

2.   Annexes must be referred to in the body of the correspondence.

3.   The annex header is only required on the first page of the annex. A single annex is Annex A.

4.   When page numbering an annex, it is written as such:

    a.   A - 1/5 meaning Annex A page 1 of 5 pages; and

    b.   C - 3/15 meaning Annex C page 3 of 15 pages.

Note that there is no page number shown as there is only one page to this annex.

PROTECTED A (Unclassified less enclosures)

1 inch margin for top, bottom, left and right-hand margin.

EXAMPLE OF AN APPENDIX

This example uses 10 pt for demo purposes only,
actual document should be Times New Roman or Arial 11 or 12 pt

PROTECTED A (Unclassified less enclosures)

Appendix 1
Annex A
1000-1 (position of person drafting the letter) ◄─────
5 February 2014

The relationship to the parent document is shown in the header on only the first page of the Appendix.

EXAMPLE OF AN APPENDIX TO ANNEX A

1.   Appendices are pages supplementary to the annex. Some conventions are:

      a.   appendices are supplementary documents that amplify or explain the annex;

      b.   appendices are used when the inclusion of all the detail in an annex would be cumbersome;

      c.   appendices shall be numbered consecutively in Arabic numerals (i.e. 1, 2, 3, etc.); in the order that they appear in the body of the parent annex; and

      d.   appendices shall have their own title headings.

2.   When an annex has appendices attached, they must be referred to in the body of the annex.

3.   The appendix header is only required on the first page of the appendix. A single appendix is Appendix 1.

4.   When page numbering an appendix it is written as such:

      a.   A1 - 1/5 meaning Annex A Appendix 1 page 1 of 5 pages; and

      b.   C2 - 3/15 meaning Annex C Appendix 2 page 3 of 15 pages.

A single-page appendix is not page numbered. This is only shown for example purposes. It means Annex A Appendix 1 page 1 of 4.

A1 - 1/4

PROTECTED A (Unclassified less enclosures)

EXAMPLE OF BILINGUAL CORRESPONDENCE

This example uses 10 pt for demo purposes only,
actual document should be Times New Roman or Arial 11 or 12 pt.

SECURITY DESIGNATION (if required)	DÉSIGNATION DE SÉCURITÉ (si requise)
Canadian Army Doctrine and Training Centre PO Box 17000 Station Forces Kingston ON K7K 7B4	Système de la doctrine et de l'instruction de la Force terrestre CP 17000 Succursale Forces Kingston ON K7K 7B4
1000-1 (position of person drafting the letter)	1000-1 (position de l'auteur de la lettre)
January 2014	janvier 2014
Distribution List	Liste de distribution
BILINGUAL LETTER TO MULTIPLE ADDRESSEES	LETTRE BILINGUE À PLUSIEURS DESTINATAIRES
References: A. CANFORGEN… B. Email… (enclosed)	Références: A. CANFORGEN… B. Courriel (ci-joint)

1.   Bilingual documentation shall be issued simultaneously in both languages with the English and French versions being of equal quality in accordance with Departmental Official Language Policy. The conventions are the same for documents produced in English or French; however, if a side by side layout is used, corresponding elements shall begin on the same line in both languages.

2.   Letterhead paper is not used for correspondence addressed to DND/CAF Offices. Letterhead paper shall be used for correspondence addressed to :

    a.   foreign military forces;

    b.   non DND addressees; and

    c.   other federal offices.

3.   Sometimes the paragraph numbering can be difficult. In the Toolbar Options, use "Decrease or Increase Indent" to avoid unnecessary frustration.

---

1.   Un document bilingue est publié simultanément dans les deux langues, les versions anglaise et française étant d'égale qualité selon la politique ministérielle sur les langues officielles. Les conventions sont les mêmes pour les documents préparés en anglais ou en français. Toutefois, si on utilise une disposition côte à côte, les éléments correspondants commencent sur la même ligne dans les deux langues.

2.   Le papier à en-tête n'est pas utilisé pour la correspondance adressée au sein du ministère. Le papier à en-tête est utilisé pour la correspondance adressée aux :

    a.   forces militaires étrangères;

    b.   destinataires à l'extérieur du MDN;

    c.   autres ministères fédéraux.

3.   Notez que la numérotation des paragraphes peut être compliquée. Dans votre barre d'outils, utilisez «augmenter ou diminuer le retrait» afin d'éviter des frustrations inutiles.

1/3

SECURITY DESIGNATION (if required)	DÉSIGNATION DE SÉCURITÉ (si requise)

1 inch margin for top, bottom, left and right-hand margin.

