

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

**Correspondence
Style Guide**



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INTRODUCTION

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

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

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

Be responsive.
Be on time.
When in doubt, ask.

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

Bettie Atcherson	(202) 586-5064
Linda Cameron	(202) 586-5089
Karen Deitrick	(202) 586-5084
Octavia Gorham-Greenhill	(202) 586-8637
Paulette Jones	(202) 586-5177
Gwenda Martin	(202) 586-4311
Althea Vanzego	(202) 586-4261

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

I. CORRESPONDENCE CONTROL

A. GENERAL FORMAT

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

The Executive Secretariat assigns three levels of correspondence priority:

- Essential Critical
- Important
- Routine

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

B. DUE DATES

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

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

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

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

Federal Independent Agencies (listed in the Federal Yellow Book)

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

True Congressional (addressed to Program Officials)
Congressional – Constituent Referrals
White House Hardship Cases
State Officials
Federal Officials
Whistleblower Correspondence
Boy Scout Eagle Awards/Girl Scout Gold Awards

Routine Correspondence

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

Urgent Handling Correspondence

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

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

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

C. REASSIGN POLICY

If the Executive Secretariat (ES) incorrectly assigns mail to a Program Office, the Program Office must return the correspondence within 24 hours to ES. Because many policies and program issues within the Department are crosscutting, ES welcomes suggestions on the correct assignment of this mail.

D. SIGNATURE LEVELS

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

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

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

II. INTERNAL DOCUMENTS

A. ACTION MEMORANDUM

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

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

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

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

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

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

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

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

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

RECOMMENDATION: The Secretary select option 1 because

Approve: Option 1 _____ Option 2 _____ Option 3 _____

Disapprove: _____

Date: _____

OR

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

Approved: _____ Disapproved: _____

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

Approved: _____ Disapproved: _____

Department of Energy Washington, DC 20585		ES- _____
	(date)	
MEMORANDUM FOR THE SECRETARY		
FROM:	NAME, TITLE AND SIGNATURE OF PROGRAM OFFICIAL	
SUBJECT:	ACTION: Response to ----- (or letter to -----if no incoming)	
ISSUE:	Concisely define the issue. Do not restate the incoming letter or response. Include relevant background information. Does this action establish new policy?	
	<ul style="list-style-type: none">• What are the key messages?• Identify major stakeholders.• Explain pros and cons. Present alternatives where appropriate.• When presenting problems, include solutions.• State hidden issues.	
-----1 ½ “	<ul style="list-style-type: none">• Identify issues that were deliberately not addressed and explain why.• Highlight any particular sensitivities, if appropriate. For example, congressional interest, media interest, fines, etc. <u>Be specific.</u>• Is a communications plan needed?• Obtain necessary concurrences before submission and indicate below.• Use bullets when possible• This memo should not exceed two pages. If additional information is required, include a background page	1 ½” -----
SENSITIVITIES:	Include concerns and sensitivities expressed by the public, stakeholders, and other government institutions. Include sensitivities expressed within the Department, including reasons for non-concurrences.	
POLICY IMPACT:	State whether or not this action will impact current Department policy. If it does impact policy, please explain.	
RECOMMENDATION:	The Secretary sign the attached letter to -----.	
CONCURRENCE:	Name/Date	

Figure 1: Memorandum to the Secretary

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

additional copies of the package.

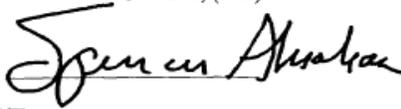
	Department of Energy National Nuclear Security Administration Washington, DC 20585	2004-008948
	August 30, 2004	OFFICE OF THE ADMINISTRATOR
MEMORANDUM FOR THE SECRETARY		
THROUGH:	KYLE MCCLARROW DEPUTY SECRETARY OF ENERGY	
FROM:	LINTON F. BROOKS ADMINISTRATOR	
SUBJECT:	<u>ACTION</u> : SIGNATURE OF STATEMENT OF INTENT BETWEEN DOE AND THE INTERNATIONAL ATOMIC ENERGY AGENCY TO COOPERATE ON A PROJECT ON RADIATION MEASUREMENTS CROSS CALIBRATION (TAB A)	
ISSUE:	To seek the Secretary's signature of, or approval for Administrator Linton Brooks or his delegate to sign, this Statement of Intent for collaboration between Sandia National Laboratories' Cooperative Monitoring Center and the IAEA's laboratories at Seibersdorf, Austria on DOE/NNSA's "Radiation Measurements Cross Calibration" (RMCC) project at the September IAEA General Conference.	
DISCUSSION:	The purpose of the RMCC project is to promote regional cooperation in the Middle East on preparedness for radiological emergencies. The IAEA is recognized as a global leader in proficiency testing and radiation analysis testing, and many laboratories in the Middle East have sent their scientists to the IAEA's laboratories for training. Under this non-legally binding Statement of Intent, DOE and IAEA laboratories propose to cooperate to improve confidence in data quality across the Middle East region, create a network of qualified laboratories for radiological measurements, and improve scientist-to-scientist communication.	
POLICY IMPACT:	None.	
SENSITIVITIES:	None.	
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Example 1: Memorandum to the Secretary, page 1

RECOMMENDATION: That the Secretary sign the SOI, or approve its signature
by Administrator Brooks or his delegate.

CONTACT: Toby Dalton, Office of Nonproliferation Policy,
NA-241, (202) 586-4806.

