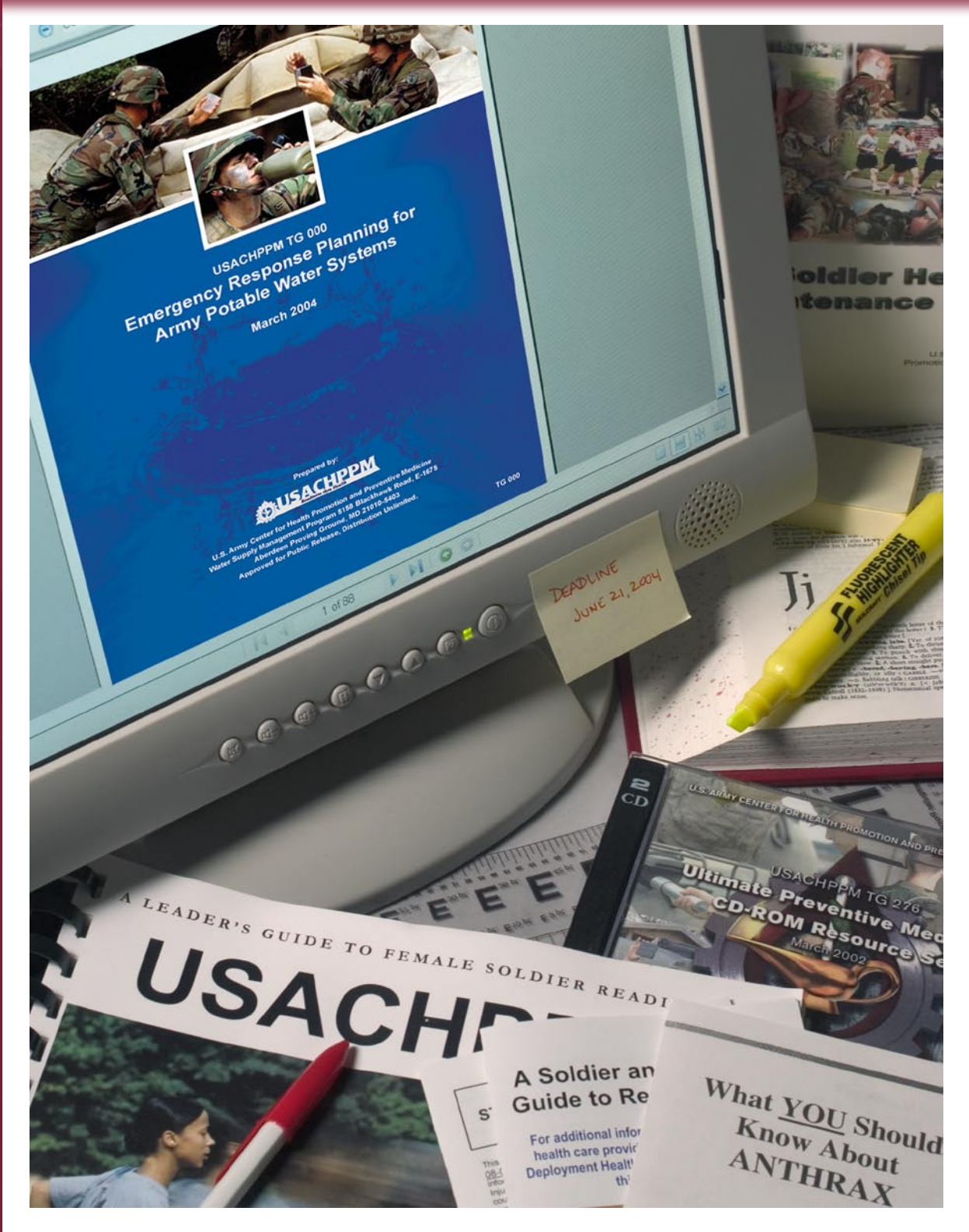


# USACHPPM PUBLISHING MANUAL



August 2004

## USACHPPM History

The U.S. Army Center for Health Promotion and Preventive Medicine (USACHPPM) lineage can be traced back over 50 years to the Army Industrial Hygiene Laboratory. That organization was established at the beginning of World War II and was under the direct jurisdiction of The Army Surgeon General. It was originally located at the Johns Hopkins School of Hygiene and Public Health, with a staff of three and an annual budget not to exceed \$3000. Its mission was to conduct occupational health surveys of Army operated industrial plants, arsenals, and depots. These surveys were aimed at identifying and eliminating occupational health hazards within the Department of Defense's (DOD) industrial production base and proved to be beneficial to the Nation's war effort.

Until 1995, USACHPPM was nationally and internationally known as the U.S. Army Environmental Hygiene Agency or AEHA. Its mission was expanding to support the worldwide preventive medicine programs of the Army, DOD and other Federal Agencies through consultations, support services, investigations, and training.

Today, AEHA is redesignated USACHPPM. Our mission for the future is to provide worldwide technical support for implementing preventive medicine, public health and health promotion/wellness services into all aspects of America's Army and the Army Community anticipating and rapidly responding to operational needs and adapting to a changing work environment.

The professional disciplines represented at the Center include chemists, physicists, engineers, physicians, optometrists, audiologists, nurses, industrial hygienists, toxicologists, entomologists, and many other as well as sub-specialties within these professions.

The organization's quest has always been one of excellence and continuous quality improvement; and today our vision, to be the nationally recognized Center for Health Promotion and Preventive Medicine, is clearer than ever. To achieve that end, we hold ever fast to our values which are steeped in our rich heritage:

- Integrity is the foundation.
- Excellence is the standard.
- Customer satisfaction is the focus.
- Our people are the most valued resource.
- Continuous quality improvement is our pathway.

The organization, which stands on the threshold of even greater challenges and responsibilities, has General Officer leadership. As we move into the next century, new programs are being developed related to health promotion/wellness, soldier fitness, and disease surveillance. As always, our mission focus is centered upon the Army Imperatives so that we are trained and ready to enhance the Army's readiness for war and operations other than war.

We are an organization fiercely proud of its history, yet equally excited about the future. We are destined to continue our development as a world-class organization with expanded services to the Army, DOD, other Federal Agencies, the Nation and the World Community.

August 2004

To all USACHPPM personnel:

Due to the fast-paced and changing environment of USACHPPM, the need for guidance on producing precise and accurate publications is critical. I am pleased to endorse this Publishing Manual. The Publication Management Division has developed this manual to outline a process for standardizing USACHPPM publications and to facilitate the publishing of all USACHPPM technical and administrative publications. This manual attempts to incorporate as many of the newest trends in publishing today and is designed to promote critical project elements such as, planning, purpose definition, and communication. The basic intent of this manual is to provide a comprehensive quality process that incorporates all facets and elements of the Army's regulatory community and meets changing demands.

USACHPPM's history included the use of a comprehensive style manual last dated August 1990. It established a comprehensive quality process. This manual takes some elements of the 1990 manual and builds on them. It applies equally to all programs and should not be viewed as an administrative document only. USACHPPM has recognized the need to fully adopt and use many standardized methods for the publishing of technical publications; our intent is that this manual become a normal part of your routine operations. This manual will continue to evolve to maintain the best technical aspects of publishing within the Army environment.

I would like to gratefully acknowledge the contributions of the Publication Management Division and Visual Information Division for their technical expertise and valuable support. I also thank those who reviewed the draft for technical accuracy; their comments helped produce a manual that will be the standard for USACHPPM publications for years to come.

Again, I know your activities will evolve and continue to change to meet the needs of your customers. I strongly encourage the use of this Publishing Manual and believe you will find this a valuable tool. The manual is available to the USACHPPM community through the following website: <http://chppm-www.apgea.army.mil/>.



COL John J. Ciesla  
U.S. Army  
Acting Commander

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# Introduction



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# Chapter 1: Introduction

## 1-1. Purpose

This publishing manual—

- a. Helps USACHPPM personnel write clearly and concisely and aides in presenting complex technical information simply.
- b. Gives the basic steps for organizing a publication to include identifying the purpose; gathering reference material; and determining the audience and their needs (see chap 2).
- c. Defines technical, administrative, and other publications as used within the U.S. Army Center for Health Promotion and Preventive Medicine (USACHPPM) (see chap 3).
- d. Outlines the processes used for publishing new and revised technical and administrative publications (see chap 3).
- e. Outlines the writing and editorial services provided by the Publication Management Division (PMD) (see chap 3).
- f. Discusses the style elements of good writing such as, active voice (see chap 4).

### 1-2. References

Appendix A contains all required and related references and prescribed and referenced forms.

### 1-3. Scope

This manual applies to all civilian and military employees and professional associates of USACHPPM to include USACHPPM-Main, USACHPPM-North, USACHPPM-South, USACHPPM-West, USACHPPM-Europe, and USACHPPM-Pacific.

### 1-4. Background

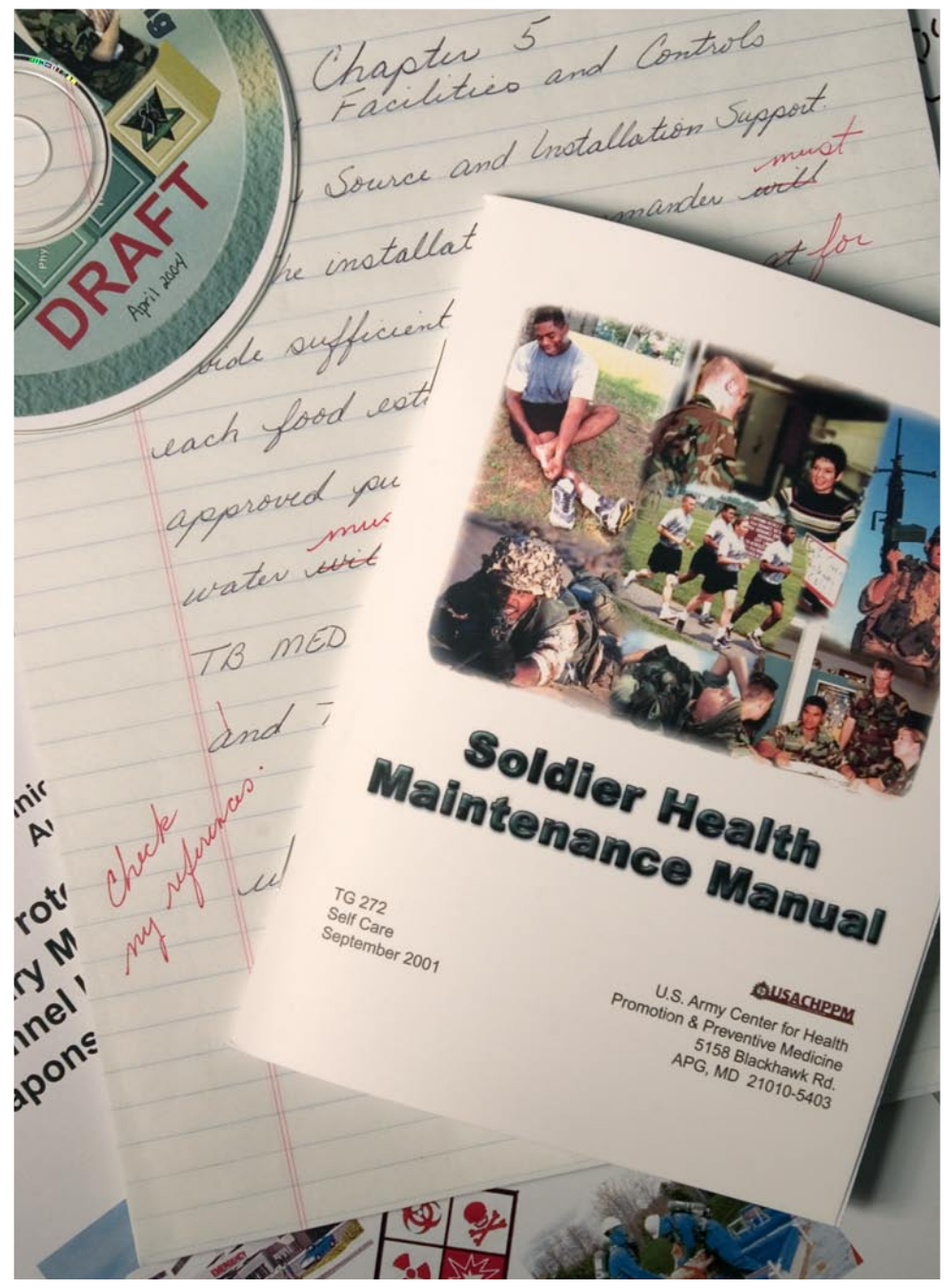
- a. USACHPPM has a goal to protect and sustain a healthy and medically protected force and Army community and to enhance medical readiness through protection from disease and injury. This publishing manual is intended to help meet this goal by assisting USACHPPM personnel in providing products and services to –
  - (1) Enable commanders to improve and sustain the general health of their soldiers.
  - (2) Sustain the health and fitness of deployed forces.
- b. USACHPPM directorates and programs are using a variety of procedures and styles to provide their products and services and to satisfy their customers. When these products and services involve writing and publishing, USACHPPM personnel are to follow an established set of standards that incorporate the Army's publishing and writing standards. USACHPPM's reputation can be made or broken by the quality of its products. Errors of any kind in a publication, whether a technical report or a USACHPPM regulation, can have serious consequences. USACHPPM employees should also be aware that their writing may at some point be used in legal proceedings, so accuracy is essential. One way of preventing errors



is to adhere to the Army's and USACHPPM's publishing standards and processes. This manual attempts to use the Army Publishing Directorate's standards for writing style and usage. Some will seem unfamiliar and strange to you, for example, "and or" versus "and / or." Our intent is to use this manual to acquaint you with Army and USACHPPM standards so that you may begin using them.