SECURITY DESIGNATION (if required)	DÉSIGNATION DE SÉCURITÉ (si requise)
4. In accordance with NATO STANAG 2066, the use of bold shall be avoided.	4. Conformément au NATO STANAG 2066, on évitera l'usage de caractères gras.
5. For a distribution list, the terms External and Internal are no longer used. Only the terms "Action" and "Information" (not underlined) are used. Addressees should be listed in the following sequence:	5. Pour une liste de distribution, les termes Externe et Interne ne sont plus en usage. Seulement les termes « Exécution » et « Information » (non souligné) sont utilisés. Les destinataires devraient être inscrits dans l'ordre suivant :

SECURITY DESIGNATION (if required)   DÉSIGNATION DE SÉCURITÉ (si requise)

4.   In accordance with NATO STANAG 2066, the use of bold shall be avoided.

5.   For a distribution list, the terms External and Internal are no longer used. Only the terms "Action" and "Information" (not underlined) are used. Addressees should be listed in the following sequence:

    a.   action then information;

    b.   by seniority (in alphabetical order if they are of equal status);

    c.   by geographical (West to East) or functional grouping; and

    d.   the addressees should be listed by the unit followed by the appointment. For example:

        (1)   NDHQ//CA Comd/DComd CA, and

        (2)   CTC//Comd.

6.   Below is an example of various levels of paragraph sub-divisions:

7.
    a.

        (1)

            (a)

                i.

                    aa.

8.   Security markings shall be shown at the top and the bottom of the page in both official languages.

9.   A signature block should never appear on a page by itself; there should be at least one paragraph or several lines of a long paragraph on the same page as the signature block. Five

2/3

SECURITY DESIGNATION (if required)

---

5.   Pour une liste de distribution, les termes Externe et Interne ne sont plus en usage. Seulement les termes « Exécution » et « Information » (non souligné) sont utilisés. Les destinataires devraient être inscrits dans l'ordre suivant :

    a.   exécution et information;

    b.   par ordre d'ancienneté (par ordre alphabétique lorsqu'ils sont de niveau égal);

    c.   par groupe géographique (de l'ouest à l'est) ou fonctionnel;

    d.   les destinataires devraient être inscrits selon l'unité en spécifiant le poste. Par exemple :

        (1)   QGDN//Cmdt AC/ CmdtA AC,

        (2)   CIC//Cmdt.

6.   Voici un exemple des différents niveaux de sous-paragraphes :

7.
    a.

        (1)

            (a)

                i.

                    aa.

8.   La cote de sécurité est indiquée au haut et au bas de la page dans les deux langues officielles.

9.   Le bloc signature ne doit jamais apparaître seul sur une page; il devrait y avoir au moins un paragraphe ou plusieurs lignes d'un long paragraphe sur la même page que le

DÉSIGNATION DE SÉCURITÉ (si requise)

<u>SECURITY DESIGNATION</u> (if required)	<u>DÉSIGNATION DE SÉCURITÉ</u> (si requise)
blank lines should be left between the French title and the name of the signing authority.	bloc signature. On devrait laisser cinq interlignes entre le titre en français et le nom du signataire.

Le Commandant,

Major-général J.M.M. Tremblay
Major-General
Commander

Annexes:

Annex A	Annex A Title		Annexe A	Titre de l'annexe A	
Appendix 1	Appendix 1 Title		Appendice 1	Title de l'appendice 1	
Annex B	Annex B Title		Annexe B	Titre de l'annexe B	
Appendix 1	Appendix 1 Title		Appendice 1	Title de l'appendice	

Enclosure: 1

Distribution List

Action

Commandant
Royal Military College of Canada
PO Box 17000 Stn Forces
Kingston ON K7K 7B4

Information

Commander Canadian Army
MGen George R. Pearkes Bldg
101 Colonel By Dr
Ottawa ON K1A 0K2

Pièce jointe: 1

Liste de distribution

Exécution

Commandant
Collège militaire royal du Canada
CP 17000 Succ Forces
Kingston ON K7K 7B4

Information

Commandant de l'Armée canadienne
Édifice Mgén George R. Pearkes
101 PR Colonel BY
Ottawa ON K1A 0K2

3/3

<u>SECURITY DESIGNATION</u> (if required)   <u>DÉSIGNATION DE SÉCURITÉ</u> (si requise)

EXAMPLE OF A LETTER TO A CIVILIAN ADDRESSEE

This example uses 10 pt for demo purposes only,
actual document should be Times New Roman or Arial 11 or 12 pt

Défense National
nationale Defence

Canadian Forces Base Esquimalt
PO Box 17000 Station Forces
Victoria BC V9A 7N2

2900-1 (position of person drafting the letter)

Left five blanks so the day can be penned in at the time of signing.