APPROVE:



DISAPPROVE: _____

DATE: September 3, 2004

CONCURRENCE: General Counsel - Fygi - 8/26/04

Attachment

Tab A: Statement of Intent

cc: Joseph P. McMonigle
Chief of Staff

Example 1: Memorandum to the Secretary, page 2

B. INFORMATION MEMORANDUM

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

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

C. MEETING AND EVENT REQUESTS

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

D. BRIEFING MEMORANDUM

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

Key points to remember when preparing briefing memoranda are:

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

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

	United States Department of Energy Washington, DC 20585			
	<u>MEETING MEMORANDUM</u>			
To:	Secretary Abraham			
From:				
Office:				
Direct Number:		Home Number:		
Cell Number:		Pager:		
Meeting With:				
Organization:				
Contact Number:				
Location:				
Date:		Time:		
<hr/>				
Requested By:				
Other Attendees:				
Background:				
Their Agenda:				
DOE Agenda:				
Sensitivities:		Concurrences:		
<hr/>				
Lead & Attending Staff:				
Other DOE Staff Attending:				
Briefing Material:	<input type="checkbox"/>	None	<input type="checkbox"/>	Attached
Open to Press:	<input type="checkbox"/>	None	<input type="checkbox"/>	No
<hr/>				
Additional Relevant Information:				

Figure 2: Meeting Memorandum to the Secretary

United States Department of Energy Washington, DC 20585				
<u>EVENT MEMORANDUM</u>				
To:	Secretary Abraham			
From:				
Office:				
Direct Number:		Home Number:		
Cell Number:		Pager:		
Type of Event:		S-1's Role:		
Location:				
Date:		Time:		
<hr/>				
Name of Group:				
Contract Number:				
Phone Number		Cell Number		
Requested By:				
Background on Group:				
VIP's in Attendance				
Audience				
S-1 Introduced By:				
Timeline of Event:				
Description of Event Venue:				
<hr/>				
Lead & Attending Staff:				
Other DOE Staff Attending:				
Briefing Material:	<input type="checkbox"/>	None	<input type="checkbox"/>	Attached
Open to Press:	<input type="checkbox"/>	None	<input type="checkbox"/>	No
<hr/>				
Additional Relevant Information:				

Figure 3: Event Memorandum to the Secretary

	DEPARTMENT OF ENERGY Washington, DC 20585
DATE:	
REPLY TO:	(Name of Project Officer Telephone Number)
SUBJECT:	(Name of Event)
TO:	The Secretary
FROM:	Name of Assistant Secretary, Program Director
(Tab 3 times)	
DATE:	Briefing/Meeting/Event date
TIME:	Beginning and ending time
DURATION:	Hours, minutes
LOCATION:	Address, building location, room number
DOE STAFF:	Names of staff attending
PRESS:	If applicable
ORGANIZATION/EVENT DESCRIPTION: Briefly describe the organization the Secretary will be meeting with and addressing, why the event/meeting is occurring, and the purpose of the meeting/event.	
SPEAKING SET-UP: <i>If applicable for events</i> , give name and title of the person who will introduce the Secretary, those seated at his head table, etc.	
SECRETARY AND PRIOR DOE INVOLVEMENT: Mention if the Secretary has met or spoken previously to this group. Briefly describe prior DOE involvement and other DOE representatives who have addressed the group or related DOE activities that the Secretary should be advised of before entering the meeting/event.	
PARTICIPANTS IN THE MEETING/EVENT: Briefly state the persons the Secretary should know who are in attendance, or part of the group with whom the Secretary is meeting. Describe the audience and its interests. Include brief biographies on the most important attendees and an attendee list with titles and organizations.	
ISSUES OF CONCERN: (If necessary, may include background, but limit to 1-2 paragraphs). As briefly as possible and in no more than 1-2 paragraphs per issue, state the issue of concern to be raised in the meeting/event, and, if possible, DOE's position/response.	

Figure 4: Briefing Memorandum for the Secretary



DEPARTMENT OF ENERGY
Washington, DC 20585

AGENDA (FOR BRIEFINGS)

Title of Meeting

Date, Time, Location

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

Figure 5: Briefing Agenda for the Secretary

E. INTERNAL MEMORANDUM

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

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

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

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

Figure 6: Memorandum from the Secretary

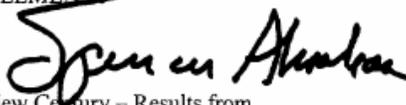
Follow this format for memoranda for the Secretary's signature



The Secretary of Energy
Washington, DC 20585

August 9, 2004

MEMORANDUM FOR ALL DEPARTMENTAL ELEMENTS

FROM: SPENCER ABRAHAM 

SUBJECT: Energizing America for a New Century – Results from
the President's Management Agenda

I am pleased to provide these copies of a new Department of Energy report entitled *Energizing America for a New Century – Results from Implementing the President's Management Agenda*. The report highlights the management reforms we have instituted through the President's Management Agenda. An electronic version of the report is available on the Department's website at www.energy.gov.

I am proud of the results that our 116,000 employees and contractors have produced to transform the Department into the kind of organization of which all Americans can be proud. We have conducted reviews to determine whether the Government or the private sector can most efficiently carry out our functions, resulting in an expected savings of \$37 million. We have improved the security of our information technology systems and have established processes to make better technology investments. We have begun to systematically use performance data to help make resource and management decisions on the Department's programs and to more efficiently manage the Department's multi-billion dollar portfolio of projects.

These management improvements are making a difference where it counts most: in carrying out our important mission to protect American's national and economic security. I look forward to continuing our efforts to institute management reforms that will ensure the Department is able to meet the energy challenges confronting our Nation in the years ahead.

Enclosure



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Example 6: Memorandum from the Secretary



Department of Energy

Washington, DC 20585

March 17, 2004

MEMORANDUM FOR RITA BAJURA
DIRECTOR
NATIONAL ENERGY TECHNOLOGY LABORATORY

FROM: JAMES N. SOLIT 
DIRECTOR
EXECUTIVE SECRETARIAT, OMBE/CFO

SUBJECT: Conference Management

Thank you for providing information responding to the Deputy Secretary's memo of January 2, 2004, on conference management. In his memo, the Deputy Secretary indicated that there would be informal reviews of FY 2003 conference activity to ensure compliance with the requirements of DOE Order 110.3.