- c. Workers can spend approximately 25 to 30 percent of their time writing; therefore, their writing skills can help or hurt their advancement opportunities. Our goal is to provide a manual that will enhance the quality of our products and services, assist personnel in their jobs, and provide the needed tools to write, edit, and publish all types of USACHPPM publications.

Principles





# Chapter 2: Planning a Publication

---

## 2-1. Getting started

- a. Communication or conveying the message to your audience should be the ultimate goal of writing. Army writing has a reputation for being wordy and lacking clarity; one of our goals with this manual is to help you avoid these pitfalls. The Army requires clear and effective writing per AR 25-30, AR 25-50, and DA PAM 25-40 (See <http://www.usapa.army.mil/>). This means that the readers should know what you meant to tell them when they are finished reading. Readers should not have to reread the document, grab a dictionary, or pick up the phone to ask questions.
  
- b. The elements of written communication that should be considered are substance, organization, style, and correctness. The substance of your writing is the purpose, which has two parts: the controlling idea and the supporting facts. Your purpose is what you want to communicate to the audience. It also determines the organization of your writing or how the parts (chapters and sentences) are arranged. Style refers to how well and how quickly the reader understands the controlling idea and its support or the coherence and efficiency of your language. Correctness is writing without errors in grammar, mechanics, and usage and is the use of active voice, short sentences and short paragraphs, and simple and efficient vocabulary.

- c. Before you begin to write, you should identify your target audience(s). Everything you do from this point on will relate directly to them; remember to identify the audience(s) in the introduction. Several types of audiences may exist for one document, but the document as a whole should attempt to be written at a level that informs an intelligent reader. You should assume your reader is intelligent but uninformed on your subject matter. The types of audiences are as follows:
- (1) General – a nonspecific reader who has no technical experience in the topic; reads to be informed, persuaded, or entertained; and needs details and explanations of terms and procedures.
  - (2) Decision maker – readers who are the most demanding and important audience and who deal with funding, personnel, productivity, programs, customers, or contracts and want the “bottom line” and conclusions. They can be found at all levels of Government.
  - (3) Operators or technicians – readers who may have vocational and or technical school training and many years of job experience and who want a “how-to” or “step-by-step” document.
  - (4) Experts – readers who may have more formal education and background and subject-matter expertise, who require adequate data to support ideas and conclusions, and who are very knowledgeable on material and sources.
- d. To identify the audience, you should answer several possible questions.
- (1) Who will be reading this document?
  - (2) How will my publication affect the reader’s work?
  - (3) Why and how will the reader use my publication?
  - (4) Is the reader likely or unlikely to accept my information?
  - (5) What is the audience’s point of view?
  - (6) What is the audience’s education/technical training?
- e. Once the type of audience is identified, you can then ask yourself questions regarding the purpose in writing to this particular audience.

- (1) What do I wish to accomplish?
- (2) Does the reader want an explanation of how something is done or made or instructions on how to perform a task?
- (3) Is the reader using my work to decide which of many options is the most feasible?
- (4) What sort of evidence or support is the reader most likely to accept?
- (5) Does the reader have any strong preferences?

### 2-2. Developing the publishing plan

- a. The next step is to establish a project timekeeping number using the Command Information Management System (CIMS). This system will record labor and costs associated with the project and will establish beginning and ending dates. The projects should be connected to one Strategic Plan or USACHPPM organization item with a unique job order/sub job order number. Guidance for project officers can be found at <https://chppm-cims.apgea.army.mil/cimsoffice/Training.aspx>. Project officers need to be aware of the activities, resources, and staff needed to complete the project. The CIMS captures the total labor hours to include estimated hours for appropriate support personnel to include PMD, Visual Information Division (VID), and the statistician. Associated costs will include printing and distribution costs for a final product.
- b. Next, the Chief, PMD should be contacted to establish the publishing plan. Your plan should include gathering reference material, identifying the audience and their wants, brainstorming, outlining, writing the first draft, revising, staffing the draft, more revisions, and finalizing and reproduction. Figure 2-1 depicts the life cycle of a typical USACHPPM publication. The PMD staff will assist in—
  - (1) Clarifying your audience and purpose in writing if needed.
  - (2) Choosing the best medium for your publication.
  - (3) Establishing timelines for the entire publishing process. There will be a strong emphasis on allotting time in the plan for editing, rewriting, and final reproduction.

- (4) Gathering background information that relates to your publication so that it does not duplicate or conflict with information already published.

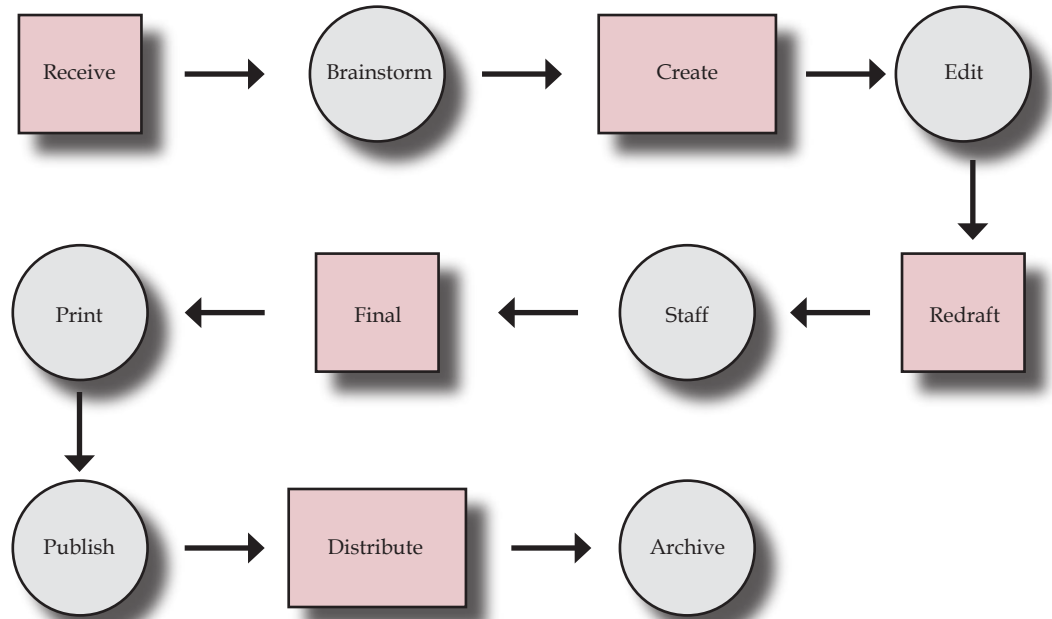


Figure 2-1. Publication life cycle

- c. This initial contact is the first establishment of a writing team where the proponent/ author is the subject-matter expert and the writer/ editor is the editorial and publishing expert. The two complement each to produce a high-quality document. This team designs the publishing plan, which captures how the project is expected to progress. CHPPM Form 437, Milestone Work Sheet, can be used to plot the publishing steps and timelines for each step (see Figure 2-2). This form is available through the Army Medical Department (AMEDD) Electronic Forms Support System.

### MILESTONE WORK SHEET

*(See USACHPPM Publishing Manual for instructions on use)*

PROJECT NO.: \_\_\_\_\_

START DATE: \_\_\_\_\_

STEPS (Individuals involved)	WORKING DAYS	MILESTONES
<b>Preliminary Draft</b>		
1. Plan publication (S, W)	_____	
2. Conduct research, prepare outline (S, W)	_____	
3. Obtain approval of outline (S)	_____	
4. Write, edit draft (S, W)	_____	_____
5. Information processing (S,W, IP)	_____	Calendar Days
6. Proofreading, correct draft (S, W, IP, I)	_____	
TOTAL WORKING DAYS	_____	
<b>Coordinating Draft</b>		
1. Staff internally (S, W)	_____	
2. Incorporate changes (S, W, IP, I)	_____	
3. Obtain approval (S)	_____	
4. Staff externally (S, W)	_____	_____
5. Incorporate changes (S, W, IP, I)	_____	Calendar Days
TOTAL WORKING DAYS	_____	
<b>Final Edited and Approved Draft</b>		
1. Finalize draft (S, W, IP, I)	_____	
2. Proofread and correct (S, W, IP, I)	_____	
3. Obtain approval and signature (S, W)	_____	_____
TOTAL WORKING DAYS	_____	Calendar Days
<b>Camera-Ready Copy</b>		
1. Design and prepare galleys (S, I, W, IP)	_____	
2. Review galleys (S, W)	_____	
3. Incorporate changes (W, IP, I)	_____	
4. Finalize and prepare DD 843 (W, I)	_____	_____
5. Distribute final publication (S)	_____	Calendar Days
TOTAL WORKING DAYS	_____	
		_____
		DELIVERY DATE

S = Subject-Matter Expert    W = Writer/Editor    I = Illustrator    IP = Information Processor

CHPPM FORM 437-R-E, JULY 2004 (MCHB-CS-IPD)

Figure 2-2. Sample milestone work sheet.

- d. The life cycle of a publication should be anticipated so that areas such as associated costs, production, dissemination, and archiving can be included. The collaboration with PMD staff helps USACHPPM maintain a centralized publication knowledge base for its documents. This knowledge base includes such things as records of past documents and a centralized numbering system for USACHPPM documents.
- e. The publishing plan for any written document should also include an assessment of any constraints that might affect the writing process. The three most common constraints are time, length of publication, and availability of resources. These constraints can be interdependent. Most writers face a deadline, either self-imposed or imposed by others. The use of CHPPM Form 437 can help establish a timeline from the final due date to the start date. This will give you a realistic picture of the progress that will be needed to complete the project on time. This timeline should take into account all aspects of the publishing plan. A cushion should be built into the timeline to take care of the unexpected, such as computer problems. Once the timeline is completed, you will be able to see what adjustments are needed to implement the original plan.

### 2-3. Developing the first draft

- a. Writing begins with the act of brainstorming. This is where you let your creative brain uncover mental material you already know for possible use. Do not censor yourself; just let it flow. The brainstorming process helps clarify your purpose and focuses your ideas on the audience. The steps to brainstorming include—
  - (1) Writing the topic of your publication on paper.
  - (2) Jotting down all ideas that immediately come to you about the topic.
  - (3) Crossing out any extraneous ideas that do not relate to your purpose or audience.
  - (4) Grouping remaining ideas into, at least two, but no more than five groups.