March 2014

Mr. N.V. Church
President
ACME Paper Supply
Ottawa ON K1A 2G5

Dear Mr. Church,

Correspondence to the public is used to communicate with civilians and should normally be restricted to one subject. If additional addressees are required, be they DND/CAF or public, they shall be shown below the signature block under the heading "c.c.". This form of correspondence is also utilized when writing to former military members. When addressing former Officers or NCMs of the CAF, the form of address shall be rank, initials, name and decorations, followed by "(Retired)" or "(Ret'd)".

The first page is produced on DND letterhead with the left margin 1.5 inches, to allow the text to line up with the script of the letterhead. The document is left justified. The unit address is placed on the second line, leaving one blank line under the letterhead. Each subsequent element of the document is separated by one blank line.

> Subparagraphs are indented so that the statement is easily identified.

> Second and subsequent subparagraphs should maintain the same format and be separated from each other by one blank line.

The letter should end with a complimentary close such as "Yours truly" or "Sincerely," and the appropriate signature block. Five blank lines shall be left between the complimentary close and the signature block in order to ensure that there is sufficient space for the signature.

Annexes are not used, but enclosures are permitted. Enclosures should be listed after the signature block and must be referred to in the body of the letter.

The completed letter should be submitted for signature through the chain of command.

1/2

Canada

1.5 inch left-hand margin.

1 inch margin for top, bottom and right-hand margin.

The following practices are recommended when writing a letter to the public:

When preparing a reply, the letter being replied to should be identified at the beginning (e.g. "Thank you for your letter of 3 January 2014 concerning…").

Write in a simple style, avoiding long words and sentences, familiar expressions, complicated grammar and excessive use of "I" or "we". Instead of "I" or "we", use "The Department…" or "it is recommended…".

The use of abbreviations and acronyms should be kept to a minimum and, if used, the meaning of all but the most common ones should be written in full the first time they are used. Unless common abbreviations or acronyms are used three or more times in a document, they should be written in full each time.

Yours truly,

I.M. Boggins
Captain(Navy)
Commander

Enclosure: 1

c.c.

Mr. U.R. Timing
Chairman
Kit Kat Industries
1112 Street
Edmonton AB T4V 5G8

Lieutenant Colonel U.R. Gone (Retired)
PO Box 2000
Clydesville NS B2X 3R7

Base Administration Officer
Canadian Forces Base Esquimalt
PO Box 17000 Station Forces
Victoria BC V9A 7N2

2/2

1.5 inch left-hand margin.

1 inch margin for top, bottom and right-hand margin.

EXAMPLE OF A BRIEFING NOTE

SECURITY DESIGNATION (if required)

BRIEFING NOTE FOR COMD CDA

SUBJECT OF BRIEFING NOTE

Reference: CANFORGEN…

AIM

1.   The aim paragraph (2-3 lines) introduces the issue and provides a clear statement of the intent of the Briefing Note. The time-sensitive nature to the Briefing Note should be indicated here, if applicable.

BACKGROUND

2.   This section explains why the Briefing Note was written. The titles are underlined and capitalized.

DISCUSSION

3.   The discussion is an examination by argument with essential information. Briefing Notes should run one page to three at the most.

4.   A half-inch indent is used after each paragraph number. The page number is positioned in the bottom left corner of each page. If the Briefing Note is classified/designated, the classification/designation should be listed as the uppermost and lowermost items on the page. In the interest of clarity, acronyms and abbreviations should be avoided.

5.   The Briefing Note may include options and options analysis in order to help the reader make his own decision.

CONCLUSION

6.   Summarize the preceding information in your conclusion. If applicable, provide advice on the issue, but always support advice with facts and logic. Do not provide any unsubstantiated personal opinions. Never introduce new material in the conclusion.

RECOMMENDATION (if required)

7.   If your briefing note proposes action, use the heading "recommendation." Your recommendations need to be explicit and supported by the arguments and facts in your discussion. The reader should be able to rely on your briefing note to make the decision without the need for more information or further discussion.

Prepared by: Name, Rank, Title
Reviewed by: Name, Rank, Title
Approved by: Name, Rank, Title
Date prepared:

Annex: If included, annexes are to be listed at the bottom of the Briefing Note.

SECURITY DESIGNATION (if required)

1 inch margin for top, bottom, left and right-hand margin.