With respect to these reviews, I am requesting that you provide to the Executive Secretariat ***no later than March 23, 2004***, the following information for each conference listed below that your office sponsored in FY 2003:

- Conference Title: **Jointly Sponsored University Coal Research & Historically Black Colleges and Universities Contractors Review Meeting**
- Documentation showing that at least three prospective sites were evaluated prior to final selection (in order to obtain cost savings)
- A copy of the final, signed approval form for the conference by the head of a DOE Headquarters or field element or principal deputy.

In addition, please provide documentation of your office's procedure to ensure that the intent of the Order is met if fewer than 30 employees would be in attendance at conferences and on official travel.

This information can be emailed to America.Bowie@hq.doe.gov; faxed to the Executive Secretariat at 202-586-6936. If you have any questions, please feel free to contact Ms. Bowie at 202-586-5230.

Thank you in advance for your cooperation.

Attachment: Deputy Secretary's January 2, 2004, Memorandum

cc: Kim Yavorsky



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Example 7: Internal Memoranda

F. CONCURRENCES

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

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

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

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

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

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

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

III. EXTERNAL CORRESPONDENCE

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

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

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

A. ACTION MEMORANDUM

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

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

RECOMMENDATION: The Secretary sign the attached letter to _____

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

RECOMMENDATION: The Secretary authorize signature on the attached letters.

APPROVE: _____

DISAPPROVE: _____

DATE: _____

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

Figure 8: Action Memorandum

In the Action Memorandum, include sensitivities and policy implications.



Department of Energy

Washington, DC 20585

July 16, 2004

MEMORANDUM FOR THE SECRETARY

ES2004-007416

THROUGH:

DAVID K. GARMAN 
ACTING UNDER SECRETARY FOR ENERGY,
SCIENCE AND ENVIRONMENT

FROM:


RAYMOND L. ORBACH
DIRECTOR
OFFICE OF SCIENCE

SUBJECT:

ACTION: Amend High Energy Physics Advisory Panel
(HEPAP) Charter

ISSUE:

The Department renewed the charter of the HEPAP for an additional two years on December 11, 2003. The Charter is now being changed to increase the number of Panel members from approximately 19 members to approximately 25 members.

BACKGROUND:

The field of High Energy Physics (HEP) has evolved significantly in its breadth of research and amount of international collaboration. When HEPAP was established in 1967, high energy physics was mainly an accelerator-based, domestic program. Since that time, and particularly in the last five to ten years, the field has become much more diverse, and far more interconnected with the fields of astronomy, astrophysics, cosmology, and large scale computations and data networks. At the same time, international collaborations have become the norm, with the future of the field dependent on successful international negotiations in joint financing and participation.

As a result of this evaluation, the Office of Science believes it strongly advisable that the membership of HEPAP be allowed to expand, allowing for representation that reflects the breadth of its science, and permitting for more informed and coordinated planning on international programs of the future.

SENSITIVITIES:

None.

RECOMMENDATION:

That the Secretary approve the increase in membership from approximately 19 members to approximately 25 members. This is approximately the size of other Office of Science advisory committees, including the Basic Energy Sciences



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Example 8: Action Memorandum, page 1

Advisory Committee (BESAC) and the Biological and
Environmental Research Advisory Committee (BERAC).

APPROVE: Spencer Abraham

DISAPPROVE: _____

DATE: August 6, 2004

~~CONCURRENCE: 7/22/04
Concurring for the Office of
General Counsel
Lee Sarah Libermen Otis
General Counsel~~

James T. Campbell 7/27/04
James T. Campbell
Acting Director of Management, Budget
and Evaluation/Chief Financial Officer

James N. Solit JUL 27 2004
James N. Solit
Committee Management Officer

Example 8: Action Memorandum, page 2

B. WRITING A LETTER

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

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

In addition, please observe the following guidelines:

Be on time.

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

Be responsive.

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

Include contact name and telephone number.

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

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

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

Use the correct tone.

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

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

USE SPELL- AND GRAMMAR-CHECK

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

WHAT TO SEND TO THE EXECUTIVE SECRETARIAT

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

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

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



The Secretary of Energy
Washington, DC 20585

2004-007414

August 9, 2004

The Honorable Sherwood Boehlert
Chairman
Committee on Science
U.S. House of Representatives
Washington, DC 20515-6301

Dear Mr. Chairman:

Thank you for your July 15, 2004, letter regarding the status of the Department of Energy's final rule regarding test procedures for commercial water heaters.

On July 28, 2004, I approved the final rule for publication in the *Federal Register*. The final rule was submitted to the *Federal Register* on July 30, 2004, and we expect it to be published in August. If you have any further questions, please contact me or Mr. Rick A. Dearborn, Assistant Secretary for Congressional and Intergovernmental Affairs, at (202) 586-5450.

Sincerely,

A handwritten signature in black ink that reads "Spencer Abraham".

Spencer Abraham



Example 9: Letter signed by the Secretary

C. INTERIM REPLY

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

D. MEMORANDA TO THE WHITE HOUSE AND OTHER AGENCIES

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

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

Figure 10: Decision Memo format for the President



2003-000453

The Secretary of Energy
Washington, DC 20585

February 20, 2003

INFORMATION

MEMORANDUM FOR THE PRESIDENT

FROM: SPENCER ABRAHAM 

SUBJECT: Transmittal of the Annual Report for Fiscal Year 2000
on Federal Government Energy Management

I. SUMMARY

The Annual Report to Congress on Federal Government Energy Management and Conservation Programs, Fiscal Year 2000 is attached for your information. This report is required by Title V, Part 3, of the National Energy Conservation Policy Act, as amended, and includes information specified by Executive Order 13123. The report compares fiscal year 2000 usage with the fiscal year 1985 energy base line. Federal agencies reported 23.6 percent reduction in building energy consumption when measured on a Btu-per-gross-square-foot basis.