- (5) Eliminating any group or ideas that do not support your purpose.
  - (6) Assigning headings to each group.
  - (7) Preparing an outline.
- b. What should the outline look like? Figure 2-3 contains a sample outline. The groups identified during the brainstorming are the beginning of your outline. They form the major parts but are not the controlling idea. The outline is your first attempt at organizing the substance of your research. Envision a pyramid when organizing the outline, with the controlling idea at the top and support information building from it. Your bottom line (purpose) or controlling idea should be a simple declarative sentence at the beginning of the draft. It should be a statement that summarizes your research and is appropriate for your audience. The outline serves as the skeleton or foundation of your writing; its purpose is to keep you on track while you are composing.

### Sample outline

- I. Introduction**
  - a. Attention step
  - b. Bottom line (purpose)
  - c. List of major parts
- II. Development**
  - a. Major part 1
    - (1) Minor part 1
    - (2) Minor part 2
  - b. Major part 2
    - (1) Minor part 1
    - (2) Minor part 2
- III. Conclusion**
  - a. Restate major parts
  - b. Restate bottom line
  - c. Attention step

Figure 2-3. Sample Outline

- c. In moving from the outline to the first draft, you will fill in the blanks. It is your first effort at full expression, but you should always concentrate on the controlling idea and the audience. Remember, some types of writing require the controlling idea or purpose, as well as conclusions and any recommendations, be placed at the beginning. This allows the audience to quickly understand your intent or bottom line. At this stage, your goal is to get your ideas down on paper. You shouldn't worry about correctness or polishing your style. Substance and organization should be your priority.
- d. While developing the first draft, you might decide that illustrations, graphs, or photographs will enhance your message and your communication. We encourage you to contact the VID for assistance. More detailed guidance is provided in Appendix B regarding the incorporation of images into publications. Also, access the following website for guidance: <https://chppm-cims.apgea.army.mil/imo/vid/default.htm>.
- e. How you organize or present your information depends a great deal on the type of media you choose; however, the basic structure of any writing is Introduction, Support, and Conclusion. Most of the media you will deal with in the Army (for example, regulations, information papers, and memorandums) are governed through Army regulations, but most of the USACHPPM media allow for creativity. Therefore, you should work with the PMD staff to determine the appropriate medium and to organize your writing to meet the Army and USACHPPM standards early in the writing process.

### 2-4. Revising the draft

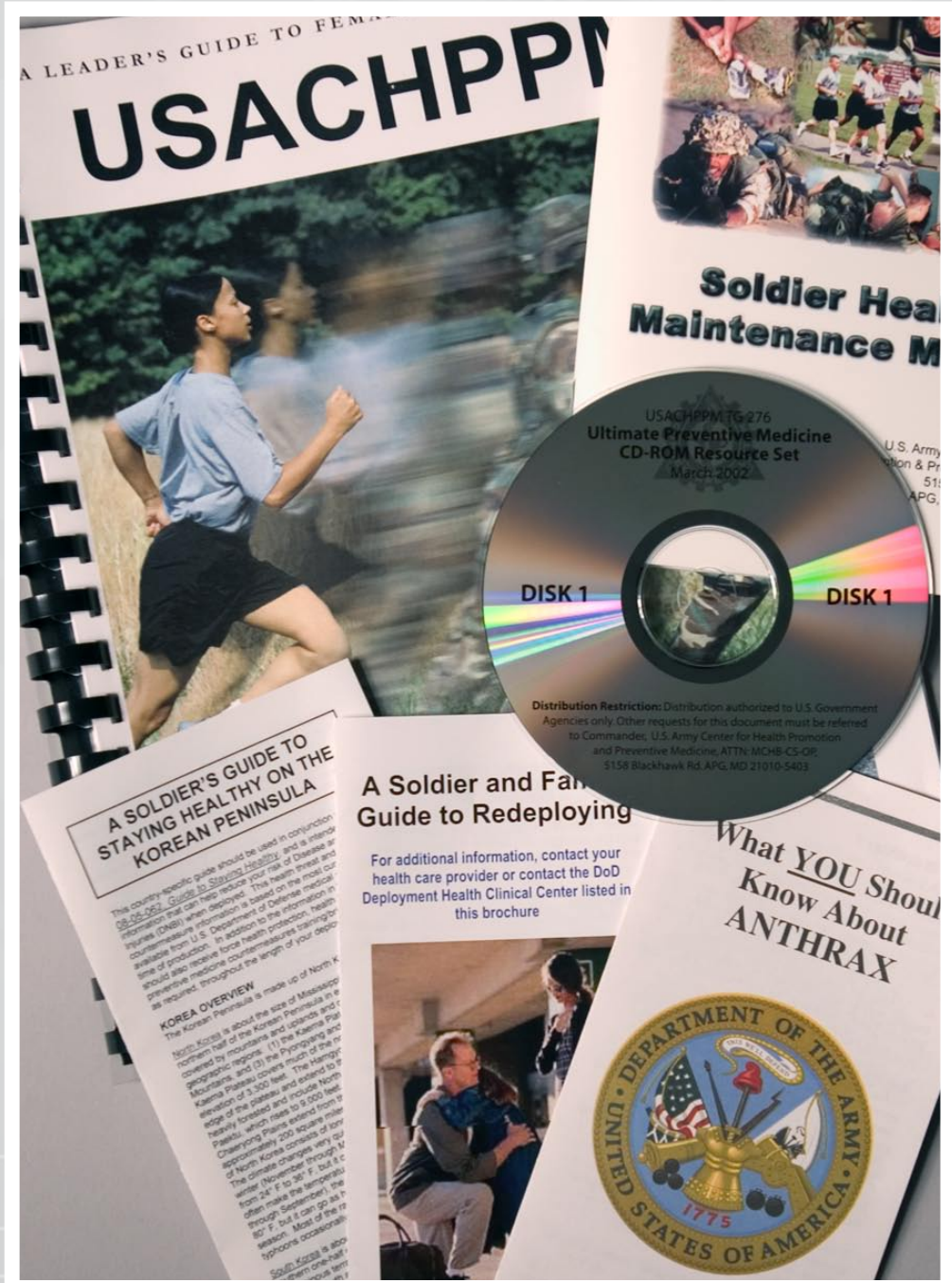
- a. Writing involves rewriting and revising, but many times authors do not schedule enough time for this step in the writing process. Writing is a learned skill; many of us are not natural writers. Your goal should be to improve the coherence of your writing and to fix any major errors. The best way to revise is to step away from your draft

for a while and come back to it with a fresh set of eyes. You will be able to see what you meant to say versus what you did say.

- b. When you are satisfied with your draft, it needs to be reviewed by a trial audience that is very similar to the final audience. This is where you ask others to read and comment on your draft. You want their honest first impressions. Authors should consider that the average reader in the workplace may not be committed to reading what you write, unless they believe that what you have written will help them in performing their duties. Also, remember to be very clear with your reviewers that your draft publication is unofficial, until authenticated and officially issued by the proper agency head or the commander.

### 2-5. Finalizing and staffing the draft

- a. This is your final check. You should focus on pure correctness and the final fix, but remember that the Army's standard is for writing to be generally free of errors in grammar, mechanics, and usage. Don't depend on others or the computer to capture all errors; you are ultimately responsible for the quality of the product once it goes out the door.
- b. If you are satisfied with your document, then it should be staffed outside your office, preferably to programs, commands or agencies involved with your work. Many times this staffing is mandated for certain types of media, such as ARs, DA PAMs, or TB MEDs. You will then incorporate the reviewer's reasonable comments or suggestions. Some believe staffing is more trouble than it's worth because everyone seems to have a slightly different opinion. But that's the value of staffing. You want to be completely sure before you interpret facts or make recommendations. Too much coordination is better than too little. Staffing does slow down the publishing process; however, your goal is to produce the best document possible.



# 3

## Chapter 3: USACHPPM Publications

---

### 3-1. Introduction

- a. USACHPPM publishes many different types of documents in a variety of media. They range from technical reports, technical guides, technical information papers, fact sheets to training aids and command regulations. The medium might vary, but the overall purpose is the same: to disseminate occupational and environmental health, health promotional and preventive medicine policies, responsibilities, procedures, and information to USACHPPM personnel, regulatory agencies, and Department of Defense (DOD) personnel.
- b. DA PAM 25-40, chapter 18, regulates all command publications. The PMD uses Army standards, along with internal organizational procedures, to assist you in producing professional documents. This chapter addresses technical and administrative publications produced by USACHPPM programs and directorates. Our goal is to provide you with the basic elements and procedures for publishing command documents that convey your message and are customer focused.

### SECTION I TECHNICAL PUBLICATIONS

#### 3-2. Technical reports

- a. A USACHPPM technical report is a document containing an orderly presentation of properly interpreted data leading to definite conclusions that must support recommendations.
- b. The technical report proponent or customer is the person, installation, office, or organization that requests a particular service from USACHPPM. The service can be a survey, consultation, study, evaluation, or assessment. The technical report is a written record of our actions, conclusions, analytical results, and recommendations. This manual provides the procedures for publishing, distributing, and archiving numbered USACHPPM technical reports.
- c. One project officer or a group of project officers may prepare a technical report. The goal of a technical report is to communicate what you did, why you did it, what you discovered, what is significant about your findings, and what are your recommendations. This communication is crucial for maintaining USACHPPM's reputation as a world-class organization that provides scientific expertise and professional services.
- d. The entire publishing time of a USACHPPM technical report can vary. But the planning should begin early and should include the possibility of delays, such as illness or computer problems. The USACHPPM program negotiates the due date with the customer. As mentioned in chapter 2, the project officer(s) should work with PMD to establish the publishing plan. The PMD can provide a USACHPPM technical report template for your use. The template will get you started; it can also be personalized to capture any standard parts your program uses, such as signature blocks or distributions.

- e. The following are mandatory parts of a USACHPPM technical report and should appear in the order presented:
- (1) **Transmittal memorandum.** This memorandum conveys the report to the customer. Prepare the memorandum on USACHPPM letterhead according to Figure 3-1.
    - (a) Include the office symbol of the division or program producing the report.
    - (b) Address the memorandum to the customer or the customer's headquarters.
    - (c) Have it signed by the division chief or program manager.
    - (d) Include copies furnished that have been negotiated between the customer and program. Consider medical department activities (MEDDACs), medical centers (MEDCENs), regional medical commands (RMCs), USACHPPM-North, -South, -West, -Europe, and-Pacific, Alaska Field Office, and the Army Physical Fitness Research Institute when determining copies furnished.
  - (2) **Report cover.** USACHPPM's standard report covers are now CHPPM Form 432-E and CHPPM Form 433-E available on the AMEDD Electronic Forms Support System. The CHPPM Form 432-E is to be used for reports that are meant for public release, and CHPPM Form 433-E is used for reports having a limited distribution. The goal of these electronic forms is to create a corporate look for USACHPPM technical reports; therefore, additions such as graphics are prohibited. However, the proponent must include the following text on the report cover:
    - (a) Report title that is logical, accurate, descriptive, grammatically correct, and as short as possible. This should appear as it appears in the subject line of the transmittal memorandum.
    - (b) Report number that controls and identifies the report at a later date. The number will consist of four parts: Program number, cost center, sub-job order number, and fiscal year work was initiated (for example, 31-EE-1234-01). The project officer(s) should coordinate with their program administrative personnel to obtain this number. Parts of the report number will also be used in the CIMS timekeeping

## Chapter 3: USACHPPM Publications



**DEPARTMENT OF THE ARMY**  
**US ARMY CENTER FOR HEALTH PROMOTION AND PREVENTIVE MEDICINE**  
5158 BLACKHAWK ROAD  
ABERDEEN PROVING GROUND MD 21010-5403

REPLY TO  
ATTENTION OF

(OFFICE SYMBOL OF THE DIVISION PRODUCING THE REPORT)

(Current Date)

MEMORANDUM FOR (Addressee)

SUBJECT: (Report type, e.g., Industrial Hygiene Study), (report number, e.g., No. XX-XX-XXXX-XX), (report title, e.g., Ventilation Testing of the Rocket Line System), (location, e.g., Fort Jackson, South Carolina), (dates of study, e.g., 3 May – 11 June 20XX)

1. We are enclosing \_\_\_\_ copies of the report.
2. Please contact us if this report or any of our services did not meet your needs or expectations.
3. The point of contact at USACHPPM is (project officer's name), (division), DSN 584-XXXX or commercial (410) 436-XXXX.