EXAMPLE OF AN ORDER

This example uses 10 pt for demo purposes only,
actual document should be Times New Roman or Arial 11 or12 pt

Canadian Forces Base Esquimalt
PO Box 17000 Station Forces
Victoria BC V9A 7N2

1110-1 (B Ops O)

   April 2014

Distribution List

TASKING ORDER
VICTORIA DAY PARADE

Reference: MARPACORD 61-10 Local Ceremonies and Military Honours

SITUATION

1.   The City of Victoria will host the annual Victoria Day Parade Saturday, 21 May 2014. The Comd MARPAC/JTFP, RAdm I.M. Boley (TBC), will be the reviewing officer.

MISSION

2.   MARPAC/JTFP will provide ceremonial support comprising of a Parade Commander, two 30-person marching contingents, the Naden Band and on-site logistical support.

EXECUTION

3.   General. The parade will form up at the corner of Douglas St and Finlayson St as indicated at Annex A and in order of precedence as per Annex B. The parade route will proceed along Douglas St, pass the reviewing stand at Centennial Square and conclude at Courtney St.

4.   Tasks. The following units shall provide the service number, rank and surname of participants in the parade to the BCPO Clk, PO2 Blair, NLT 16 May 14 for the following positions:

      a.   MARPAC. Naden Band;

      b.   CFFSE:

            (1)   Company Commander - 1 x LCdr/Maj/Lt(N)/Capt,

            (2)   Platoon Warrant - 2 x PO/WO/Sgt, and

            (3)   Marching Contingent - 48 x MS & below.

1/4

1 inch margin for top, bottom, left and right-hand margin.

c.   <u>NOTC</u>. Ushers - 4 x junior officers.

5.   <u>Coordinating Instructions</u>.

a.   <u>Dress</u>. DEU No 1A for participants;

b.   <u>Timings</u>. Saturday, 21 May 2014:

(1)   0630-0730 hrs – Breakfast for Marching Contingent, Naden Band and parade staff in Nelles Block cafeteria,

(2)   0715 hrs – BMP to transport dais and chairs to Victoria City Hall,

(3)   0745 hrs – Marching Contingent muster in Naden Drill Deck,

(4)   0750 hrs – 7-pax van to pickup 4 x NOTC Ushers from VAdm Collier Bldg main entrance and transport them to Victoria City Hall. Ushers to be picked up on completion of the parade,

(5)   0800 hrs – Buses and staff car to depart Naden Drill Deck for Mayfair Mall,

(6)   0815 hrs – All units to muster at Mayfair Mall. Timings are to be strictly adhered to, as the Military Contingents will be leading the parade,

(7)   0830 hrs – All units to form up in accordance with Annex A,

(8)   0900 hrs – Parade steps off,

(9)   0915 hrs – Reviewing Officer arrives at the reviewing stand, and

(10)   O/C (approx 0930 hrs) – All units will proceed to Humboldt St, where the military participants will be dismissed. Units will RV with transport at that location.

<u>SERVICE SUPPORT</u>

6.   <u>Transportation</u>. TEME shall provide the following vehicles with drivers:

a.   1 x 7-pax van;

b.   1 x 7-ton truck (BMP);

c.   1 x staff car (BRCPO);

d.   2 x 40-pax buses; and

2/4

1 inch margin for top, bottom, left and right-hand margin.

e. 1 x 1-ton recruiting truck.

7. <u>Logistics</u>. BMP shall provide and set-up the reviewing stand and 100 chairs in front of Victoria City Hall. Take-down on parade completion.

8. <u>Imaging Svcs</u>. Base Imaging section shall provide one Image Tech to take pictures.

9. <u>Food Svcs</u>. BFoods shall provide breakfast in Nelles Block cafeteria for Marching Contingent, Naden Band and parade staff (approx 80 personnel). Nominal roll to follow.

10. <u>Public Affairs</u>. BPAO to provide CH TV an information package describing each of the military participants.

<u>COMMAND AND SIGNALS</u>

11. B Comd, CFB Esquimalt is the coordinating authority for the military portion of the Victoria Day Parade. The following positions shall coordinate activities as indicated:

a. parade coordination – OR Clk – 250-363-5516; and

b. public affairs coordination – BPAO – 250-363-4371.