II. DISCUSSION

In fiscal year 2000, the Federal Government consumed 0.98 quads of energy in buildings, vehicles, and operations, a 32.4 percent decrease from the fiscal year 1985 base year. The total cost of energy consumed for fiscal year 2000 was almost \$7.4 billion. This is \$7.9 billion less than 1985 costs (measured using constant 2000 dollars), a reduction of almost 52 percent. As the Nation's largest energy user, the Federal Government is demonstrating its leadership role by reducing energy consumption and thus cutting air pollution, reducing greenhouse gas emissions, and lowering U.S. dependence on foreign oil.

Attachment



Printed on recycled paper

Example 11: Information Memo format for the President

E. TRANSMITTING REPORTS TO THE PRESIDENT OR CONGRESS

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

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

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

F. WHITE HOUSE CORRESPONDENCE

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

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

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

Presidential Messages

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

G. MULTIPLE LETTER MAILINGS

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

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

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

H. CONCURRENCES

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

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

IV. ELECTRONIC COMMUNICATION

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

Some Electronic Communications Guidelines

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

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

INFO: New Communication Training Available
ACTION: Please Concur on Budget by 1/20

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

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

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

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

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

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

V. MODELS OF ADDRESS

A. INTERNAL ADDRESSES

1. General Designations

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

Secretary

Deputy Secretary

Under Secretary for Energy, Science and Environment

Assistant Secretary for Energy Efficiency and Renewable Energy

Assistant Secretary for Environmental Management

Assistant Secretary for Environment, Safety and Health

Assistant Secretary for Fossil Energy

Director, Office of Civilian Radioactive Waste Management

Director, Office of Electric Transmission and Distribution

Director, Office of Legacy Management

Director, Office of Nuclear Energy, Science and Technology

Director, Office of Science

Under Secretary for Nuclear Security/Administrator for National Nuclear Security
Administration

Executive Director, Office of the Secretary of Energy Advisory Board

Departmental Representative to the Defense Nuclear Facilities Safety Board

Assistant Secretary for Congressional and Intergovernmental Affairs

Assistant Secretary for Policy and International Affairs

Chief Information Officer

Administrator, Energy Information Administration

General Counsel

Inspector General

Director, Office of Counterintelligence

Director, Office of Economic Impact and Diversity

Director, Office of Energy Assurance

Director, Office of Hearings and Appeals

Director, Office of Independent Oversight and Performance Assurance

Director, Office of Intelligence

Director, Office of Management, Budget and Evaluation/Chief Financial
Officer

Director, Office of Public Affairs

Director, Office of Security and Safety Performance Assurance

Power Marketing Administrations Liaison Office

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

Under Secretary for Energy, Science and Environment

Assistant Secretary for Energy Efficiency and Renewable Energy
Assistant Secretary for Environmental Management
Assistant Secretary for Environment, Safety and Health
Assistant Secretary for Fossil Energy
Director, Office of Civilian Radioactive Waste Management
Director, Office of Electric Transmission and Distribution
Director, Office of Legacy Management
Director, Office of Nuclear Energy, Science and Technology
Director, Office of Science

Under Secretary for Nuclear Security/Administrator, National Nuclear Security Administration

Executive Director, Office of the Secretary of Energy Advisory Board
Departmental Representative to the Defense Nuclear Facilities Safety Board
Assistant Secretary for Congressional and Intergovernmental Affairs
Assistant Secretary for Policy and International Affairs
Chief Information Officer
Administrator, Energy Information Administration
General Counsel
Inspector General
Director, Office of Counterintelligence
Director, Office of Economic Impact and Diversity
Director, Office of Energy Assurance
Director, Office of Hearings and Appeals
Director, Office of Independent Oversight and Performance Assurance
Director, Office of Intelligence
Director, Office of Management, Budget and Evaluation/Chief Financial Officer
Director, Office of Public Affairs
Director, Office of Security and Safety Performance Assurance
Power Marketing Administrations Liaison Office

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

LPSO's

National Nuclear Security
Administration (NNSA)

Reporting Site Offices/Service Center

Kansas City Site Office
Livermore Site Office
Los Alamos Site Office
Nevada Site Office
Pantex Site Office
Pittsburgh Naval Reactors
Sandia Site Office
Savannah River Site Office
Schenectady Naval Reactors
Y-12 Site Office
NNSA Service Center

Office of Science (SC)	Chicago Operations Office Oakland Operations Office Oak Ridge Operations Office Office of Scientific and Technical Information
Office of Fossil Energy (FE)	Albany (OR) Research Center National Energy Technology Laboratory Naval Petroleum & Oil Shale Reserves (CO, UT, and WY) Naval Petroleum Reserve (CA) Strategic Petroleum Reserve Project Office
Energy Efficiency and Renewable Energy (EE)	Golden Field Office Regional Offices Central, Mid-Atlantic, Midwest, Northeast, Southeast, and Western
Environmental Management (EM)	Albuquerque Operations Office Idaho Operations Office Nevada Operations Office Richland Operations Office Savannah River Operations Office Office of River Protection Carlsbad Field Office Ohio Field Office Rocky Flats Field Office
Office of Civilian and Radioactive Waste Management (RW)	Office of Repository Development

- d. Field Offices, Operations Offices, Regional Offices, Site Offices, and Laboratories are departmental components located outside the Washington Metropolitan area.