FOR THE COMMANDER:

Encl  
as

(Signature)  
(NAME)  
Official Title

CF (w/encl or wo/encl):  
(List copies furnished in all caps)

Figure 3-1. Sample transmittal memorandum



system. If your program is producing numerous technical reports per year for a project, the report number will be identical for each except for a sequential lettering at the end (for example, 31-EE-1234-01a, 31-EE-1234-01b, or 31-EE-1234-01c).

- (c) Location of survey/study/consultation.
- (d) Dates of survey/study/consultation.
- (e) Appropriate distribution statement. Use DOD Directive 5230.24 for guidance on the many different distribution statements available for use. Proponents must examine the publication's content to determine the appropriate statement, and proponents must develop procedures for reviewing publications to determine any changes to or removal of the statements or to increase the availability when conditions permit. The following distribution statements are most commonly used by USACHPPM:

**Distribution Statement A. Approved for public release; distribution is unlimited. NOTE:** This statement may be used only on unclassified technical documents that have been cleared for public release by a competent authority per DOD Directive 5230.9, Clearance of DOD Information for Public Release.

**Distribution Statement B. Distribution authorized to U.S. Government agencies only (fill in reason)(date of determination). Other requests for this document shall be referred to (insert controlling DOD office). NOTE:** This statement may be used on unclassified and classified technical documents. The reason for assigning distribution statement B: Test and Evaluation – is to protect results of test and evaluation of commercial products or military hardware when such disclosure may cause unfair advantage or disadvantage to the manufacturer of the product.

**DISTRIBUTION STATEMENT C. Distribution authorized to U.S. Government Agencies and their contractors (fill in reason) (date of determination). Other requests for this document shall be referred to (insert controlling DoD office).** NOTE: This statement may be used on unclassified and classified technical documents. Reasons for assigning distribution statement C include—

- Foreign government information. See Dist. Statement B.
- Critical technology. See Dist. Statement B.
- Software documentation. See Dist. Statement B.
- Administrative or operational use. See Dist. Statement B.
- Specific authority. See Dist. Statement B.

**Distribution Statement D. Distribution authorized to the Department of Defense and Department of Defense U.S. contractors only (fill in reason) (date of determination). Other requests shall be referred to (insert controlling DOD office).** NOTE: This statement may be used on unclassified and classified technical documents. The reasons for using this statement include—

- Foreign government information – See Dist. Statement B.
  - Administrative or operational use – See Dist. Statement B.
  - Software documentation – See Dist. Statement B.
  - Critical technology – See Dist. Statement B.
  - Specific authority – See Dist. Statement B.
- (3) **Executive summary.** Prepare a summary for all reports; place the first page on USACHPPM letterhead according to the template (see Figure 3-2). Executive summaries must include the purpose of the report, conclusions, and recommendations.
  - (4) **Table of contents.** Use a table of contents if appropriate.
  - (5) **Body of report.** Place the first page on USACHPPM letterhead.
    - (a) **References.** If less than five references are used, list them in the first paragraph of the report. If five or more references are cited in the report, put the references in appendix A.
    - (b) **Purpose.** State the purpose of the service. Why did the customer ask for assistance from USACHPPM?



**DEPARTMENT OF THE ARMY**  
**US ARMY CENTER FOR HEALTH PROMOTION AND PREVENTIVE MEDICINE**  
**5158 BLACKHAWK ROAD**  
**ABERDEEN PROVING GROUND MD 21010-5403**

REPLY TO  
ATTENTION OF

EXECUTIVE SUMMARY  
(REPORT TYPE)  
(REPORT NUMBER)  
(REPORT TITLE)  
(LOCATION)  
(DATES OF STUDY)

1. PURPOSE. (State the purpose of the service. Why did the customer ask for assistance from USACHPPM?)
2. CONCLUSIONS. (State conclusions. What is the project officer's assessment of the situation?)
3. RECOMMENDATIONS. (List recommendations. What is needed to improve the situation or to eliminate health risks or hazards?)
  - a. (3 spaces)
  - b.
    - (1) (6 spaces)
    - (2)
      - (a) (9 spaces)
      - (b)

Figure 3-2. Sample executive summary

- (c) Authority. Identify the tasker and cite the tasking mechanism (for example, tasking memorandum, recorded phone conversation, or electronic message).
  - (d) Background. Identify project personnel by name only (both USACHPPM and customers) and any historical information, data collection techniques, sampling protocol, or geography of the survey site.
  - (e) Findings and discussion. Describe the situation in detail by discussing what health risks or hazards are present. All findings should relate to the purpose.
  - (f) Conclusions. What is your assessment of the situation?
  - (g) Recommendations. What is needed to improve the situation or to eliminate health risks or hazards? Each recommendation must be based on a finding and must follow from a conclusion.
- (6) **Appendices.**
- (a) Appendix A should contain a complete and accurate list of references cited in the report. See Figure 3-3 for a sample appendix.
  - (b) Other appendices (B, C, or D) might include—
    - Tables or figures that help visualize important data.
    - Acknowledgements of any help you received.
    - Supplemental information.
    - Information that is too detailed or voluminous to fit into the body of the report.
- f. To maintain USACHPPM's corporate look among its technical reports, some basic style elements should be maintained.
- (1) Write in the third person, active voice, and past tense. Example:  
*The staff of the Testing Laboratory set up equipment and ran three tests before reaching the conclusions stated in this report.*
  - (2) Create reports using Microsoft® Word software (most current version), using Times New Roman font, 12 point.

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®Microsoft is a registered tradename with Microsoft Corporation, One Microsoft Way, Redmond, WA 98052-6399. Use of trademarked names does not imply endorsement by the U.S. Army but is intended only to assist in identification of a specific product.

Industrial Hygiene Study No. XX-XX-XXXX-XX, 3 May - 11 Jun XX

### APPENDIX A REFERENCES

1. AR 40-1, 1 July 19XX, Composition, Mission, and Functions of the Army Medical Department.
2. DA PAM 570-557, 26 June 19XX, Staffing Guide for U.S. Army Medical Department Activities.
3. Public Law (PL) 79-658, 8 August 19XX, Health Programs for Government Employees.
4. Executive Order 12196, 26 February 19XX, Occupational Safety and Health Programs for Federal Employees.
5. Title 5, Code of Federal Regulations (CFR), 19XX rev, Part 890, Federal Employees Health Benefits Program.
6. USACHPPM. (2002). *Bioconcentration, bioaccumulation, and biomagnification of nitroaromatic and nitramine explosives and their breakdown products*. (USACHPPM Toxicology Report No. 87-MA - 4677-01). APG, MD. Prepared by M.A. Major, M.S. Johnson, and C.J. Salice.
7. Department of Health, Education and Welfare, U.S. Public Health Service Publication No. 1325-A, 19XX, An Administrative Guide for Federal Occupational Health Units.
8. Federal Personnel Manual (FPM), Chapter 293, 15 November 19XX, Personnel Records and Files.
9. Memorandum, USACHPPM, MCHB-DC-ES, 19 August 19XX, subject: Industrial Hygiene Survey No. XX-XX-XXXX-XX, Waterways Experiment Station, Vicksburg, Mississippi, 18-26 June 19XX.
10. Wegener, D.T., & Petty, R.E. (1994). Mood management across affective states: The hedonic contingency hypothesis. *Journal of Personality & Social Psychology*, 66, 1034 - 1048.
11. Calfee, R.C., & Valencia, R.R. (1991). APA guide to preparing manuscripts for journal publication. Washington, DC: American Psychological Association.
12. Kenneth, I.A. (2000). A Buddhist response to the nature of human rights. *Journal of Buddhist Ethics*, 8(4). Retrieved February 20, 2001, from <http://www.cac.psu.edu/jbe/twocont.html>

Figure 3-3. Sample reference appendix

- (3) Type all main paragraph headings in capital letters. Example: FINDINGS.
- (4) Type first-level subparagraph headings, if used, with initial capitals for each main word and underlined. Example: Health Promotion and Wellness. If one subparagraph has a title, all subparagraphs must have titles.
- (5) Type second-level subparagraph headings with initial capitals and no underlining. Example: Water Quality Data.
- (6) Number paragraphs consecutively. The left margin of the report will never be indented more than nine spaces. See Figure 3-2.
- (7) Cite references in the body of the report using the preferred format for internal references: author and year in parentheses. Example: (Jones, 2001). You have an ethical and a practical responsibility to cite where you have read something. Ethically, you need to give credit to other authors for their words and ideas. Practically, citations identify your sources to an interested reader.
- (8) If trademarks are used, list the name and location (city and state) of the company who owns the trademark at the bottom of the page on which the trademark first appears. A trademark is a word, name, symbol, or device which is used in trade to indicate the source of the goods and to distinguish them from the goods of others. Also include the appropriate trademark symbol (such as, ® or ™) with the first appearance. If only one trademark appears in the report, place the following disclaimer statement after the company name, city, and state at the bottom of the page where the trademark or trade name first appears. If more than one trademark is included in the report, place the disclaimer statement in a box at the bottom of the first page of the report.

Use of trademarked names does not imply endorsement by the U.S. Army but is intended only to assist in identification of a specific product.

- (9) Page numbering. Center the page numbers at the bottom of each page.
    - (a) Number the executive summary consecutively beginning with the second page as ES-2.
    - (b) Number the pages in the body of the report in numerical order, starting with the second page.
    - (c) Number appendices by a letter-number combination (that is, A-1, A-2; B-1, B-2; or C-1, C-2).
    - (d) Number annexes to appendices as A-1-1, A-1-2; B-1-1, B-1-2; B-2-1, or B-2-2.
  - (10) Running header. The running header appears on each page of the report starting with page 2. The header is an abbreviation of the report title (for example, Industrial Hygiene Consultation No. XX-XX-XXXX-XX, 3 May - 11 Jun XX).
- g. A USACHPPM technical report should go through a process that includes the customer, program personnel, and PMD personnel. As discussed earlier, communication between the project officer, customer, and PMD is critical. Using information provided in chapters 1 and 2, the project officer will develop a draft technical report. The project officer can request PMD services early in the writing process, if necessary. Project officers are encouraged to share their draft reports with their peers and program managers. A USACHPPM Form 3, Record of Processing, must be attached to the draft electronically or in hard copy. See Figure 3-4. This form will provide a record of all reviewers and a timeline for the publishing of the technical report.
- h. When all internal program reviews have been completed, the project officer should send the draft technical report and USACHPPM Form 3 to the Chief, PMD via electronic mail or hardcopy. The Chief, PMD, assigns the project to an editor. The responsible editor reviews the draft technical report for—
- (1) Clarity.
  - (2) Conciseness.