I.M. Rival
Captain(Navy)
Base Commander

Annexes:

Annex A	Victoria Day Parade − Military Marshalling Area	*These are not shown in the examples.*
Annex B	Victoria Day Parade − Order of Precedence	

Distribution List (page 4)

3/4

Distribution List

Action

MARPAC JTFP//COS/FCPO/J02 VP/J02 PA
RCSU(P)
CFFSE
Naden Band
5th Fd Regt
NOTC
HMCS MALAHAT
C Scot R
11 Svc Bn
11 Fd Amb
Base Branch Heads
Base Branch Chiefs
BPAO
TEME
BFoodsO
NPM(P)

1 inch margin for top, bottom, left and right-hand margin.

4/4

EXAMPLE OF AN AGENDA

This example uses 10 pt for demo purposes only,
actual document should be Times New Roman or Arial 11 or12 pt

CFLRS

1000-1 (Adjt)

1 Mar 14

Distr List

AGENDA FOR ADMINISTRATION
WORKING GROUP TO BE HELD IN
THE HQ CONF RM 0900 HRS 18 MAR 14

AGENDA ITEM		SPONSOR
1.	Types of military document	Standards Div
2.	Military Format	Leadership Div
3.	Use Paragraph Numbers	Recruit Div
4.	Security designation	Support Div

R.K. Jones
Capt
Adjt
2246

Distr List

DCmdt
OC Standards Div
OC Leadership Div
OC Recruit Div
OC Support Div
OC DL Div
OC Forward Div
Ops O
SCWO

1 inch margin for top, bottom, left and right-hand margin.

EXAMPLE OF MINUTES OF A MEETING

This example uses 10 pt for demo purposes only,
actual document should be Times New Roman or Arial 11 or12 pt

CFB Comox

1180-1 (Secy)

20 Mar 14

Distr List

UNIT FUND COMMITTEE MEETING HELD
IN THE HQ CONF RM 0900 HRS 18 MAR 14

Chairperson: Maj T.K. Brul, B Admin O
Members: Capt F.P. Arharrae, Offr Rep   Absent
WO G. Boe, NCM Rep
Sgt W.C. Fields, Treasurer
MCpl E. Murphy, Entertainment Rep

Secretary: MWO S.D. Payne, CC

In Attendance: Capt T.P. Miser, B Compt

Refs: A. 1180-4 (B Compt) 16 Feb 14 (encl)
B. NPF Capital Expenditure Report 14 Feb 14 (encl)

INTRODUCTORY REMARKS

1.   This first paragraph of the minutes should describe the purpose of the conference or meeting.

DISCUSSION	ACTION BY
2. <u>Group heading</u>. The security designation of the minutes as a whole shall be that of the highest classified or protected item.	NCM Rep
3. <u>Format of minutes</u>. This example is in the recommended format for minutes of a meeting or conference.	Chairperson
4. <u>Members</u>. Dependant upon the type of meeting, members are generally listed in order of seniority. If equal in seniority, they are then listed alphabetically. In meetings such as LMRCs, members are listed alphabetically as they are all equal in their role within the committee.	None Required
5. <u>Decisions</u>. A list of decisions is an appropriate tool to use in some cases.	Treasurer

1/2

1 inch margin for top, bottom, left and right-hand margin.

	ACTION BY
6. <u>Action By</u>. The use of an "Action By" column is encouraged as it indicates the assignment of responsibility by appointment, opposite each discussion item. If no action is required, the phrase "None Required" may be recorded.	None Required
7. <u>Signing</u>. When the approval of a higher authority is required for the minutes, the signature block of the approving authority shall follow that of the Secretary.	Chairperson

<u>ADJOURNMENT</u>

8.   The meeting was adjourned at 1000 hrs. The next meeting will be held in (location) at (date and time).

T.K. Brul
Maj
Chairperson
2223

S.D. Payne
MWO
Secretary
2224

Distr List

Action

All Members

Info

B Comd

2/2

1 inch margin for top, bottom, left and right-hand margin.

PART V – TEMPLATES

Disclaimer: These templates are provided as a reference for staff work. Please note that unit names or positions may no longer be valid.

Memorandum	Single addressee	Format_Memo_single _addr.doc
	Multiple addressees	Format_Memo_multip le_addr.doc
Letter	DND/CAF single addressee	Format_Letter_single _addr.doc
	DND/CAF multiple addressees	Format_Letter_multi ple_addr.doc
	Civilian addressee	Format_Letter_civilia n_addr.doc
	Bilingual to a single addressee	Format_Bilingual_lett er_single_addr.doc
	Bilingual to multiple addressees	Format_Bilingual_lett er_multiple_addr.doc
DND 317	Format_DND_317.do c	
Briefing Note	Format_Briefing_Not e.doc	
Annex	Format_Annex.doc	
Appendix	Format_Appendix.do c	