OPERATIONS OFFICES

Chicago Operations Office
Idaho Operations Office
Oak Ridge Operations Office
Richland Operations Office
Savannah River Operations Office

SITE OFFICES

Berkeley Site Office
Kansas City Site Office
Livermore Site Office
Los Alamos Site Office
Nevada Site Office
Pantex Site Office
Pittsburgh Naval Reactors Office
Sandia Site Office
Savannah River Site Office
Schenectady Naval Reactors Office
Stanford Site Office
Y-12 Site Office

LABORATORIES

Ames Laboratory
Argonne National Laboratory (East)
Argonne National Laboratory (West)
Bettis Atomic Power Laboratory
Brookhaven National Laboratory
Environmental Measurement Laboratory
Fermi National Accelerator Laboratory
Idaho National Engineering and Environmental Laboratory
Knolls Atomic Power Laboratory
Lawrence Berkeley National Laboratory
Lawrence Livermore National Laboratory
Los Alamos National Laboratory
National Energy Technology Laboratory
National Renewable Energy Laboratory
New Brunswick Laboratory
Oak Ridge National Laboratory
Pacific Northwest National Laboratory
Princeton Plasma Physics Laboratory
Sandia National Laboratories, New Mexico and California
Savannah River Ecology Laboratory
Stanford Linear Accelerator Center
Thomas Jefferson National Accelerator Facility (Jefferson Lab)
University of California, Los Angeles (Center for Molecular Medicine – formerly
Laboratory of Structural Biology and Molecular Medicine)

FIELD OFFICES

Carlsbad Field Office
Golden Field Office
Ohio Field Office
Paducah Field Office
Portsmouth Field Office
Rocky Flats Field Office

REGIONAL OFFICES

Central Regional Office
Mid-Atlantic Regional Office
Midwest Regional Office
Northeast Regional Office
Southeast Regional Office
Western Regional Office

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

Secretary

Deputy Secretary

Under Secretary for Energy, Science and Environment

Assistant Secretary for Energy Efficiency and Renewable Energy

Assistant Secretary for Environmental Management

Assistant Secretary for Environment, Safety and Health

Assistant Secretary for Fossil Energy

Director, Office of Civilian Radioactive Waste Management

Director, Office of Electric Transmission and Distribution

Director, Office of Legacy Management

Director, Office of Nuclear Energy, Science and Technology

Director, Office of Science

Under Secretary for Nuclear Security/Administrator, National Nuclear Security

Administration

Executive Director, Office of the Secretary of Energy Advisory Board

Departmental Representative to the Defense Nuclear Facilities Safety Board
Assistant Secretary for Congressional and Intergovernmental Affairs
Assistant Secretary for Policy and International Affairs
Chief Information Officer
Administrator, Energy Information Administration
General Counsel
Inspector General
Director, Office of Counterintelligence
Director, Office of Economic Impact and Diversity
Director, Office of Energy Assurance
Director, Office of Hearings and Appeals
Director, Office of Independent Oversight and Performance Assurance
Director, Office of Intelligence
Director, Office of Management, Budget and Evaluation/Chief Financial Officer
Director, Office of Public Affairs
Director, Office of Security and Safety Performance Assurance
Power Marketing Administrations Liaison Office

OPERATIONS OFFICES

Chicago Operations Office
Idaho Operations Office
Oak Ridge Operations Office
Richland Operations Office
Savannah River Operations Office

LABORATORIES

Ames Laboratory
Argonne National Laboratory (East)
Argonne National Laboratory (West)
Bettis Atomic Power Laboratory
Brookhaven National Laboratory
Environmental Measurement Laboratory
Fermi National Accelerator Laboratory
Idaho National Engineering and Environmental Laboratory
Knolls Atomic Power Laboratory
Lawrence Berkeley National Laboratory
Lawrence Livermore National Laboratory
Los Alamos National Laboratory
National Energy Technology Laboratory
National Renewable Energy Laboratory
New Brunswick Laboratory
Oak Ridge National Laboratory
Pacific Northwest National Laboratory
Princeton Plasma Physics Laboratory
Sandia National Laboratories New Mexico and California
Savannah River Ecology Laboratory
Stanford Linear Accelerator Center
Thomas Jefferson National Accelerator Facility (Jefferson Lab)
University of California, Los Angeles (Center for Molecular Medicine – formerly
Laboratory of Structural Biology and Molecular Medicine)

FIELD OFFICES

Carlsbad Field Office
Golden Field Office
Ohio Field Office
Paducah Field Office
Portsmouth Field Office
Rocky Flats Field Office

SITE OFFICES

Berkeley Site Office
Kansas City Site Office
Livermore Site Office
Los Alamos Site Office
Nevada Site Office
Pantex Site Office
Pittsburgh Naval Reactors Office
Sandia Site Office
Savannah River Site Office
Schenectady Naval Reactors Office
Stanford Site Office
Y-12

2. Headquarters Address Format

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

SINGLE ADDRESSEES

Secretary
Deputy Secretary
Under Secretary for Energy, Science and Environment
Assistant Secretary for Energy Efficiency and Renewable Energy
Assistant Secretary for Environmental Management
Assistant Secretary for Environment, Safety and Health
Assistant Secretary for Fossil Energy
Director, Office of Civilian Radioactive Waste Management
Director, Office of Electric Transmission and Distribution
Director, Office of Legacy Management
Director, Office Nuclear Energy, Science and Technology
Director, Office of Science
Under Secretary for Nuclear Security/Administrator, National Nuclear Security Administration
Executive Director, Office of the Secretary of Energy Advisory Board
Departmental Representative to the Defense Nuclear Facilities Safety Board
Assistant Secretary for Congressional and Intergovernmental Affairs
Assistant Secretary for Policy and International Affairs
Chief Information Officer
Administrator, Energy Information Administration
General Counsel
Inspector General
Director, Office of Counterintelligence

MULTIPLE ADDRESSEES

None
Headquarters Elements

Director, Office of Economic Impact and Diversity
Director, Office of Energy Assurance
Director, Office of Hearings and Appeals
Director, Office of Independent Oversight and Performance Assurance
Director, Office of Intelligence
Director, Office of Management, Budget and Evaluation/Chief Financial Officer
Director, Office of Public Affairs
Director, Office of Security and Safety Performance Assurance
Power Marketing Administrations Liaison Office

B. EXTERNAL ADDRESSES

KEY OFFICIALS FORMS OF ADDRESS

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

The President

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

Salutation & Dear Mr. President:
Closing: Respectfully,

Memorandum: MEMORANDUM FOR THE PRESIDENT

(Most information directed to the President from the Secretary should be in letterhead memorandum format.)