- (3) Factual consistency.
  - (4) Applicable terminology.
  - (5) Grammatical accuracy.
  - (6) Accurate references and abbreviations.
  - (7) Format and content.
  - (8) Organizational structure.
- i. The editors within PMD will use Microsoft Word's track changes capability to indicate editorial changes and questions for discussion. Hard copy editing can be done if requested. The document will be returned to the project officer. At this time, the project officer accepts or rejects the suggested changes or meets with the editor to discuss the technical report. The technical report is now ready to be finalized and prepared for signature. Either the PMD personnel or the program's administrative personnel can prepare the report for signature. PMD requires that all track changes be cleared from the electronic file before submission.
  - j. Once finalized, the project officer presents the technical report to his or her Program Manager and or senior peers for signature. Some programs use electronic signatures, so the report can be transmitted electronically. Otherwise, this will be done in hard copy. With the signature, the report is ready for reproduction. This also can be done within the program or through PMD to the Document Automation Production Service (DAPS).
  - k. U.S. Code, Title 44, Chapter 5, Sections 501, 502, and 504 mandates the use of DAPS. Commercial vendors, such as FedEx Kinko's®, may only be used if the request for reproduction is processed through DAPS and specifically requests their services. If the report comes through PMD to DAPS for reproduction, a Department of Defense (DD) Form 843, Request for Binding and Printing Services, must

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accompany the report (see Figure 3-5). The PMD logs all DD Form 843's into a database and gives each a tracking number. The project officer must provide the following information on the DD Form 843 –

- (1) Cost center. The project officer's program will fund the reproduction of the publication.
  - (2) Job order number and sub-job order number.
  - (3) Authorization signature.
  - (4) Delivery date.
  - (5) Special requests. Part 13 of the DD Form 843 should contain specific instructions.
- l. Quality control of USACHPPM technical reports is essential. Our last chance to correct any glaring errors is before the document is sent for reproduction. The Army standard is for a document to be generally free of errors. If PMD processes technical reports for reproduction, someone will review the document for the mandatory parts before authorizing the DD Form 843. If the reproduction is handled within the program, the program manager should ensure the technical report is accurate and free of errors. This also applies to USACHPPM subordinate commands; the commander will be accountable for the quality of his or her technical reports.
  - m. Once reproduced, the technical report will be distributed by the project officer. The original signed report is sent to the customer with copies going to the listed copy furnish addresses. Additionally, one hard copy and the electronic Word file of the technical report and USACHPPM Form 3 must be sent to PMD for archiving. This hard copy will become the official record copy for USACHPPM and will eventually be sent to the National Archives Records Administration for permanent retention.
  - n. Archiving is the final step for a technical report. PMD personnel will convert the electronic file to portable document format for storage in the USACHPPM electronic technical report library (see <http://chppm-cims.apgea.army.mil/dashboard/>). This library allows only

## Chapter 3: USACHPPM Publications

REQUISITION FOR PRINTING AND BINDING SERVICE		FUND <input type="checkbox"/> APPROPRIATED <input type="checkbox"/> NON-APPROPRIATE	DATE <b>06/10/04</b>	ACTIVITY ORDER NUMBER	PLANT USE ONLY	JOB NUMBER		
TO: DAPS, APG BLDG 342		THR U: (Appropriate Printing Control Authority) DISTRIBUTION E5158 BLACKHAWK RD		FROM: (Originating Agency and Person to contact & telephone) USACHPPM POC: 410-436-XXXX				
1 TITLE OF PUBLICATION Report Title				2 NUMBER AND DATE Report Number and Date				
3 PURPOSE, FUNCTION, ECONOMIES EFFECTED AND CONCURRENCES								
4 QUANTITY IN. <input type="checkbox"/> SHEETS <input checked="" type="checkbox"/> SETS <input type="checkbox"/> BOOKS <input type="checkbox"/> PADS <input type="checkbox"/> OTHER (Specify in Item 13)				5 SIZE OF PUBLICATION		6 NUMBER OF PAGES		
a. PARTIAL DELIVERY REQUESTED		b. COMPLETE DELIVERY REQUESTED		a. TRIM SIZE		b. FOLDED TO		
DATE	QUANTITY	DATE	QUANTITY	WIDTH	LENGTH	WIDTH	LENGTH	
		<b>07/01/04</b>	<b>5,000</b>	<b>8.5</b>	<b>11</b>			
7 BINDING (Use Item 13 for additional instructions)				8 PAPER STOCK		9 PRINT		
<input type="checkbox"/> LOOSE <input checked="" type="checkbox"/> SIDE STITCHED		PAD <input type="checkbox"/> TOP <input type="checkbox"/> LEFT <input type="checkbox"/> RIGHT <input type="checkbox"/> BOTTOM		COP-IES	BASIS WEIGHT	KIND	COLOR	
<input type="checkbox"/> GLUED <input type="checkbox"/> SADDLE STITCHED		SHEETS IN PAD SHEETS IN PAD SHEETS IN SET						
<input type="checkbox"/> OTHER <input type="checkbox"/> CORNER STITCHED				1				
10 PUNCHING				2		3		
NR HOLES	DIAMETER	C TO C	KIND	POSITION				
					4			
11 MATERIAL DISPOSITION				5		6		
	HOLD	DE-STROY	RETURN TO					
NEGATIVES					7			
ORIGINALS					8			
12 CLASSIFICATION				9		10		
13 ADDITIONAL INSTRUCTIONS DUMMY ATTACHED <input type="checkbox"/> YES <input type="checkbox"/> NO (Perforations, scoring prenumbering, etc.)				Print back to back, print cover on gray cover stock with CHPPM logo, side staple				
14 DISTRIBUTION INSTRUCTIONS (If desired, also indicate person to be notified when job is completed)  USACHPPM 5158 Blackhawk Rd APG, MD 21010-5403				15 APPROPRIATION CHARGEABLE Cost Center - JONO-SUBJONO				
				CERTIFICATION THAT THE USE OF MORE THAN ONE COLOR IS IN ACCORDANCE WITH DEPARTMENTAL REGULATIONS. THAT THE ILLUSTRATIONS USED IN THIS PUBLICATION ARE NECESSARY AND RELATE ENTIRELY TO THE PUBLIC SERVICE. THAT THIS WORK IS AUTHORIZED BY REGULATIONS AND IS NECESSARY TO THE CONDUCT OF OFFICIAL BUSINESS.				
				16 ORIGINATOR (Typed Name, Signature and Date)  Signature/Date				
				17 ACTION BY PRINTING CONTROL AUTHORITY <input type="checkbox"/> APPROVED <input type="checkbox"/> DISAPPROVED				
				TYPED NAME, SIGNATURE AND DATE  ANNE GIBSON, PCO <span style="float: right;">06/10/04</span>				
FOR PLANT USE ONLY		18 DATE RECEIVED	19 PRIORITY	23 PRESS SIZE	HOURS IN USE	NUMBER OF MASTERS	PRESS IMPRESSIONS	PRODUCTION UNITS
				X				
				X				
20 DATE PROMISED	21 DATE COMPLETED	22 DATE DELIVERED		X				
				X				
RECEIPT OF COMPLETED JOB								
24 RECEIVED BY				25 ORGANIZATION SYMBOL			26 DATE	

DD FORM 843, JUL 55

USAPPC V.1.00

Figure 3-5. Sample DD Form 843

USACHPPM personnel to access USACHPPM technical reports. During this conversion, PMD will audit the final reports for the mandatory parts (see paragraph 3-2f). Any notable discrepancies will be referred to the appropriate program manager to ensure the error is not repeated in future publications.

- o. In addition to the USACHPPM technical report library, the Defense Technical Information Center (DTIC) can be used to store and distribute USACHPPM technical reports. The Director or Program Manager will be responsible for submitting the final publication to DTIC via hard copy or electronically (see [http://www.dtic.mil/dtic/submitting/how\\_submit.html](http://www.dtic.mil/dtic/submitting/how_submit.html)). All types of USACHPPM publications (for example, reports, technical information papers, or fact sheets) may be submitted. The following criteria must be met before submission:
  - (1) Publication must be general scientific or technical information (not Army-installation specific).
  - (2) USACHPPM must be the releasing authority.
  - (3) Must contain a security classification of unclassified; foreign unclassified in confidence; foreign restricted; confidential; or secret.
  - (4) Must contain distribution statements A, B, C, D, E, F, or X. (See DODD 5230.24.)
  
- p. The publishing of any USACHPPM publication containing classified military information will undergo special procedures. Possible classifications may include Confidential (C), Secret (S), or Top Secret (TS). The information in these documents is a national security asset that must be protected. Disclosures shall be made only when authorized by officials designated under DOD Directive 5230.11 and when all requirements of this directive are met.
  
- q. When a document with classified markings needs to be edited, project officers should contact the Chief, PMD to make arrangements to ensure the security of the publication. Only individuals with

appropriate clearances may review classified documents. The Chief, PMD will ensure the individual assigned has a current clearance on file with the USACHPPM Security Office. The Chief, PMD will schedule the use of the sensitive compartmented information facility (SCIF). All revisions will be made by the writer/editor using the SCIF equipment. The publication will remain in the secure environment until it is ready for dissemination.

- r. “For official use only (FOUO)” shall be used on those technical publications not given a security classification but containing information which may be withheld from the public. The information is withheld because disclosure would cause a foreseeable harm to an interest protected by one or more Freedom of Information Act’s exemptions 2 through 9 (see DOD Directive 5400.7). The FOUO cannot be used in lieu of a classification to protect national security interests. An FOUO marking does not prohibit the publication from being requested and provided under the Freedom of Information Act. Further clarification can be obtained from DCSOPS or the Staff Judge Advocate. Mark FOUO publications as follows:
  - (1) For unclassified publications, place “For Official Use Only” at the bottom of the front cover, at the top and bottom of each page containing FOUO information, and on the bottom of the back cover. Each paragraph containing FOUO information shall also be marked by placing “FOUO” at the beginning of the paragraph.
  - (2) For classified publications containing FOUO information, contact the DCSOPs for guidance.

### 3-3. Technical guides

- a. A USACHPPM technical guide is a document that provides technical guidance only. USACHPPM technical guides are being used throughout the DOD as guidance, even though the original intended audience was USACHPPM and Army Medical Department personnel only. These documents are not regulatory. They are documents that allow USACHPPM to provide technical information

to the field quickly, efficiently, and in a variety of formats. Programs within USACHPPM and its subordinate commands may initiate the development of a technical guide.

- b. Creating or revising a USACHPPM technical guide should begin early and should include all other USACHPPM personnel who will assist in the development of the document. As mentioned in chapter 2, the project officer(s) should discuss the plan for publishing the technical guide with PMD and VID, if needed. At this time, issues such as future use of the document, design options, means of distribution (for example, website, CD ROM, or paper), and numbering will be discussed. The PMD and VID personnel will provide advice and guidance at this stage, but the project officer is ultimately responsible for the technical content, its uses, and updates.
- c. The project officer may develop the draft and staff for an internal and external review. When the project officer has finalized the draft, the draft and a USACHPPM Form 3 showing the staffing must be submitted to PMD via electronic mail or hard copy. The Chief, PMD will assign the project to an editor for publishing. The writer/editor will contact the project officer to obtain the project timekeeping number and to discuss the project officer's plans for the document.
- d. The writer/editor may arrange a meeting between a team of support personnel (such as VID or Information Processing Office) to discuss the publishing plan for the technical guide. All responsibilities will be defined, and time lines will be established. Periodic team meetings may be scheduled throughout the development of the document.
- e. The writer/editor will review the draft and re-staff if needed. The project officer will determine the appropriate distribution for staffing. The writer/editor will –
  - (1) Coordinate the internal staffing with the Secretary of the General Staff and will staff the draft if necessary using the PMD document review website or electronic mail.

- (2) Consolidate all review comments, so the project officer can determine what changes to accept or reject.
  - (3) Finalize the text of the technical guide and coordinate with VID personnel to finalize any design issues before submitting the document for reproduction.
- f. The final copy of the technical guide will be stored on the USACHPPM website for distribution purposes (see <http://chppm-www.apgea.army.mil/tg.htm>). This electronic file will become the official record copy, and all background files will be stored within PMD. If project officers need to revise/update existing USACHPPM technical guides, their first stop will be PMD to obtain the current electronic file.

### 3-4. Technical information papers

- a. A USACHPPM technical information paper (TIP) (see Figure 3-6) is a more comprehensive version of an information paper. It is an unclassified, numbered publication that provides general information versus specific information (for example, information dealing with a particular Army installation such as found in a Technical Report). A TIP is normally more than two pages in length, with no maximum length.
- b. The publishing process for a TIP is similar to other technical publications. A publishing plan should be established with PMD early in the writing process. PMD will provide the tracking number at the beginning of the project. This number, as well as the date of the current version, will be used throughout the life cycle of the publication.
- c. The major parts of a TIP are **Purpose, References, Points of Major Interest and Facts, Conclusions or Lessons Learned** (if appropriate), **Name of the Preparer**, and the **Date**. Once the draft has been completed, the project officer will staff it within the appropriate USACHPPM programs for comment.





