

MEMORANDUM

October 28, 1997

To: All Staff

From: T. Jeremy Gunn

Subject: Memorandum and Letter Routing and Signing Procedures

The following procedures are designed to provide the staff with guidance for sending memos and letters as well as for internal routing. This memo is not changing in any significant way any prior office policy, although it is designed to provide some clarification and reminders.

Internal Office Memoranda, E-mail, and Procedures.

1. Formatting. Please follow office procedures and be sure that your documents **always** contain the electronic file name and the proper office file name at the end. Consult the November 6, 1995 memo by Noelle Gray if you have any questions.
2. Drafts and Finals. Drafts should always be marked "DRAFT" and finals should always be signed. The reader should not need to guess whether the memo is a draft (for comment) or a final (to be filed).
3. Filing. Signed originals should always be filed in the permanent office files. (For analysts, this will usually be the "4" series.) (See also point 5 under External Communications below.)
4. Style. Please be concise. Whenever the memo is long or complicated, let the reader know in the first paragraph the purpose of the memo and what action or decisions, if any, are needed. If there are time sensitivities, make that clear right from the beginning. Organize your thoughts well.
5. Routing. Be sure copies are sent to all people who have a need to know. If a document is lengthy, or if you wish to save a tree, attach a routing slip with checkoff lines.
6. Addressees. In the ordinary course, analysts should address memos to their supervisors and coordinators. Please cc Tom and me if appropriate. Whenever an issue involves important

office issues, be sure either to direct the memo to me or cc me. Tom should be cc'd on important office issues. Memos on administrative matters should go to Tracy. Above all, use good judgment.

7. Memos forwarded to the Board. I intend to forward to the Board some of the memos written by the staff. This will be true particularly for NBR memos, but will include other types as well. I may make suggestions before asking that you prepare a final. Please do not address the memos to the Board or cc the Board unless specifically requested to do so.

External Communications

1. It is always advisable for two people, at a minimum, to review any communications to the outside that convey any substantive information or that might be seen to obligate the Review Board. (If for no other reason, a second set of eyes often catches typos. It is my personal practice always to show my letters to others for their review before sending them out.) It is not necessary to have more than one person review letters regarding routine matters (*e.g.*, travel advances, referral letters, purchase orders, etc.), unless, in your sound judgment, a second look would be advisable.
2. In the ordinary course, all significant letters to Federal Agencies should go out over my signature. This includes, for example, requests for additional information and records, initial contacts regarding the compliance program, final letters acknowledging completion of the compliance program, etc. If I am unavailable and the issue is pressing, Tom should make the decision whether to send the letter. **Before bringing a final for me to sign, be sure that all appropriate persons have initialed the document summary. Your initials on the document summary signify that you have reviewed the letter for accuracy.**
3. For day-to-day interaction with agencies, memos should be sent by team leaders and coordinators. If the issue is important, please show it to Tom or to me before sending it out.
4. Important letters to the public or to potential witnesses should always be reviewed by a second person. I want to review any letters that could be seen to obligate our agency or that might potentially cause embarrassment.
5. Please complete the Document Summary form. Identify who should receive blind copies. Remember to make an extra copy for the office chron file, which is the 9 series, and give it to your admin person to file. This can be listed on the "Document Summary" line (*e.g.*, 4.20.3 and 9). Give Jerrie a copy of all documents going out over my signature (except for routine referral letters).