The Vice President

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

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

Memorandum: MEMORANDUM FOR THE VICE PRESIDENT

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

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

Chief of Staff to the President

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

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

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

National Security Advisor

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

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

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

Secretary to the Cabinet

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

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

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

Office of Management & Budget Director

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

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

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

Assistant to the President for Science and Technology

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

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

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

MEMBERS OF THE CABINET

Attorney General

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

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

Secretary of Agriculture

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

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

Secretary of Commerce

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

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

Secretary of Defense

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

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

Secretary of Education

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

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

Secretary of Health and Human Services

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

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

Secretary of Housing and Urban Development

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

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

Secretary of the Interior

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

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

Secretary of Labor

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

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

Secretary of State

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

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

Secretary of Transportation

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

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

Secretary of the Treasury

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

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

Secretary of Veterans Affairs

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

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

OTHERS

Administrator of the Environmental Protection Agency

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

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

United States Trade Representative

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

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

Chairman of the Federal Energy Regulatory Commission

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

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

Administrator of the National Aeronautics and Space Administration

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

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

MEMBERS OF CONGRESS

Member of the Senate

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

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

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

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

Member of the House of Representatives

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

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

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

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

Chairman, Committee of Congress (House)

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

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

Ranking Minority Member, Committee of Congress (House)

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

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

Chairman, Subcommittee of Congress (Senate)

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

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

Ranking Minority Member, Subcommittee of Congress (Senate)

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

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

Governors

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

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

AMBASSADORS

American Ambassador

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

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

Foreign Ambassador in the United States

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

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

or

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

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

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

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

VI. FORMAT RULES

A. LETTERHEAD

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

B. WORD-PRESSING FILES

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

C. MARGINS

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

D. FONT

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

E. LINE SPACING

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

F. SALUTATION

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

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

In most other cases, the salutation should be:

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

Children can be addressed by their first name

G. SIGNATURE BLOCKS

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

Sincerely,

Sincerely,

Sincerely,

Sincerely,

Spencer Abraham

Kyle E. McSlarrow

David K. Garman

Linton F. Brooks

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

H. ENCLOSURES AND ATTACHMENTS

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

Sincerely,

Spencer Abraham

Enclosure

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

I. COURTESY COPIES

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

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

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

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

cc: Congressman John Smith
Ranking Minority Member

or

cc: Senator John Smith
Ranking Minority Member

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

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

E Mail cc: Mr. or Madam John Smith

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

cc: Ms. Mary Smith (without enclosure)

VII. WEEKLY REPORT TO THE SECRETARY

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

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

From reports transmitted electronically, the Executive Secretariat compiles a single report. Format and style protocols support the effective merge of numerous reports.

A. Weekly Report Content

Information in the *Weekly Report* should:

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

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

- Discuss outcomes, not activities. Explain why the Department is doing this, what results are important to our customers, and what success will look like.
- Express achievements and outcomes in clear, simple language that is meaningful to the public.
- Focus on Department and organization strategic goals and critical outcomes.
- When identifying a problem, identify actions being taken to mitigate it.
- Include significant actions that could lead to favorable or unfavorable reactions by the Congress, the States, the media, or stakeholders.
- Highlight important accomplishments that support the Department's mission. Include information about how the Department is sharing this information with stakeholders, Congress, Executive Branch colleagues, and the public.
- When relating crosscutting issues or activities, include information on other DOE offices or Federal agencies participating. Does DOE have the lead on the issue or activity?
- Include travel, leave, and delegations of authority.

B. Weekly Report Submission

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

1. Stylistic considerations

- Use *Times New Roman* 12 pt. font; set 1½-inch margins left and right; 1 inch margins top and bottom; justify left.
- Do not use bold, italics, underlining, or special indentations in the body of the report, except as specifically indicated below.
- Pages of the report should not be numbered.
- Each bullet should be self-contained. Include a sentence of content or background. Describe the situations, issues, or activities. Conclude with who is affected and their likely response.
- Every paragraph should have a **bolded short title** followed by a colon, e.g., **North America Energy Working Group (NAEWG):** The Department will host a technical experts' meeting.
- Do not write in the first person. Rather use the third person, as in "The Secretary" or "Assistant Secretary _____."
- When including dates, do not include days of the week or this year, 2004. However, references to previous or future years should be included.
- Insert precise dates at the beginning of the item; do not use words like today or tomorrow.
- Abbreviate all States, e.g., AL, AK, AZ.
- Use the full name when referring to an office, followed by the abbreviated name in parenthesis. Thereafter the abbreviated name will suffice. (For example, Office of Nuclear Energy, Science and Technology (NE) will be announcing several new In order to gauge the public response to these announcements, NE plans to)
- Court cases should be underlined.
- Publications and television programs should be *italicized*.
- Use the name of the news organization, publication, or program involved rather than reporters' names.

- When referring to elected officials, do not use annotations such as (D-MN) after their names.

2. Weekly Report Format by Categories

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

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

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

IV. WORK ON SECRETARIAL INITIATIVES (7-Day Advance)

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

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

V. PRESS INQUIRIES

- Include all requests for interviews with the principal over the next three weeks

VI. FOIA REQUESTS

This should include:

- who is making the request
- one or two sentences on the subject matter requested
- one or two sentences on the relevance

VII. GRANTS, ECONOMIC ANNOUNCEMENTS, AND PUBLICATIONS

This should include:

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

VIII. CLIMATE CHANGE

IX. DISASTER ASSISTANCE

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

3. Negative Report Submission

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

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

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

VIII. FOREIGN TRAVEL REQUESTS

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

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

- Objectives of the trip;
- Names of senior participants;
- List of major events, appearances, meetings, and speeches;
- Proposed itinerary to the extent possible; and
- Cost information.