- d. When the draft is ready, the project officer will submit the draft and the USACHPPM Form 3 to PMD for finalization. The draft will be edited and placed in the TIP template.
- e. The USACHPPM TIPs will be stored and distributed from the USACHPPM website at <http://chppm-www.apgea.army.mil>. This electronic file will serve as the official record for the document.

### 3-5. Training aids

- a. A USACHPPM training aid captures information and or guidance that does not easily fit the format of other USACHPPM documents. They range from quick reference memory aids to brochures. Proponents for USACHPPM training aids are not restricted to a standardized format. We encourage flexibility in meeting any user requirements.
- b. The starting point for a USACHPPM training aid is identifying the need for the product and establishing a publishing plan. The first stop should be VID for assistance in the design. The VID personnel will work with the project officer in design of text and graphics to meet current printing industry standards and will ensure PMD reviews the text. At this time, VID will also establish a number for the document and will work with PMD personnel to determine possible printing costs and to review the text of the proposed training aid.
- c. When the draft is finalized, the project officer will staff the document for review and comment. The VID personnel will finalize the package for publishing, incorporating all changes from the project officer.
- d. The final step is for the project officer to complete the DD Form 843, requesting printing of the document, and to submit the form and complete document package to PMD for printing.

- e. The completed document will be delivered to the project officer, with the original files and or negatives being maintained in VID or PMD.

### 3-6. Fact sheets

- a. A USACHPPM fact sheet is a short publication (no more than two pages) containing text and graphics designed primarily to impart basic information.
- b. Any USACHPPM program may be a proponent of a fact sheet. They determine the need for the publication. The proponent develops the text for the proposed fact sheet and staffs it among their program and other applicable USACHPPM programs for review and comment. The proponent must then submit a text file and USACHPPM Form 3 showing the signatures of reviewers to PMD. The proponent may choose to submit a graphic file in TIFF or PowerPoint format to be incorporated into the format.
- c. The PMD personnel will edit the text and then place the Word text and graphic file into the fact sheet format. A number will be assigned to the publication at this time. The fact sheet number will consist of the program number, consecutive number of the fact sheet (based on the program's prior fact sheets), and month/year of expected publication (for example, Fact Sheet 31-002-0304).
- d. When the fact sheet has been formatted and edited, it will then be forwarded to the project officer for final approval or further review and discussion. Once approved, the publication will be published and posted on the USACHPPM website at <http://chppm-www.apgea.army.mil>. Proponents may have hardcopies published at their own expense. See paragraph 3-2k.

### SECTION II ADMINISTRATIVE PUBLICATIONS

#### 3-7. Introduction

Command administrative publications are found in a variety of media (for example, regulations, pamphlets, posters, or standing operating procedures) that capture the commander's policies, responsibilities, procedures, and specific command information. USACHPPM administrative publications must not duplicate or conflict with information or instructions in DA publications. The USACHPPM Records Management Officer maintains a library/index of all administrative publications (see <https://chppm-cims.apgea.army.mil/imo/isb/pubs/publib.htm>); the library will contain the official and final version of each publication. USACHPPM PAM 25-30 contains the procedures for publishing administrative publications. Posters and standing operating procedures are not discussed in USACHPPM PAM 25-30. Listed below are the different types and uses of command administrative publications that may be published.

- a. Regulations. Directive publications establishing command policies, responsibilities, and administrative procedures limited to a single subject (for example, organizational inspection program) and applicable throughout the command. Regulations remain in effect until superseded or rescinded.
- b. Circulars. Directive or informational publications containing material, which is published only once, is limited to a single subject, and is short-lived (for example, hazard communication training schedule). Circulars are applicable throughout the command but remain in effect for 2 years or less.

## Chapter 3: USACHPPM Publications

- c. Pamphlets. Information, guidance, or reference publications containing material of a continuing nature (for example, publishing guidelines) that are applicable throughout the command. Pamphlets remain in effect until superseded or rescinded.
- d. Memorandums. Directive or informational publications containing policies, responsibilities, and mandatory procedures of a continuing nature (for example, sexual harassment policy). Memorandums should be limited to a single subject and should be used as a temporary means to issue policy. They cannot be used to issue policy across command lines.
- e. Orders. Directive or informational publications containing personnel actions for military personnel (for example, additional duty assignments).
- f. Supplements. Directive publications containing policies, responsibilities, and administrative procedures to implement Army regulations or Medical Command regulations.
- g. Bulletins. Directive, informational, or advisory publications containing official and unofficial information published temporarily. Bulletins will be converted to a permanent medium at a later date.
- h. Posters. Pictorial presentations, placards, or notices that emphasize or attract attention to a specific subject (for example, heat injury prevention).
- i. Standing operating procedures. Information or guidance and numbered and controlled publications containing material of a continuing nature (for example, quality assurance procedures) that describes step-by-step procedures for facilities, equipment, personnel, or methods. Standing operating procedures remain in effect until

revised, superseded, or rescinded. USACHPPM Regulation 702-1 and USACHPPM Technical Guide 176 regulate standing operating procedures.

### 3-8. Poster publishing procedures

- a. USACHPPM posters are not restricted to a standard format or size to pictorially present information. We encourage proponents to be flexible in meeting any user requirements. The starting point for USACHPPM posters is identifying the need for the product and establishing a publishing plan. Posters must be prepared at the highest possible command level to reduce the need for similar posters at lower levels.
- b. When a USACHPPM poster is needed, the first stop should be VID for assistance in the design of the poster. The VID personnel will work with the proponent in design of text and graphics to meet current printing industry standards. At this time, VID will also establish a number for the document and will work with PMD personnel to determine possible printing costs and to review the text of the proposed poster.
- c. When the draft is finalized, the proponent will staff the poster for review and comment. The VID personnel will finalize the package for final publishing, incorporating all changes from the proponent.
- d. The final step is for the project officer to complete the DD Form 843 requesting printing of the poster and to submit the complete document package to PMD for printing.
- e. The completed document will be delivered to the project officer; the VID or PMD will maintain the original files and or negatives.

### SECTION III OTHER PUBLICATIONS

#### 3-9. Command forms

- a. USACHPPM forms are preprinted, numbered publications containing blank spaces or lines for the manual or electronic insertion of information. They may be designed as worksheets, labels, stickers, or tags. The DA PAM 25-31, DA PAM 25-33, and USACHPPM Regulation 25-30 regulate the USACHPPM forms management program. Every USACHPPM form should have a prescribing directive (for example, Army regulation or USACHPPM technical guide).
- b. The first step is to determine whether the new or revised USACHPPM form is essential to conduct official business. As mentioned in chapter 2, the project officer(s) should discuss the plan for publishing the form with PMD (Forms Management Officer) early in the process. At this time, issues such as types of forms, design options, means of distribution (website, CD ROM, or paper), and numbering will be discussed.
- c. The USACHPPM forms designer will create the form using FormsFlow software. The project officer is ultimately responsible for the content and its use.
- d. PMD will assist in making any needed changes to the draft form. Once finalized, the project officer submits the form and a DD Form 67 (Form Processing Action Request) to the Forms Management Officer within PMD.
- e. The Forms Management Officer will assign the form number, review the design, and include the form in the USACHPPM e-forms database.

### 3-10. Periodical and journal articles

- a. USACHPPM encourages publication in recognized scientific or professional journals as a means of recording and making scientific or technical results widely available and to supplement in-house reports. USACHPPM Regulation 360-1 contains the procedures for the review and clearance of professional papers and oral presentations. These papers and presentations are the result of efforts the project officer performed while employed by USACHPPM; therefore, the opinions or assertions presented are the views of USACHPPM. Because of this connection, USACHPPM requires a strict adherence to the internal review and approval process contained in USACHPPM Regulation 360-1.
- b. The project officer should first choose the journal or periodical in which the article will be published. Points to consider when choosing the journal or periodical are —
  - (1) Journals in which related papers/articles were published.
  - (2) Format of the journal.
  - (3) Requirements of the journal. Each journal provides instructions to potential authors via the journal or website.
  - (4) Charge per page.
  - (5) Submission requirements for text and artwork.
- c. The first thing that should be written and submitted for review and approval is the abstract. An abstract is a 75 to 100-word paragraph that provides a quick overview of the article and its organization, to include the thesis, results, conclusions, key points, and implications or applications of the research. Appendix C contains more detailed information on abstracts and journal articles. The abstracts from continental U.S. elements must be submitted through Directorate channels to the Deputy for Technical Services at least 30 days prior to the desired release date; outside continental U.S. elements must submit abstracts through command channels to the Deputy for Technical Services 60 days prior to the desired release date. Short-

suspense considerations will be handled on a case-by-case basis. All abstracts written by civilian and military personnel must be accompanied by USACHPPM Form 259-R-E, Presentation Review and Release, which documents the technical reviews, staffing, and clearances of the abstract. Those written by professional associates and contractors should use USACHPPM Form 362-R-E, Record of Technical Review of Contractor Reports. The purpose of this review is to alert the Deputy for Technical Services of the proposed subject and to determine the required clearances.

- d. With the abstract approval, the writing of the journal or periodical article may begin. Specific details regarding writing style, writing stages, and editorial reviews are contained in Appendix C. Internal technical peer reviews are advisable and essential during the writing of a journal article. The project officer may request the services of PMD at this time if required. If not, the project officer will finalize the draft and then submit the draft and USACHPPM Form 259-R-E or USACHPPM Form 362-R-E to PMD for editing.
- e. PMD personnel will assist the project officer in obtaining approval and clearance of the manuscript through USACHPPM. They also will review the journal submission requirements and will assist in preparing the manuscript for final submission if requested. The manuscripts and USACHPPM Form 259-R-E or USACHPPM Form 362-R-E from continental U.S. elements should be submitted through Directorate channels to the Deputy for Technical Services for approval at least 30 days before the desired release date; manuscripts and USACHPPM Form 259-R-E or USACHPPM Form 362-R-E from outside continental U.S. elements should be submitted to the Deputy for Technical Services 60 days before the desired release date. When USACHPPM has reviewed and cleared the manuscript, the project officer will work directly with the journal or periodical editors to submit the manuscript for publishing.

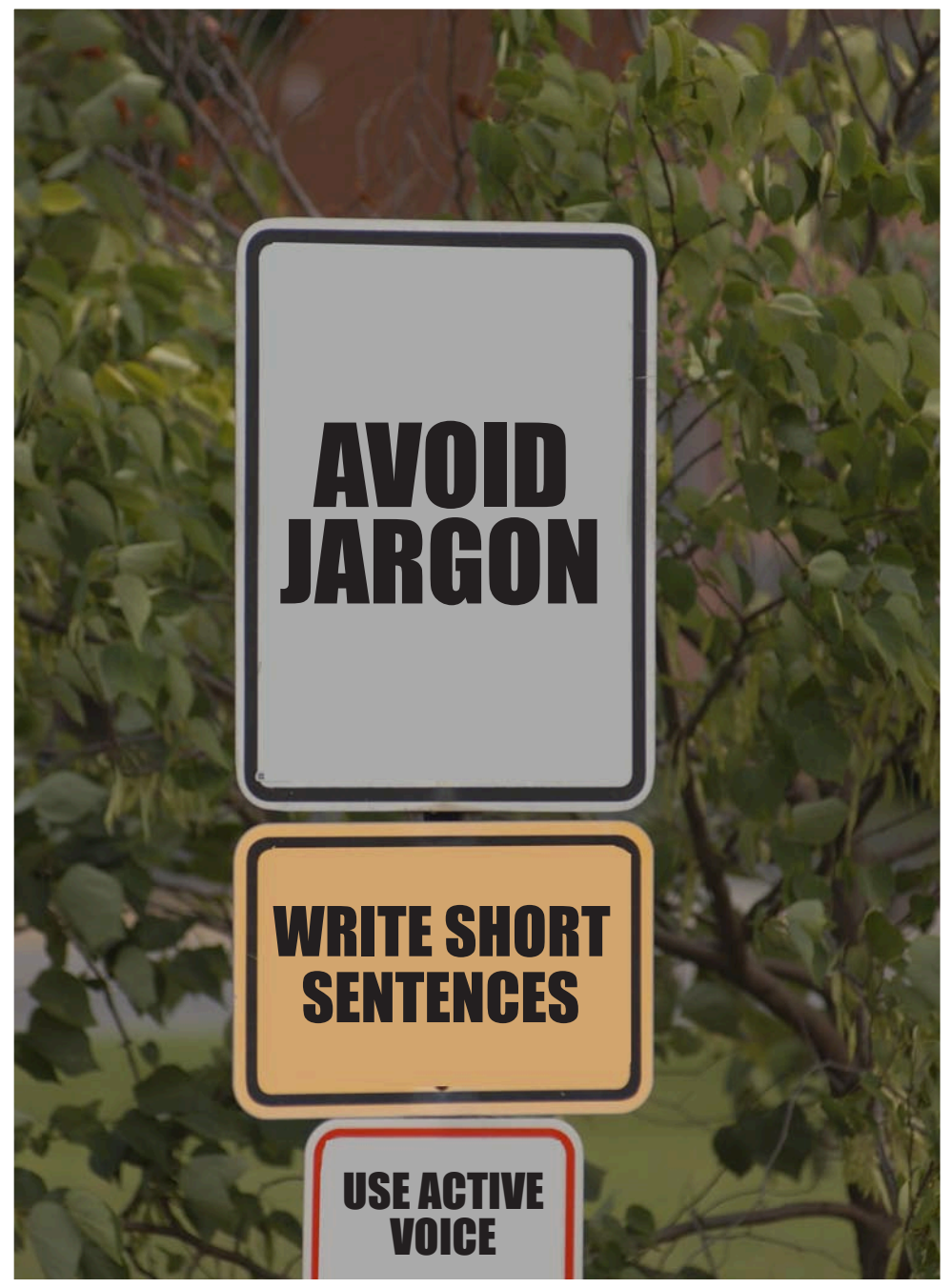


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*“I strongly encourage the use of  
this Publishing Manual and believe  
you will find this a valuable tool.*

*The manual is available to the  
USACHPPM community through  
the following website: [http://chppm-  
www.apgea.army.mil/](http://chppm-<br/>www.apgea.army.mil/).”*

**COL John J. Ciesla**  
**U.S. Army**  
**Acting Commander**



# 4

## Chapter 4: Writing Style/ Usage Elements

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### 4-1. Introduction

- a. What is writing “style”? To editors and project officers it might mean different things. What this chapter will do is attempt to make writing at USACHPPM more uniform by applying some basic style/usage rules. This uniformity will benefit authors, editors, and readers.
- b. Style may be difficult to describe, but the effect it has on our writing is not difficult to miss. The total impression that final products make is crucial to how the writer’s abilities and credibility will be judged. Writing style is the way the words are put together in sentences, the way the sentences are arranged in paragraphs, and the way paragraphs are grouped. In truth, most published writing today can always be improved.
- c. Since most of USACHPPM personnel write technical publications, “technical style” is used. Technical style is characterized by highly structured, impersonal, and deliberate writing. The rules of usage and style presented here are based on correct and acceptable use of the English language. These rules will help you meet the Army’s goal of writing that is understandable in a single rapid reading and generally free of errors in grammar, mechanics, and usage (see AR 25-50).

### 4-2. Usage and style rules

Rule 1 – Make sure you have a clear, defined purpose and place your bottom line (purpose) up front.

Rule 2 – Write so the average reader can understand.

Rule 3 – Write to express, not impress.

Rule 4 – Use short, conversational words. Words with three or more syllables are usually cumbersome and misunderstood. Example: use “*Start*” instead of “*Initiate*,” “*End*” instead of “*Terminate*,” and “*Use*” instead of “*Utilize*.”

Rule 5 – Avoid jargon and technical terms. Example: Use “*To make smaller*” instead of “*To down-size*.” If your audience is well versed in trade jargon, you can use a technical vocabulary. However, large diverse audiences will not be knowledgeable, motivated, or quick to learn your terms.

Rule 6 – Write short sentences (15 words or less) and short paragraphs (4 to 5 sentences).

Rule 7 – Use active voice, not passive voice. Have the “doer” perform the action or assign responsibility to actions. Example: “*The first sergeant submitted the quality deficiency report to the safety officer.*” instead of “*The quality deficiency report was submitted to the safety officer.*”

Rule 8 - Use standard punctuation, spelling, and grammar. Nonstandard usage and misspelled words block the flow of information and affect the readability and credibility of the publication. Use the dictionary often.

Rule 9 – Use one verb tense throughout.

Rule 10 – Use personal pronouns. Example: *“Please send us the report.”* instead of *“The undersigned requests that your office submit the report to this office.”*

Rule 11 – Use proper contractions.

Rule 12 – Don’t be repetitious. Example: Use *“The project’s importance”* instead of *“The project’s importance and significance.”*

Rule 13 – Avoid beginning sentences with “It is,” “There is,” and “There are.” Example: Use *“The report mentions two alternatives.”* instead of *“There are two alternatives mentioned in the report.”*

Rule 14 – Avoid “that” and “which.” Example: *“We must replace any unreliable equipment.”* instead of *“We must replace any equipment that is unreliable.”*

Rule 15 – Don’t use nominals (noun form of verbs). Example: Use *“The General approved the plan.”* instead of *“The General gave his approval of the plan.”*

Rule 16 – Use active verbs in the present tense; Avoid “will” and “will be.” Example: Use *“Check all safes.”* instead of *“All safes will be checked.”*

# References



# Appendix A: References

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## A-1. Publications

Army Regulation 25-30

The Army Publishing Program. All DA publications are available at <http://www.usapa.army.mil/>.

Army Regulation 25-50

Preparing and Managing Correspondence

Department of the Army Pamphlet 25-31

Forms Management: Analysis and Design

Department of the Army Pamphlet 25-33

User's Guide for Army Publications and Forms

Department of the Army Pamphlet 25-40

Army Publishing: Action Officers Guide

Department of Defense Directive 5230.11

Disclosure of Classified Military Information to Foreign Governments and International Organizations. DOD Directives are available at <http://www.dtic.mil/whs/directives/>

## Appendix A: References

Department of Defense Directive 5230.24  
Distribution Statements on Technical Documents

Department of Defense Directive 5400.7  
DOD Freedom of Information Act (FOIA) Program

U.S. Code, Title 17  
Copyrights. All U.S. Codes are available at  
<http://www4.law.cornell.edu/cgi-bin/empower>.

U.S. Code, Title 44, Section 501  
Government Printing, Binding, and Blank-Book Work to be done at  
Government Printing Office.

U.S. Code, Title 44, Section 502  
Procurement of Printing, Binding, and Blank-Book Work by  
Public Printer.

U.S. Code, Title 44, Section 504  
Direct Purchase of Printing, Binding, and Blank-Book Work by  
Government Agencies.

USACHPPM Regulation 25-30  
Forms Management. USACHPPM regulations and pamphlets are avail-  
able at <https://chppm-cims.apgea.army.mil/imo/isb/pubs/publib.htm>.

USACHPPM Regulation 360-1  
Review and Clearance of Professional Papers and Oral Presentations

USACHPPM Regulation 702-1  
Quality System



USACHPPM Pamphlet 25-30  
Publishing and Printing Program: Preparation of Administrative  
Publications

USACHPPM Technical Guide 176  
How to Write and Manage Standing Operating Procedures. Available at  
<http://chppm-www.apgea.army.mil/tg.htm>.

**A-2. Forms** (All forms are available at the AMEDD Electronic  
Forms Support System site.)

Department of Defense Form 67  
Form Processing Action Request

Department of Defense Form 843  
Request for Binding and Printing Services

USACHPPM Form 3-E  
Record of Processing

USACHPPM Form 259-R-E  
Presentation Review and Release

USACHPPM Form 362-R-E  
Record of Technical Review of Contractor Reports

USACHPPM Form 432-E  
CHPPM Report Cover For Public Release

USACHPPM Form 433-E  
CHPPM Report Cover For Limited Distribution

standards





# Appendix B: Image Standards for Command Publications

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## **B-1. Introduction**

- a. The USACHPPM official publishing process requires incorporated images be prepared per technical standards. This appendix provides guidance for anyone including images in publications.
- b. USACHPPM has a highly professional resource in our VID. We encourage you to use this resource often and to schedule any work as early as possible. The VID keeps up-to-date with current industry standards and technology to assist you in producing the best possible product.

## **B-2. Image linking versus embedding**

- a. Microsoft Word permits two ways to insert images in a document: embedding and linking. Embedding converts the image data into Microsoft Word proprietary format and then incorporates into the Word file. Linking, on the other hand, creates a pointer in the underlying code of the Word file connecting that position with a separate, external image file. The image file is not converted to the Word proprietary format; it remains unaltered.
- b. Embedding can significantly increase the size of a Word document. When opening a file, Word will attempt to load the entire file into random access memory (RAM). If your computer has minimal RAM

when this is attempted, the application – and perhaps the operating system – might crash. Additionally, attempting to remove and edit embedded images from Word usually leads to very poor quality results.

- c. Word manages links differently; it only loads images that are on the screen at any given time into RAM. Linked files are preserved in their native format, which permits editing with professional graphics applications. These applications allow for improvements in output and enhancing the images for various media (online or print). If your publication meets the criteria for local reproduction, VID will convert the Word file to a compatible format currently Adobe® Acrobat is used. However, if your publication is to be sent electronically for reproduction on a commercial printing press, separate image files and a text file that meet industry standards are required.
- d. To insert information by creating a linked object –
  - (1) Place the cursor in the document where you want to place the linked object.
  - (2) Click “Object” on the “Insert” menu.
  - (3) Click “Create from file.”
  - (4) Select the “Link” check box.
  - (5) In the “File” box, type the name of the file you want to create a linked object, or click “Browse” to select from a list.
  - (6) Click “Insert.”

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®Adobe Acrobat is a registered trademark of Adobe Systems Incorporated, 345 Park Avenue, San Jose, California 95110-2704.

### B-3. Digital photography and scanning images

- a. Many people are now using digital cameras to capture images for use in their publications. Here are a few guidelines. Use a camera with at least a 3 megapixel capability. Keep the photograph's resolution set at no less than 3 megabytes (MB). Image files can be saved in joint photographic experts group (JPEG). Memory cards (256 MB or higher) should be purchased to transfer photographs to a laptop computer. It would be wise to have extra memory cards on hand if needed, and VID can assist whenever needed.
- b. If using a flatbed scanner to scan your images, see Table B-1 for suggested minimum resolutions. It is always safer to scan at a higher resolution than reduce the file size. If the level of detail is not present in your original scanned image, it cannot be restored at a later date.

**Table B-1. Minimum resolutions for scanned images**

Image Type	Minimum Resolution*
Line Art (solid black and white with no grey)	1200 parts per inch (ppi) or scanner's highest possible resolution
Photograph or image with tonal areas	300 ppi

\*All resolutions are for images, 100 percent of final printed size.

- c. Images should be scanned at a brightness setting that eliminates shadowing or smudging but not so bright as to eliminate detail. Avoid scanning images from printed materials, such as books or magazines, because advanced software capabilities may be needed to minimize the unwanted patterning in shaded areas. The VID can provide specialized scanning from printed materials, photographic film, or slides.

- d. Images should be large enough for all details to be clear onscreen and in print. Larger images are better. The VID can reduce the size, if needed, without compromising quality.