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

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

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

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

Figure 14: Request for Approval of Foreign Travel



Department of Energy

Washington, DC 20585

SAMPLE

(Date)

MEMORANDUM FOR JOHN SHAW
DEPUTY CHIEF OF STAFF

THROUGH: DAVID K. GARMAN
ACTING UNDER SECRETARY FOR
ENERGY, SCIENCE AND ENVIRONMENT

FROM: MARGARET S. Y. CHU, DIRECTOR
OFFICE OF CIVILIAN RADIOACTIVE WASTE
MANAGEMENT

SUBJECT: Foreign Travel Request

Approval is requested for Dr. Margaret S. Y. Chu, Director of the Office of Civilian Radioactive Waste Management, to travel to the United Kingdom and Finland, Saturday, August 9, 2003 through Saturday, August 16, 2003, to attend meetings with various heads of foreign waste management programs and participate in a technical tour of Finland's low and intermediate level waste repository and the site under investigation for the disposal of spent nuclear fuel. The meetings will focus on the status of projects underway.

In 1991, the former Director of the Office of Civilian Radioactive Waste Management (OCRWM), initiated and chaired an annual meeting of the various heads of foreign waste management programs to discuss pertinent waste management issues. The objectives of the meeting are to share, from the Director's perspective, information on current program activities and issues, to improve beneficial interactions between programs, and to identify opportunities for progress through international cooperation. The group has now evolved into an organized association of program directors in 11 countries responsible for the implementation of high-level radioactive waste management programs in their respective countries.

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

Attachments

APPROVED: _____

DISAPPROVED: _____

DATE: _____



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Example 14: Request for Foreign Travel

Margaret S. Y. Chu
Travel to United Kingdom and Finland

August 9 - 16, 2003

Saturday, August 9, 2003

LV Washington Dulles United Airlines 0918 5:50 pm

Saturday, August 10, 2003

AR London Heathrow, United Kingdom 5:55 am

LV London Heathrow, United Kingdom British Midland 0584 8:35 am

AR Manchester, United Kingdom 9:35 am

Pick-up from airport by BNFL; Spend night at BNFL Guest House; informal dinner

Monday, August 11, 2003

Tour Sellafield; formal dinner hosted by BNFL

Tuesday, August 12, 2003

a.m. - Visit Shipping facility, lunch

afternoon: can fly to Helsinki and spend the night/or to London and spend the night

LV Manchester, England British Midland 0597 12:50 pm

AR London Heathrow, United Kingdom 01:55 pm

Wednesday, August 13, 2003

LV London Heathrow, United Kingdom Finnair 0832 10:20 am

AR Helsinki, Finland 03:15 pm

(Tickets will be picked up in country--Posiva will make flight reservations for this portion of the trip)

LV Helsinki, Finland Golden Air Flyg 254 04:45 pm

AR Pori, Finland 05:25 pm

Pickup from airport and transport to hotel in Rauma

Example 15: Sample Travel Itinerary

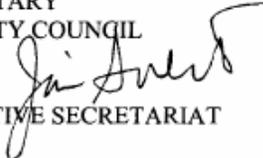


Department of Energy

Washington, DC 20585
May 15, 2003

2003-006163

MEMORANDUM FOR GREGORY L. SCHULTE
EXECUTIVE SECRETARY
NATIONAL SECURITY COUNCIL

FROM: JAMES N. SOLIT 
DIRECTOR, EXECUTIVE SECRETARIAT

SUBJECT: Foreign Travel Request for Dr. Margaret S.Y. Chu,
Director, Office of Civilian Radioactive Waste
Management, to Valencia, Spain

1. ACTION-FORCING EVENT: The purpose of the travel is to attend the annual meeting of the International Association for the Environmentally Safe Disposal of Radioactive Materials and meet with heads of waste management programs to discuss the status of the Office of Civilian Radioactive Waste Management Program and current waste disposal issues. The objectives of the meetings are to share, from the Director's perspective information to benefit interactions between programs, and to identify opportunities for progress through international cooperation.

2. BACKGROUND/ANALYSIS: In 1991, a former Director of the Office of Civilian Radioactive Waste Management, initiated and chaired an annual meeting of the various heads of foreign waste management programs to discuss pertinent waste management issues. These discussions are to share information to benefit interactions between programs, and to identify opportunities for progress through international cooperation. The group has now evolved into an organized association of program directors in 11 countries responsible for the implementation of high-level radioactive waste management programs in their respective countries.

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

4. DECISION:

_____ Approve _____ Disapprove _____ Date



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Example 16: Request for NSC Foreign Travel Approval

IX. RULES OF THE ROAD

DO'S AND DON'TS

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

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

X. APPENDIX: WRITING WELL

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

A. GENERAL GUIDANCE

- **Most Important Ideas First**

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

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

Other examples are:

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

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

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

- **Be Responsive**

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

- **Write As You Speak**

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

- **Use Short Paragraphs**

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

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

- **Write Disciplined Sentences**

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

Subordinate minor ideas

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

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

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

Place ideas deliberately

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

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

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

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

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

Use more parallelism

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

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

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

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

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

- **Keep Sentences Short**

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

- **Rely on Everyday Words**

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

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

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

- **Do Not Use Acronyms**

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

- **Cut the Fat**

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

Some wordy expressions to watch out for are:

Watch out for

for the purpose of
in accordance with
in order to
in the event that
in the near future

Try

for, to
by, following, under
to
if
soon

- **Say It Once**

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

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

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

Not

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

But

we request, please
we intend
you need to
clearly

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

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

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

Try: The report offers two alternatives.