### B-4. Appropriate file formats

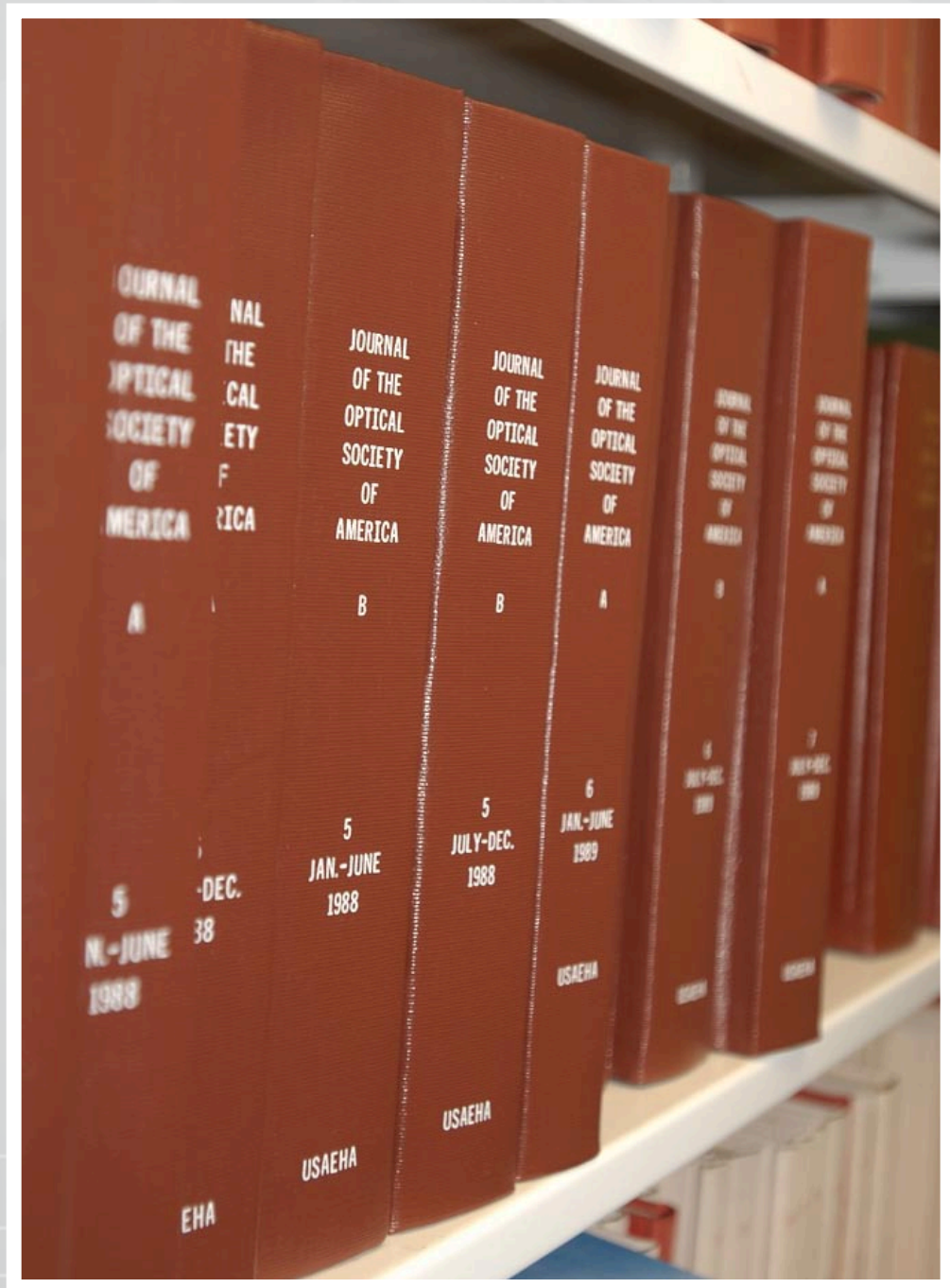
All image file formats do not work well for all purposes. Some are acceptable source files, while others are better for, or are required for output to printers, plotters, or printing presses. Project officers need only provide source files. Acceptable source files for Word include bitmap (.bmp), tagged image file format (.tif), .jpg, Windows metafile format (.wmf), and encapsulated postscript (.eps). For raster (computer images composed of pixels) or photograph file types, use .bmp, .tif, or .jpg. For vector or drawing file types, use .eps and .wmf. The required output files will be produced as the publication goes through the publishing process.

### B-5. Copyright images

- a. Do not use copyright images in USACHPPM publications without written approval. Simply acknowledging the source of the material does not substitute for obtaining permission. Copyright protection is provided to authors of “original works of authorship,” to include literary, dramatic, musical, artistic, and certain other intellectual works, published and unpublished (see U.S. Code, Title 17). The owners of copyright material can do or allow others to do the following—
  - (1) Reproduce the work in copies.
  - (2) Prepare derivative works based on their work.
  - (3) Distribute copies of their work to the public by sale or other transfer of ownership, or by rental, lease, or lending.
  - (4) Perform their work publicly.
  - (5) Display their work publicly for example, pictorially or graphically.

- b. Protected material might contain a notice identifying the copyright owner and the year of first publication; however, copyright owners are not required to give notice. So, it is better to be safe than sorry; always obtain permission when in doubt. If there is a notice, it would contain the following three elements –
- (1) The symbol ©, the word “Copyright,” or the abbreviation “Copr.”
  - (2) The year of first publication.
  - (3) The name of the copyright owner. For example: © 2002 John Doe.

# Journals







# Appendix C: Writing Articles for Journals

## C-1. Introduction

- a. USACHPPM encourages publication in recognized scientific or professional journals as a means of recording and making scientific or technical results widely available and to supplement in-house reports. These papers are the result of efforts the project officer performed while employed by USACHPPM; therefore, the opinions or assertions presented are the views of USACHPPM. Because of this connection, USACHPPM requires a strict adherence to the internal review and approval process contained in USACHPPM Regulation 360-1. Many reasons exist to write and not to write papers or articles for publication. Journal editors and peer reviewers can often see through your article/paper to determine your motivation for writing. If you write for the wrong reasons, your paper/article will be rejected, and you would have wasted your time.
- b. Write because you –
  - (1) Wish to report the results of a scientific experiment or new data.
  - (2) Have developed a new laboratory technique or procedure.
  - (3) Have evaluated a new type of hazard where there is little or no experience.
  - (4) Have collected and analyzed a large set of measurements to which few others would have access, and you wish to share this data.
  - (5) Have reviewed the scientific literature and are drawing a conclusion or summarizing the current state of knowledge.

- (6) Are proposing a new standard, new exposure limit, or new sampling strategy.
  - (7) Wish to inform others of your experience in conducting a hazard evaluation or hazards control program.
  - (8) Are writing an editorial or letter to the editor.
- c. Do not write because you want to—
- (1) “Punch your ticket,” or to expand your resume or curriculum vitae.
  - (2) Publish or perish.
  - (3) Move up in your job.
  - (4) Publicize your group.

### C-2. Getting started

The first thing to discover is whether your planned paper has already been written. Do your research and visit the USACHPPM library or check the internet. You must attempt to find all papers/articles on your subject and develop a reference file. A complete reference file will indicate a more scholarly, well thought out study. Possible sources of your references could be—

- a. Professional journals and conference proceedings.
- b. Your colleagues.
- c. Literature searches performed by the library. Remember, these will only contain the most recent publications.
- d. Standard reference works.
- e. References used in other published works.

### C-3. Prepare an outline

- a. Once you have collected your references, and you have discovered that your planned paper has not been written, an outline is needed to get started. The standard outline for all scientific papers is as follows—
  - (1) **Introduction:** Why are you writing? What is your hypothesis?

- (2) **Materials and methods:** What were your procedures? When, where, and how did you perform your study?
  - (3) **Results:** What did you discover?
  - (4) **Discussion:** How did you interpret your results? How are the results related to other work and why?
  - (5) **Conclusions:** What are the broader aspects of your study?
  - (6) **References:** Be accurate and show that you know the literature.
- b. This outline will serve as the skeleton for your paper. The first thing to write and submit for review and approval is an abstract of your paper/article. An abstract is a 75 to 100-word paragraph that provides a quick overview of the article and its organization, to include the thesis, results, conclusions, key points, and implications or applications of the research. The abstract will alert USACHPPM's Deputy for Technical Services to the subject of your planned paper/article. Follow procedures in USACHPPM Regulation 360-1 when submitting the abstract for review and approval.

### C-4. Choosing a journal

While developing your hypothesis, you should attempt to narrow the list of potential journals or periodicals in which you wish to submit your paper/article. How do you choose the proper journal for your paper/article? The first place to look is those journals that published the related references to your planned paper. They might be the proper venue for your planned paper. Whichever journal is selected, you must consider several things:

- a. The format or requirements for the journal.
- b. The instructions for authors.
- c. The page charge.
- d. Number of copies of the paper/article needed for submission.
- e. Number of figures or glossies required.
- f. The format for citing references.

### C-5. Writing the paper/article

- a. Write the **conclusion(s)** first. You probably have already roughly developed these in your outline and in your head. At first just put the words on paper. Your goal should not be perfection. Your conclusion(s) are where your paper will end, so your logical line of thought should lead from the introduction to the conclusions. Remember to follow your outline when writing, always connecting the sections of the paper to lead ultimately to the conclusion.
- b. The **introduction** to your paper/article should succinctly present the background and purpose of the paper/article. What you are trying to answer is why you are writing the paper/article and why your study or experiment is important. You also want to provide the reader with references to previously published work in the introduction. One important thing to remember in the introduction is to not include the conclusions or findings. Your objective here should be to interest the reader and leave him or her in suspense. You want him to read more.
- c. If you are writing about your research experiments, the most relevant section is the discussion of **materials and methods** used, but it also applies to any paper. This section may have a different title, but it will always be relevant. Areas this section should cover are —
  - (1) Other previously published methods.
  - (2) Equipment used and any known shortcomings.
  - (3) Animal-use protocols if relevant.
  - (4) Details to enable replication.
- d. In the **results** section, your objective should be to place yourself in the reader's shoes. Readers might want to replicate your study. What will they need? You will want to present your findings in a logical sequence and to describe the findings in detail enabling replication. Try to avoid details that would seem obvious to others.

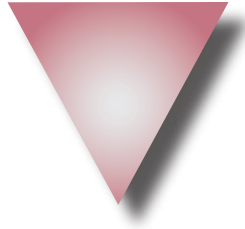
- e. When composing the **discussion** section, you will present the uncertainties and possible shortcomings of your data. You want to imagine questions that you might receive from your peers regarding your measurements, methods, and interpretations. The one thing you should strive for is honesty in your interpretations. Your results should be contrasted with those of similar studies, and any conflicts should be addressed and explained in detail. Ask yourself whether you have addressed all concerns and possible flaws in your interpretations. If you have, then your study will be well received.
- f. Now it is time for your **conclusion** section. Make sure your conclusions are logical. If there are any conclusions that you don't completely favor, draft them first and explain why you felt they were less logical or less likely. Remember that all previous sections have led you to this point. Here you will present your reasoned and informed opinion.

### C-6. Editorial process and review

- a. Each journal or periodical has its own editorial and review process. You should become aware of the journal's requirements for submission prior to drafting your paper/article. These requirements may include the use of a certain computer software and page charges and reprints. Besides the journal, USACHPPM has an internal review process (see para 3-10), and as a USACHPPM employee, you are expected to follow it closely.
- b. Your paper/article, once submitted, will undergo review by your peers who have been selected by the journal. Take their comments as constructive, and make changes to clarify your interpretations. If you believe the reviewer is in error, inform the journal's editor along with your reasoning for the error. Yes, you will have to deal with an editor at the journal. Many times you will need to change something that you might not agree with, but remember the editor has the last word many times. This may not be an easy process, but it can be done.

## Appendix C: Writing Articles for Journals

- c. Once published, you will need to send out reprints of your article/ paper to interested parties, for example peers, other authors, supervisors, and family. Please remember to acknowledge all contributors to your work. The sequence in which to list authors is seniority, person who wrote the draft, alphabetical order, or when two or more papers have been written with different slants.
  
- d. USACHPPM encourages its employees to publish their work and is very proud of their accomplishments. Your publication will be listed in the Center's Annual Historical Report.



Users are invited to comment and or suggest changes to this manual. Please send your comments to [Annemarie.Gibson@us.army.mil](mailto:Annemarie.Gibson@us.army.mil). You may also call the Chief, PMD at commercial (410) 436-3254 or DSN 584-3254.