- **Use Strong Action Verbs**

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

Let your verbs do more work. For example:

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

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

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

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

- **Use the Active Voice**

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

Passive: The meeting was chaired by the Secretary.

Active: The Secretary chaired the meeting.

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

am is are was were be being been

PLUS

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

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

To avoid the passive voice:

Put the doer before the verb

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

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

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

Use: (Supervisors?) will approve the requests.

Drop part of the verb

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

Use: The results *are* in the enclosure.

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

Use: Then he *transferred* to Fossil Energy.

Change the verb

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

Use: Letter formats *appear* in this guide.

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

Use: Personnel *must not do so*.

- **Sexist Language**

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

USE

work force
fire fighter
flight attendant
letter carrier
layperson

NOT

manpower
fireman
stewardess
mailman
layman

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

Make the sentence plural.

All employees should pick up their paychecks
not
Everyone should pick up his paycheck.

Remove the pronoun.

Everyone should complete a leave slip.
not
Everyone should complete his leave slip.

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

Dear Ladies and Gentlemen:

Dear Sir or Madam:

Dear Manager:

B. GRAMMAR

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

APOSTROPHE

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

ship's route

witness' story

Bush's policy

Jones' policy

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

United States policy

Department of Energy facilities

House of Representatives session

Environment, Safety and Health rules

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

1990s, *not* 1990's

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

but

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

CAPITALIZATION

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

Washington Monument; the monument

Savannah River Site; the site

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

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

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

the District (as in District of Columbia)

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

Federal, State, and local authorities will meet on Tuesday.

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

Professor Bob Jones
Bob Jones, professor
Spencer Abraham, Secretary of Energy

COLONS

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

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

Colons introduce lists.

The Department's critical success factors are:

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

Colons also follow the salutation in business correspondence.

Dear Mr. Smith:

COMMA

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

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

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

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

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

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

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

On Monday time cards are due.

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

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

All persons known to have seen the accident will be questioned

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

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

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

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

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

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

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

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

COMPOUND MODIFIERS

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

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

DATES

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

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

NUMBERS IN CORRESPONDENCE

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

The transfer of nine kilograms of material was completed.

He requested two hours of annual leave.

Write out numbers that begin sentences.

Three hundred people attended.

Twenty-four dollars were stolen.

Always use figures for dates.

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

Spell out and hyphenate fractions appearing in normal text.

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

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

- *77/100*
- *3½ inches*

Express time as numerals.

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

Use commas to separate groups of three digits.

- *1,000,000*
- *2,566*
- *782*

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

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

UNDERLINING, *ITALICS*, AND **BOLDFACE**

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

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

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

Use underlining or italics for words used as words.

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

Underline names of aircraft, ships, and spacecraft.

- Apollo IV
- U.S.S. Forrestal

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

C. SIMPLE WORDS AND PHRASES

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

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

identical	same	objective	aim, goal
identify	find, name, show	obligate	bind, compel
immediately	at once	observe	see
impacted	affected, changed	operate	run, use, work
*implement	carry out, start	optimum	best, greatest, most
*in accordance with	by, following,	option	choice, way
under			
in addition	also, besides, too	parameters	limits
in an effort to	to	participate	take part
inasmuch as	since	perform	do
in a timely manner	on time, promptly	permit	let
inception	start	pertaining to	about, of, on
incumbent upon	must	point in time	point, time
inform	tell	portion	part
indicate	show, write down	possess	have, own
indication	sign	practicable	practical
initial	first	preclude	prevent
initiate	start	previous	earlier, past
in lieu of	instead of	previously	before
in order that	for, so	prioritize	rank
*in order to	to	prior to	before
in regard to	about, concerning	proceed	do, go ahead, try
interface with	meet, work with	procure	buy
*in the amount of	for	proficiency	skill
*in the event that	if	*promulgate	issue, publish
in the near future	shortly, soon	provide	give, offer, say
in the process	(omit)	provided that	if
in view of	since	provides guidance for	guides
in view of the above	so	purchase	buy
is applicable to	applies to	pursuant to	by, following,
is authorized to	may	under	
is in consonance with	agree with, follows		
is responsible for	(omit), handles	reflect	say, show
it appears	seems	regarding	about, of, on
*it is	(omit)	relative to	about, on
it is essential	must, need to	relocate	move
it is required	please, we request	remain	stay
		remainder	rest
liaison	discussion	remuneration	pay, payment
limited number	few	render	give, make
limitations	limits	represents	is
		requests	ask
magnitude	size	require	must, need
maintain	keep, support	requirement	need
majority of	most	reside	live
maximum	greatest, most	retain	keep
methodology	method		
minimize	decrease, reduce	said, some, such	the, this, that
minimum	least, smallest	selection	choice
modify	change	set forth in	in
monitor	check, watch	similar to	like
		solicit	ask for, request
necessitate	cause, need	state-of-the-art	latest
notify	let know, tell	subject	the, this, your
not later than	by	submit	give, send
notwithstanding	in spite of, still	subsequent	later, next
numerous	many	subsequently	after, later, then

Instead Of

Try

Instead Of

Try

substantial	large, much	transmit	send
successfully complete	complete, pass	type	(omit)
sufficient	enough		
take action to	(omit)	under the provisions of	under
task	ask	until such time as	until
terminate	end, stop	*utilize, utilizationuse	
the month of	(omit)		
there are	(omit), exist	validate	confirm
therefore	so	viable	practical, workable
therein	there	vice	instead of, versus
there is	(omit), exists	warrant	call for, permit
thereof	its, their	whereas	because, since
the undersigned	I	with reference to	about
the use of	(omit)	with the exception of	except for
*this activity, command	us, we	witnessed	saw
timely	prompt		
time period	(either one)	your office	you
		/	and, or
<u>Instead Of</u>	<u>Try</u>		

D. WORDS FREQUENTLY CONFUSED

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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